
From:
Sent: 17 September 2019 16:39
To:
Subject: FW: Disruption Log - ASOS - Transport Scotland - week ending 19 May 2019

From: [Redact] (38)(1)(b) throughout

Sent: 20 May 2019 10:59
To: [Redact] (38)(1)(b)
Cc: 'Inglis Lyon' <ILyon@hial.co.uk [Redact] (38)(1)(b)>
Subject: FW: Disruption Log - ASOS - Transport Scotland - week ending 19 May 2019

[Redact]

Thanks for this. Can I just check, is this stripping out normal delays e.g. weather? As per my e-mail last week, I want to be able to include the following in our update to Mr Matheson.

Total number of flights - ??
Flights delayed by 15 Minutes or more - ??
% of flights delayed by 15 minutes or more - ??

[Redact]

From:
Sent: 18 September 2019 10:46
To:
Subject: FW: Disruption Log - ASOS - Transport Scotland - week ending 19 May 2019

From: [Redact]
Sent: 20 May 2019 09:38
To: [Redact]
Cc: Inglis Lyon <ILyon@hial.co.uk[Redact]>
Subject: Disruption Log - ASOS - Transport Scotland - week ending 19 May 2019

[Redact]

Please see attached.

Regards

[Redact]
Director of Airport Operations
Highlands and Islands Airports Limited
☎ 01667 464237 (DIRECT DIAL) ☎ 07920 586554 (MOBILE)

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From:
Sent: 17 September 2019 16:43
To:
Subject: FW: Disruption Log - ASOS - Transport Scotland - week ending 19 May 2019

From: [Redact]
Sent: 20 May 2019 12:01
To: [Redact]
Cc: 'Inglis Lyon' <ILyon@hial.co.uk>; [Redact]
Subject: RE: Disruption Log - ASOS - Transport Scotland - week ending 19 May 2019

[Redact]

Don't worry about it. I'll go with what you've sent.

Thanks

[Redact]

From: [Redact]
Sent: 20 May 2019 11:25
To: [Redact] >
Cc: Inglis Lyon <ILyon@hial.co.uk>; [Redact] >
Subject: RE: Disruption Log - ASOS - Transport Scotland - week ending 19 May 2019

[Redact]

No, the overall delay stats don't do that as that would be a significant exercise and would not provide any valid stats as the root cause of a delay could be weather or a tech aircraft which is then exacerbated by the WTR. The like for like comparison provides a record of 'normal' operations v operations with the additional factor of the WTR. However, the weekly disruption log provides the delay stats for those flights where IA is a factor and includes the delay minutes, which are colour coded by block. What you appear to be asking for is a combination of both which will take me a bit of time to look at. I will go back over and see what I can do.

Regards

[Redact]
Director of Airport Operations
Highlands and Islands Airports Limited

From: [Redact]
Sent: 20 May 2019 10:59
To: >
Cc: Inglis Lyon <ILyon@hial.co.uk>;
Subject: FW: Disruption Log - ASOS - Transport Scotland - week ending 19 May 2019

Thanks for this. Can I just check, is this stripping out normal delays e.g. weather? As per my e-mail last week, I want to be able to include the following in our update to Mr Matheson.

Total number of flights - ??
Flights delayed by 15 Minutes or more - ??
% of flights delayed by 15 minutes or more - ??

From: [Redact]
Sent: 20 May 2019 10:51
To: >
Cc: Inglis Lyon <ILyon@hial.co.uk>; >
Subject: RE: Disruption Log - ASOS - Transport Scotland - week ending 19 May 2019

Please see attached the position as per last week. The tables show the picture by airport and I have also included a consolidated picture across all ATC units for the YTD and by comparison with Apr/May 2018. On an airport by airport basis SYY is the most affected as would be expected, but the overall picture shows that for the full month of Apr, on time performance is slightly better for 2019 v 2018 whilst May has started worse. The largest block remains the 15-29 mins block, with the most change coming in the 30-59 minute block, which would be in line with the SYY affect and the impact of 30 min closures.

I can update as we go forward.

Regards

Director of Airport Operations
Highlands and Islands Airports Limited

From:
Sent: 20 May 2019 10:00
To: >
Cc: Inglis Lyon <ILyon@hial.co.uk>; >
Subject: RE: Disruption Log - ASOS - Transport Scotland - week ending 19 May 2019

Thanks. How are you getting on with the % figures on the number of flights that have been delayed by 15 minutes or more we had exchanges about last week?

Thanks

From:
Sent: 20 May 2019 09:38
To: >
Cc: Inglis Lyon <ILyon@hial.co.uk>; >
Subject: Disruption Log - ASOS - Transport Scotland - week ending 19 May 2019

Please see attached.

Regards

**Director of Airport Operations
Highlands and Islands Airports Limited**

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From:
Sent: 17 September 2019 16:45
To:
Subject: FW: Media Statement - ATC Strike Thu 23 May

From: [Redact]
Sent: 20 May 2019 14:27
To:
Cc: Inglis Lyon <ILyon@hial.co.uk>;
Subject: RE: Media Statement - ATC Strike Thu 23 May

[Redact]

Our cleared lines are:

A SG spokesman said:

"It is disappointing the union is taking strike action, which will clearly impact passengers. We continue to encourage both Prospect and HIAL to return to discussions around a retention allowance for Air Traffic Controllers and to work towards a resolution to the pay dispute.

"We have been clear with both HIAL and Prospect that any settlement must be in line with Scottish Public Sector Pay Policy.

"HIAL has implemented a pay rise for all staff, which is a significant improvement on previous years, as well as significantly increasing their contribution to their pension scheme in order to maintain this benefit for employees. Staff also continue to receive generous annual leave, sick pay and other allowances.

"In the face of the UK Government's continued budget cuts, the Scottish Government delivered a distinctive and progressive Pay Policy for 2018/19 – one which is fair, supports those on lower incomes and protects public sector jobs and services while delivering value for money for the people of Scotland."

Thanks

[Redact]

From: [Redact]
Sent: 20 May 2019 13:34
To: >
Cc: Inglis Lyon <ILyon@hial.co.uk>; >
Subject: Media Statement - ATC Strike Thu 23 May
Importance: High

As discussed, please see the final version attached. A couple of journalists are chasing us for a statement, so will be releasing this proactively to all media next.
I'm sure their next port of call will be to yourselves.

Best

Head of Communications

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(v) (b) (5) - ACP

(v) (b) (5) - ACP

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From:
Sent: 17 September 2019 16:46
To:
Subject: FW: Cab Sec Call

From: [Redact]
Sent: 22 May 2019 09:08
To: 'Inglis Lyon' <ILyon@hial.co.uk>
Subject: Cab Sec Call

Inglis

Mr Matheson says he wants to speak to you sometime today about the strike. Private Office will be in touch with [Redact] to sort out a time.

Thanks

Aviation Policy
Transport Scotland

Area 2D (N)
Victoria Quay
Edinburgh
EH6 6QQ



TRANSPORT
SCOTLAND
CÒMHDHAIL ALBA

An agency of  The Scottish Government

From:
Sent: 18 September 2019 10:35
To:
Subject: FW: Disruption Log - ASOS - Transport Scotland - week ending 26 May 2019

From: [Redact]
Sent: 27 May 2019 18:31
To: [Redact]
Cc: Inglis Lyon <ILyon@hial.co.uk>; [Redact]
Subject: Disruption Log - ASOS - Transport Scotland - week ending 26 May 2019

[Redact]

Please see attached regarding the ASOS stats. I have included Apr and May in the graphs on the May page to show the relative position. In addition, on the consolidated On Time Performance sheet I have included a table (highlighted in yellow) showing the position viz the ASOS delays relative to the overall picture. Whilst it doesn't strip out particular delay codes it does show the impact of the ASOS on the overall on time picture for ATC units. Hope this helps. With regard to the day of action I believe that the stats have already been promulgated via various releases, please let me know if you require anything further.

Best regards

[Redact]
Director of Airport Operations
Highlands and Islands Airports Limited

From: [Redacted]
Sent: 18 September 2019 11:53
To:
Subject: FW: Prospect Industrial action notice

From: : [Redacted]
Sent: 29 May 2019 15:06
To: 'Inglis Lyon' <ILyon@hial.co.uk>; : [Redacted]
Subject: RE: Prospect Industrial action notice

Presumably Jonathan will know before his call with MM at 1015 tomorrow?

: [Redacted]
Head of Aviation



: [Redacted]

An agency of  The Scottish Government

From: Inglis Lyon <ILyon@hial.co.uk>
Sent: 29 May 2019 14:45
To: Lorna Jack <lornajack@lawscot.org.uk>; : [Redacted]
Subject: Fwd: Prospect Industrial action notice

Info

Inglis

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From: : [Redacted]
Sent: Wednesday, May 29, 2019 2:40:46 PM
To: Inglis Lyon;
Cc: : [Redacted]
Subject: Prospect Industrial action notice

Inglis,

Please see attached further formal notice of industrial action on the 12th of June.

Can you please confirm receipt of this email.

(ybrtsw) . . .

It will be announcing this to staff shortly

(ybrtsw) w

If a new and substantially different offer is tabled then we would of course suspend the action and consult upon that offer.

I am on leave from today until the 6th of June if you have question with regard the ballot or if a new offer is tabled then can you please send it to Richard Hardy who is ccd into this email.

I have organised to meet the reps by phone on the 6th of June to consider any new offer, should one be tabled prior to our meeting at midday.

: [Redacted]Negotiations Officer
Prospect Scotland

Prospect, Suite G1, Cairncross House, 25 union street, Edinburgh, EH1 3LR

: [Redacted]

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From:
Sent: 18 September 2019 11:39
To:
Subject: FW: Urgent: ATC Pay Dispute - Proposal for Board Approval

From: Redacted]
Sent: 30 May 2019 14:59
To: Redacted]lLyon@hial.co.uk
Cc: Redacted]
Subject: RE: Urgent: ATC Pay Dispute - Proposal for Board Approval

Redacted]

Please see the answers below, sorry for the delay in replying

Regards

Redacted]

From: Redacted]
Sent: 30 May 2019 09:22
To: lLyon@hial.co.uk Redacted]>
Cc: Redacted]
Subject: RE: Urgent: ATC Pay Dispute - Proposal for Board Approval

Redacted]

In order for us to progress this, I'd be grateful if you could provide some further information.

1. I note the reference to cost below. Please could you forward me the details of the total annual cost of the proposals over the intended lifetime of the allowance.

Please see the range of potential options and costs noted below. We will be working on the structure of the final offer over the next 24/48 hours.

[Redacted 30(b)(ii)]

Please can you confirm that this is affordable, in particular in 2019-20. [Redacted letter of 30 April 2019 set out our funding commitment for 2019-20. The total revenue budget available is £24.187 million which is £3.887 million above the original budget figure. We will not be in a position to provide any additional budget beyond this amount. Any pressures that develop in year, including this, will need to be funded from the existing budget. As in previous years, however, we will be able to recycle the interest element of your loan repayments. By my calculation this will equate to £54,098.69 in 2019-20. [Redacted], the above costs are not affordable within the current 19/20 budget but we will need to find a way of fitting the costs into a very tight spend profile. We will probably have to pull back on other spend items, as yet not identified. This cost will have to be added to our financial forecast as a challenge of up to [Redacted 30(b)(ii)] for 2019/20.

Thanks

[Redacted]

From: Inglis Lyon <ILyon@hial.co.uk>
Sent: 29 May 2019 08:25
To: Lorna Jack <LJack@hial.co.uk>; [Redacted]
Cc: [Redacted]

Subject: RE: Urgent: ATC Pay Dispute - Proposal for Board Approval

Thanks everybody and appreciate the swift turnaround. [Redacted 30(b)(ii)]

I'll pick up with [Redacted] and [Redacted] tomorrow and agree a final structure for the offer.

[Redacted] – Can you proceed with an outline approval process with TS please

Inglis

From: Lorna Jack <LJack@hial.co.uk>
Sent: 29 May 2019 07:50
To: [Redacted Inglis Lyon <ILyon@hial.co.uk [Redacted >
Cc: [Redacted]
Subject: Re: Urgent: ATC Pay Dispute - Proposal for Board Approval

Looks like we have all the Board on board. [Redacted you have answered the question about [Redacted 30(b)(ii)]. That leaves [Redacted question about [Redacted 30(b)(ii)]. Inglis can you answer that and subject to affordability, we are good to go to the next stage.

Thanks all for the prompt response

Lorna

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From: [Redacted]
Sent: Wednesday, May 29, 2019 7:18 am
To: Lorna Jack [Redacted]; Inglis Lyon; [Redacted]
Cc: [Redacted]
Subject: RE: Urgent: ATC Pay Dispute - Proposal for Board Approval

Hi Lorna,

I agree with the proposal in principle subject to affordability. We are just working through the costs now.

I understand that the payments are to be [Redacted 30(b)(ii)].

Thank you

[Redacted]

From: Lorna Jack <LJack@hial.co.uk>
Sent: 28 May 2019 14:57
To: [Redacted] Inglis Lyon <ILyon@hial.co.uk>; [Redacted]

Subject: Urgent: ATC Pay Dispute - Proposal for Board Approval
Importance: High

Dear HIAL/DAL Board members

You will recall that at a previous Board meeting we agreed the principle that Inglis and Andrea should have the flexibility to agree a retention allowance with Prospect as an alternative to their 10% pay claim. We are also aware that this principle is supported by the Scottish Government.

We have also been made aware that the Scottish Government has advised us that we cannot reopen the 18/19 pay remit. Similarly they have advised us that the remit for 19/20 must remain within the remit guidelines.

Although the trade union has rejected discussion on a retention allowance thus far, Inglis now wants to make a specific offer in this respect, so that our HIAL ATC colleagues are fully aware of what could be on offer.

He is therefore looking for our approval as a Board of a retention allowance to a [Redacted 30(b)(ii)].per annum per member of ATC. The draft outline structure is as follows;

- **The allowance to be paid in arrears and in two blocks.**
- **Block one covering 18/19 and 19/20 effective date of payment March 2020**
- **Total payment in March 2020 per ATC member [Redacted 30(b)(ii)].**
- **Second block, covering the following three years and totalling [Redacted 30(b)(ii)].to be paid March 2023**

Paid only to those that remain with us to March 2020 and March 2023 respectively.

I understand from Inglis that if this offer is considered to be materially different from that previously proposed, it must be put back to Prospect members and consulted on and that in itself will suspend further industrial action for the time being.

I am personally supportive of this proposal (subject to knowing that we can accommodate the total cost which Inglis is currently calculating). **I am now formally seeking your support as Board**

members by email to ensure that this can be moved forward on a timely basis and agreed with Transport Scotland asap.

If you are happy to support the proposal without further discussion then can you let us all know by return email? If there is not a majority approval for this, I will call a Board telephone meeting to discuss. This needs to be moved forward with pace.

NB: we will need to minute this decision by email which you and I can discuss, once we hear back from Board members.

Kind regards

Lorna Jack

Chair

HIAL

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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From: [Redacted]
Sent: 17 September 2019 16:49
To: [Redacted]
Subject: FW: Urgent: ATC Pay Dispute - Proposal for Board Approval

From: [Redacted]
Sent: 03 June 2019 11:41
To: 'Inglis Lyon' <ILyon@hial.co.uk>; 'Lorna Jack' <LJack@hial.co.uk>; <david.martin@dundeecity.gov.uk>;

Cc: [Redacted]
Subject: RE: Urgent: ATC Pay Dispute - Proposal for Board Approval

Inglis

Following our discussion earlier, I have now put a note to Ministers informing them of your proposal. You are now free to put the proposal to Prospect. I'd be grateful if you could continue to keep us updated as things progress.

Thanks

[Redacted]

From:
Sent: 18 September 2019 10:32
To:
Subject: FW: Disruption Log - ASOS - Transport Scotland - week ending 2 Jun 2019

[Redact]

From: [Redact]
Sent: 03 June 2019 14:48
To: [Redact]
Cc: Inglis Lyon <|Lyon@hial.co.uk>; [Redact]
Subject: Disruption Log - ASOS - Transport Scotland - week ending 2 Jun 2019

[Redact]

Please see attached.

Best regards

**Director of Airport Operations
Highlands and Islands Airports Limited**

From:
Sent: 18 September 2019 11:56
To:
Subject: FW: Prospect Discussions

From: Inglis Lyon <ILyon@hial.co.uk>
Sent: 06 June 2019 16:02
To: Lorna Jack (LornaJack@lawscot.org.uk) <LornaJack@lawscot.org.uk>
Cc: : [Redacted]
Subject: Prospect Discussions

Lorna for info – we've spent time with Prospect today to discuss the offer.

- Initially they were recommending rejection of the proposal citing a redline over the no strike clause, the timing of payments and the frequency of payments. Unless able to reach resolution on these points they were prepared to put the offer out to the staff with a recommendation to reject whilst maintaining the current work to rule with all that brings. Their intention being to ballot for a fortnight at close of play tomorrow.
- Their alternative proposal was to remove the no strike clause, pay the retention allowance monthly, pay over three years and make it pensionable
- Our alternative proposal is as follows;
- We have proposed tying them to accept future pay remits for the next five years, providing there is no material change to the ATC market / Scottish government pay policy. Not the no strike position I sought but a good half way house.
- We have also proposed a restructure of the payment schedule which sees the first payment made as soon as the agreement is signed, a further payment March 2019 and the three further payments, March 20, 21 and 22, not monthly as originally sought by Prospect but five payments instead of the three we had originally proposed.
- We have rejected the request to make the payment pensionable.
- : [Redacted 30(b)(ii)]
- Having consulted with SMT colleagues, I intend to write to them tomorrow with the final offer which will be conditional on them withdrawing all industrial action including WTR, effective 12th June whilst the ballot is undertaken.
- Similarly, it will be conditional upon, as a minimum, a neutral recommendation and not recommendation to reject.

In brief, it's within the numbers agreed with TS with the change to an annual payment being the biggest change.

We have a catch up tomorrow, we can discuss then.

Inglis

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From: [Redacted]
Sent: 18 September 2019 10:56
To: [Redacted]
Subject: FW: Disruption Log - ASOS - Transport Scotland - week ending 9 Jun 2019

From: [Redacted]
Sent: 10 June 2019 17:38
To: [Redacted]
Cc: Inglis Lyon <Ilyon@hial.co.uk>; [Redacted]
Subject: Disruption Log - ASOS - Transport Scotland - week ending 9 Jun 2019

[Redacted]

Please see attached.

Best regards

[Redacted]
Director of Airport Operations
Highlands and Islands Airports Limited

From:
Sent: 18 September 2019 11:21
To:
Subject: FW: Revised offer - response from / attached

From: Inglis Lyon <ILyon@hial.co.uk>
Sent: Tuesday, 11 June 2019 16:15
To: Lorna Jack (<LornaJack@lawscot.org.uk>); [Redacted]
Subject: FW: Revised offer - response from [Redacted] attached

To see attached

Inglis

From: Inglis Lyon
Sent: 11 June 2019 16:14
To: SMT <SMT@hial.co.uk>
Cc: [Redacted]
Subject: FW: Revised offer - response from ' attached

I spoke with [Redacted 30(b)(ii)]

[Redacted 30(b)(ii)]

Thanks

Inglis

From: [Redacted]
Sent: 11 June 2019 15:57
To: Inglis Lyon <ILyon@hial.co.uk>
Cc: Redacted]>
Subject: Revised offer - response from I attached

Hello Inglis

Response from Redacted]attached.

Regards

Redacted]

Prospect - Edinburgh

Suite G1, Cairncross House, 25 Union Street, Edinburgh, EH1 3LR

Redacted]

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From:
Sent: 18 September 2019 11:07
To:
Subject: FW: Disruption Log - ASOS - Transport Scotland - week ending 9 Jun 2019

From: [Redacted]
Sent: 18 June 2019 08:05
To: [Redacted]
Cc: Inglis Lyon <|Lyon@hial.co.uk>; [Redacted]
Subject: RE: Disruption Log - ASOS - Transport Scotland - week ending 9 Jun 2019

[Redacted]

Please see attached. As discussed yesterday, we are continuing to note any disruption during the period up to 28 Jun in order to ascertain levels of 'goodwill' outside of ASOS.

Best regards

[Redacted] **Director of Airport Operations**
Highlands and Islands Airports Limited

From: [Redacted]
Sent: 18 September 2019 11:24
To: [Redacted]
Subject: FW: CALL REQUIRED - ATC Offer - Ballot Outcome

From Redacted]
Sent: 28 June 2019 12:47
To: SMT <SMT@hial.co.uk>; lornajack@lawscot.org.uk; Redacted]
Cc Redacted]
Subject: ATC Offer - Ballot Outcome
Importance: High

Good afternoon

ATCOs overwhelmingly rejected the offer. The following press release was agreed with Prospect and will be issued at 1pm and their release is included below:

HIAL Press release:

Prospect received a formal proposal from the company on 3 June 2019, and following further discussion the offer, based on a retention allowance, was enhanced and Prospect agreed to ballot their members. At the same time, they also agreed to suspend all industrial action, including the work to rule, pending the outcome.

Throughout this process, the government has been clear that the pay remit for 2018/19 could not be reopened, however they permitted HIAL to develop a retention allowance in a bid to resolve the dispute.

Inglis Lyon, HIAL's Managing Director said: "We are obviously disappointed that our latest offer has been rejected by Air Traffic Control Officers, despite enhancing our formal offer following last-minute discussions with Prospect.

"It is unfortunate that the industrial action has been reinstated during the peak holiday period and I would like to apologise in advance to our passengers, customers and local communities for the disruption this will inevitably cause.

"The offer was made within the parameters of the Scottish public pay policy in a bid to resolve the dispute to the satisfaction of both parties. We now call on Prospect to meet and discuss an alternative solution within the flexibilities afforded to HIAL.

"We remain committed to resolving the dispute and would encourage Prospect to enter into further dialogue with us."

The work to rule will be reinstated from 00.01 on 29 June. At this stage HIAL have not received any further proposals for strike action.

Prospect Press release:

Prospect members in HIAL have overwhelmingly rejected the revised pay offer made by HIAL. The work to rule which was suspended during the ballot will restart tomorrow (Saturday 29 June). Prospect will meet with Representatives

on Monday to consider the ballot result prior to a meeting with HIAL on Thursday 4 July to try and resolve this dispute and reach an offer which is acceptable.”

Communication has been issued to staff and update will be issued to stakeholders shortly.

Email to Staff:

Following the outcome of the ballot, I am disappointed to advise that our latest offer has been overwhelmingly rejected by ATCOs.

As a result, the work to rule will be reinstated from 00.01 on 29 June. At this stage we are not aware of any further proposals for strike action but will update you as soon as we receive information from Prospect.

Throughout this process, the government has been clear that the pay remit for 2018/19 could not be reopened, however we were permitted to develop a retention allowance in a bid to resolve the dispute.

Prospect received a formal offer from the company on 3 June 2019. Following further discussion, we enhanced the offer, based on a retention allowance, and Prospect agreed to ballot their members. At the same time, they also agreed to suspend all industrial action, including the work to rule, pending the outcome.

The offer was made within the parameters of the Scottish public pay policy in a bid to resolve the dispute to the satisfaction of both parties. We have encouraged Prospect to meet and discuss an alternative solution within the flexibilities afforded to the company.

We remain committed to resolving this dispute and a meeting with Prospect will take place on Thursday 4 July.

We are particularly disappointed that the industrial action has been reinstated during the peak holiday period and have apologised in advance to our passengers, customers and local communities for the disruption this may cause.

I will, of course, continue to keep you updated on any developments.

Letter to Stakeholders:

I am disappointed to advise that the company’s latest offer has been rejected by Air Traffic Control Officers (ATCOs).

As a result, the work to rule will be reinstated from 00.01 on 29 June. At this stage we are not aware of any further proposals for strike action, but will update you as soon as we receive information from Prospect.

We are particularly disappointed that the industrial action has been reinstated during the peak holiday period and, on behalf of HIAL, I would like to apologise in advance to our passengers, customers and local communities for the disruption this will inevitably cause.

Throughout this process, the government has been clear that the pay remit for 2018/19 could not be reopened, however they permitted HIAL to develop a retention allowance in a bid to resolve the dispute.

Prospect received a formal offer from the company on 3 June 2019. Following further discussion the offer, based on a retention allowance, was enhanced and Prospect agreed to ballot their members. At the same time, they also agreed to suspend all industrial action, including the work to rule, pending the outcome.

The offer was made within the parameters of the Scottish public pay policy in a bid to resolve the dispute to the satisfaction of both parties. We have encouraged Prospect to meet and discuss an alternative solution within the flexibilities afforded to HIAL.

We remain committed to resolving this dispute and a meeting with Prospect will take place on Thursday 4 July.

I will, of course, continue to keep you updated on any developments.

Redacted]

Head of Communications

Highlands and Islands Airports Limited

Redacted]

From: [Redacted]
Sent: September 2019 16:51
To: [Redacted]
Subject: FW: Ballot result

From: [Redact]
Sent: 28 June 2019 12:54
To: [Redacted]
Subject: RE: Ballot result

[Redact]

Thanks. I've got [Redacted] e-mail and have updated Ministers.

[Redact]

From: [Redact]
Sent: 28 June 2019 12:50
To: [Redact] >
Subject: Ballot result

[Redact]

Inglis is out the office at the moment but [Redact] phoned him early to say the ballot result was rejection. I tried to call you but no answer but you should now be in receipt of the formal comms that both HIAL and Prospect are issuing.

[Redact] agreed to hold his comms to 1pm and has indicated he will not undertake press interviews.

[Redact]
Director of Human Resources
Highlands and Islands Airports
Head office
Inverness Airport
Inverness
IV2 7JB

[Redact]

From:
Sent: 18 September 2019 11:46
To:
Subject: FW: Call with Cab Sec

From: [Redacted]
Sent: 28 June 2019 20:45
To: [Redacted]Lorna Jack <LornaJack@lawscot.org.uk>; ILyon@hial.co.uk
Subject: Re: Call with Cab Sec

I told [Redacted] to invite us both. I'd definitely be on the call and you might.

Sent from my BlackBerry 10 smartphone.

From: [Redacted]
Sent: Friday, 28 June 2019 20:41
To: [Redacted]Lorna Jack; ILyon@hial.co.uk
Subject: RE: Call with Cab Sec

[Redacted]

I can do it but equally happy for you to... Let me know.

[Redacted]
Head of Aviation
[Redacted]



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From: [Redacted]
Sent: 28 June 2019 20:20
To: Lorna Jack <LornaJack@lawscot.org.uk>; ILyon@hial.co.uk; [Redacted]
Subject: Re: Call with Cab Sec

12:50 is fine. A calendar request should issue tomorrow.

Sent from my BlackBerry 10 smartphone.

From: Lorna Jack

Sent: Friday, 28 June 2019 19:57
To: [Redacted]ILyon@hial.co.uk; [Redacted]
Subject: Re: Call with Cab Sec

(Yong'N) W losin
(Yong'N) W losin

Evening folks

I am on leave on Monday [Redacted 30(b)(ii)] The nearer to 13:00 it is the more likely I will be out and able to call in. Would it be possible to push it to 12:50?

Lorna

On: 28 June 2019 18:07, ' ___
wrote:

Inglis / Lorna

Mr Matheson would like a call on Monday between 12:30 and 13:00 to discuss the ATC ballot result. Please can you confirm if you can do this.

Thanks

[Redacted]

Sent from my BlackBerry 10 smartphone.

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From:
Sent: 17 September 2019 16:54
To:
Subject: FW: Call with Cab Sec

From: [Redact]
Sent: 30 June 2019 09:24
To: 'Lorna Jack' <LornaJack@lawscot.org.uk>; 'ILyon@hial.co.uk' <ILyon@hial.co.uk>;
Subject: RE: Call with Cab Sec

Lorna / Inglis

I've sent on the calendar request with the dial in details in it. Let me know if there are any issues.

Thanks

[Redact]

From: I
Sent: 28 June 2019 20:20
To: Lorna Jack <LornaJack@lawscot.org.uk>; ILyon@hial.co.uk;
Subject: Re: Call with Cab Sec

12:50 is fine. A calendar request should issue tomorrow.

Sent from my BlackBerry 10 smartphone.

From: [Redacted]
Sent: 18 September 2019 10:53
To: [Redacted]
Subject: F/A: Disruption Log - ASOS - Transport Scotland - week ending 9 Jun 2019

From: [Redact]
Sent: 01 July 2019 15:48
To: [Redact]
Cc: Inglis Lyon <ILyon@hial.co.uk>; [Redact]
Subject: RE: Disruption Log - ASOS - Transport Scotland - week ending 9 Jun 2019

[Redact]

Please see attached which will need to be read in the context of the comments made by [Redacted 30(b)(ii)].

Regards

[Redact]
Director of Airport Operations
Highlands and Islands Airports Limited

From:
Sent: 17 September 2019 16:57
To:
Subject: FW: ATC Industrial Action - Update to Ministers

From: [Redact]
Sent: 04 July 2019 14:25
To: 'Inglis Lyon' <ILyon@hial.co.uk>
Subject: RE: ATC Industrial Action - Update to Ministers

Inglis

Sorry, I was in a meeting when you called. I'll be travelling between 15:00 and 16:00 but should be free after that.

Thanks

[Redact]

From: Inglis Lyon <ILyon@hial.co.uk>
Sent: 04 July 2019 13:47
To: [Redact] >
Subject: RE: ATC Industrial Action - Update to Ministers

[Redact] our meeting kicks off at two today.

I'll call afterwards to provide an update on all matters afterwards

Inglis

From: [Redact]
Sent: 04 July 2019 10:27
To: Inglis Lyon <ILyon@hial.co.uk>
Cc: ;
Subject: ATC Industrial Action - Update to Ministers

Inglis

I currently plan to put an update to Ministers tomorrow. This may change depending on how this afternoon's meeting goes and, in particular, if there is going to be any press stuff after it. I'd rather not rush something up tonight though if we don't have to. I intend to outline Prospect's proposal, [Redact] 30(b)(ii) and set out how HIAL is responding. As part of your update following this afternoon's meeting, please can you include your calculation of the cost of Prospect's proposal. [Redact] 30(b)(ii). Will we be in a position to include that in the update tomorrow or would that have to wait for another day?

Thanks

[Redact]

[Redact]
Aviation Policy
Transport Scotland

Area 2D (N)
Victoria Quay
Edinburgh
EH6 6QQ



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From:
Sent: 17 September 2019 17:00
To:
Subject: FW: Allowances

From: [Redact]
Sent: 05 July 2019 10:24
To: [Redact]
Subject: RE: Allowances

Thanks.

From: [Redact]
Sent: 05 July 2019 10:23
To: [Redact] >
Subject: RE: Allowances

[Redact]

No unfortunately not.

Unlike any other organisations I'm aware of all of our allowances are pensionable and overtime is too. There are of course 1 or 2 exceptions but the vast majority do attract pension contributions.

The retention allowance was not offered as a pensionable allowance for 2 reasons: [Redact] 30(b)(ii)

[Redact]

From: [Redact]
Sent: 05 July 2019 10:17
To: [Redact]
Subject: Allowances

[Redact]

Please can you confirm that no allowances within are HIAL are pensionable. I'm doing the note to Ministers about yesterday's Prospect meeting.

Thanks

[Redact]

[Redact]

Aviation Policy
Transport Scotland

Area 2D (N)
Victoria Quay
Edinburgh
EH6 6QQ

[Redact]



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From: [Redacted]
Sent: 18 September 2019 11:42
To: [Redacted]
Subject: FW: HIAL Pay Policy
Attachments: Pay Policy Review Paper submission to HR RG DRAFT 3.docx; Govt submission - DRAFT v9 FINAL.docx

From: [Redacted]
Sent: 11 July 2019 14:40
To: [Redacted]
Cc: [Redacted]
Subject: HIAL Pay Policy

[Redacted]

Following our discussion earlier please find attached a draft paper to support our submission to HR Remuneration.

I have covered a lot of detail on the background which may or may not be required and the paper does require an additional section backing up the financial data that is currently being worked on.

However, I thought I'd send it on at this early stage for initial comment and feedback.

I'm out of the office next week but will be picking up messages on this specific item so that we can get the submission finalised.

Regards
[Redacted]

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HIAL Submission to HR Remuneration Group

HIAL has a long running dispute with Air Traffic Control Officers (ATCOs) employed by the company across 7 of the 11 airports to provide Air Traffic Control (ATC) Services.

In this submission the company will set out the following:

1. The background to the dispute
2. Initial steps to resolve the dispute
3. Trade union expectations and actions
4. The current proposal to resolve the dispute

1. The background to the dispute

In 2018/19 HIAL received a pay claim from the three recognised trade unions; Prospect, PCS and Unite.

The pay claim set out a number of expectation but specifically raised the issue of ATCO pay:

Expectation are high due to record inflation levels, changes to pay policy and above inflation pay deals in aviation particularly in ATC where HIAL are now struggling to recruit at all stations. If expectations are not met trust in the company will only get worse.

The gap in pay between HIAL and other ATC providers is now causing serious recruitment and retention issues. As part of this years negotiation we are seeking a Recruitment and Retention payment to all operational ATC staff to help close the gap to the market.

A formal pay offer was made which met a number of the trade unions expectations but which did not specifically address ATC pay as a separate matter. The final offer made was:

- Pay Progression, as normal, for all staff that are entitled to receive it
or
- A 1% non-consolidated payment for those who will not receive a progression payment in the year from 1st April 2018 to 31st March 2019.

Plus

- An award of 3% for all those whose full time salary equivalent is up to and including £36,500
or
- An award of 2% for all those whose full time salary equivalent is greater than £36,500
or
- £1,600 for those earning greater than £80,000 (HIAL does not have anyone in this category)

Prospect, who represent staff in all major staff groupings (Air Traffic Control, Fire Service and Security), decided to ballot their membership in 3 groups. The result of that ballot was an overall majority for acceptance of the pay offer but a rejection of the offer by ATC staff.

Following discussion with Prospect on 5th October 18, Prospect wrote to the company expressing the following:

At the meeting we discussed the possibility of a recruitment and retention allowance. However you reported that you believed that this would still require Transport Scotland and Ministerial approval. If that is the case, then we see no value in advancing with an allowance when the same approval and funding would be required to increase basic pay which is the overwhelming demand of members.

We had proposed a recruitment and retention supplement in the pay claim, but this was based on our understanding that this was permissible under pay policy without needing to seek additional authority where a clear case could be articulated about recruitment, retention and position compared to market median. This was a compromise that we believed you could deliver as part of the normal pay process, rather than seeking exceptional authority. As you believe you will need to seek additional funding and Ministerial authority to do this, we would prefer to discuss an increase in basic pay which would be our preferred long term solution and requires the same authorisation.

2. Initial steps to resolve the dispute

In an attempt to resolve the emerging dispute the company met with Prospect and developed a joint submission seeking authorisation to consider:

- Re-opening the pay discussions and make an increased award to basic pay
- Or
- the payment of a Recruitment and Retention Allowance.

This joint submission (Appendix A) was submitted on 12 December 18 and on 29 January 19 the following response was received:

The Cabinet Secretary for Transport, Infrastructure and Connectivity and the Cabinet Secretary for Finance, Economy and Fair Work have now considered this issue. Ministers are not content for HIAL to negotiate a pay settlement for ATC staff that goes beyond Public Sector Pay Policy. HIAL has implemented a pay award for 2018-19 and that should not be reopened. Any pay settlement for 2019-20 must be in line with the Public Sector Pay Policy for 2019-20.

Ministers recognise that HIAL is facing a possible staff retention issue relating to the Air Traffic Management Strategy (ATMS) Programme. Ministers are content to authorise HIAL to develop a retention allowance as part of the ATMS Programme. This allowance is subject to approval by Scottish Government Pay Policy before implementation.

Whilst Prospect had worked with the company to develop the submission their preferred position had always been for an increase to basic pay rather than a recruitment and retention allowance.

Failure to achieve the support of Scottish Government to consider a pay award out with the 18/19 pay remit led the union to consider further action.

3. Trade union expectations and actions

On 1 February 19, Prospect notified the company of their intention to ballot for industrial action and on 5 March 19 notified the company that action would commence on 1 April 19 until 31 August 19. This would include a work to rule for the whole period and specific strike dates, the first of which was to be 26 April and was postponed to 23 May 19.

Talks were held with Prospect on 8 March and Prospect set out the following expectations to be met to resolve the dispute:

- The level of a retention payment would need to be sizable
- The payment could not be linked to the ATMS project

- That Prospect could not countenance cuts in other areas within HIAL being used to fund the retention allowance
- That further discussions would be needed on the conditions and longevity of the allowance

Prospect advised they would be looking for a sum of approximately £250,000 being made available annually to make any R&R attractive to members.

Further talks were held on 15 March where Prospect modified their position from 8 March to state that:

- The retention allowance should apply to everyone
- to be percentage based
- To reflect the double digit request i.e. at least 8% given that staff had received a 2% pay award in 18-19
- consideration would be given to the payment being made annually, but not deferred to the end of the 3 year term of agreement
- it to be backdated to 18-19, i.e. for a first payment to be made for 18-19 in March 19
- a commitment of 3 years
- a commitment that the allowance would continue in the event that the project was pulled

At a meeting on 21 March HIAL informed Prospect that their expectations could not be met and both parties agreed to refer the matter to ACAS. Talks commenced at ACAS on 9 April 19.

Talks broke down with no agreement reached and ATCO staff chose to take strike action on 23 May.

Following discussion and agreement at the HIAL Board a formal written offer of a Retention Allowance was made on 7 June. This offer is set out below:

- Year 1: 18/19 £2000 Accrued. To be paid upon acceptance of the offer.
- Year 2: 19/20 £2000 Accrued. To be paid 29 March 2020
- Year 3: 20/21 £2000 Accrued. To be paid 29 March 2021
- Year 4: 21/22 £2000 Accrued. To be paid 29 March 2022
- Year 5: 22/23 £2000 Accrued. To be paid 29 March 2023

On 2 July the company received a counter offer from Prospect requesting:

- 1. A recruitment and retention allowance of £6000 per year paid for year 2018-19 (paid for 18-19 on the date of agreement) and annually thereafter at the end of the financial year.*
- 2. The allowance is to be pensionable and uprated in line with the agreed pay award.*
- 3. No restrictions that constrain members' ability to oppose or take action on any other issues.*
- 4. HIAL agree to pay the maximum available to them under pay policy for the period of the agreement, subject to normal pay negotiations.*
- 5. In the event of a material change of pay policy, economic circumstances or industry conditions the deal will be reopened.*

On the 5 July Prospect notified the company of further planned strikes on 21, 22, 23 July.

Strike action has a significant impact on:

- our communities and particularly the life line services that a relied upon in remote communities

- our traveling public, particularly during the busy summer holiday period
- our key airline, Loganair
- our future business development and income generating opportunities, particularly for Inverness airport where a reputation for a poor industrial relations culture will impact on future opportunities.

4. The current proposal to resolve the dispute

In a further attempt to resolve the dispute and meet one of the key expectations articulated by Prospect HIAL is now seeking to review the pending 19/20 pay award.

A formal offer was made to the trade unions on 27 May 19. This offer was approved through the pay remit process and consists of:

- *A fixed sum increase of £735 to all staff earning a basic salary of less than £24,500 pro-rata in addition to any incremental progression due*
- *A 3% increase for those staff earning more than £24,500 pro-rata but less than £36,500 basic pay in addition to any incremental progression due*
- *A 3% increase for those staff earning less than £36,500 pro-rata basic pay + a further 1% non-consolidated increase for those at the top of their pay scale*
- *A 2% increase for those staff earning more than £36,500 pro-rata basic pay in addition to any incremental progression due*
- *A 2% increase for those staff earning more than £36,500 pro-rata basic pay + a further 1% non-consolidated increase for those at the top of their pay scale*
- *An increase of 2% on all fixed allowances.*

The trade unions have indicated this offer is not acceptable because it is not within 'the spirit' of the Ministers intentions when the Pay Policy was issued in December 18. The particular issue that has arisen relates to the failure by HIAL to pay the full underpin of £750.

The full underpin value was not included in the offer because it was not deemed as affordable within the technical guidance available to support the pay policy. The trade unions are challenging this position and will not ballot their membership until the matter is resolved.

In addition the trade unions believe the split offer of 3% to those below £36,500 and 2% to those above £36,500 is divisive and have pointed to other bodies who have paid 3% to all staff irrespective of earnings levels.

In responding to the trade unions HIAL is now seeking approval to revisit the offer made and to meet the trade unions expectations by maximising the full remit and flexibilities contained within it.

This would include:

- Maximising the underpin to the full in line with the published guidance i.e. £750 for all those earning less than £25,000.
- Making a basic pay award of 3% to all staff on the maximum of their pay grade

In addition to the Retention Allowance currently on the table for consideration by Prospect, an increase to basic pay would go some way towards the original claim to see increases linked to basic pay.

In making the maximum offer available the company would:
demonstrate our commitment to treating all staff consistently and fairly.
Demonstrate our commitment to resolving the current ATCO pay dispute by offering the maximum available under pay policy and a retention allowance
Take steps to reduce the risk of escalating industrial relations tensions in other areas of the business.
This risk is real with the Fire Service now indicating a willingness to consider some form of industrial action. This risk was articulated in the initial submission to Transport Scotland in December 2018 and has grown in significance over time.

5. Finance

The financial detail of the proposal that HIAL is now looking to implement is set out below. It is based upon

- A 3% pay award to all staff under £80,000
- A £750 underpin for all these earning less than £25,000
- A 0.5% non-consolidated payment to all eligible staff
- A 2% increase in allowances

Air Traffic Controller Officer Pay Dispute

Business Case to Review current Air Traffic Controller Salaries

Background

2018/19 Pay Award

All staff within HIAL received a pay award under the 18/19 pay remit. The three recognised trade unions (Prospect, PCS and Unite) balloted members and the outcome of the ballot was an overall acceptance of the pay award.

Prior to commencing the ballot Prospect (the trade union representing Air Traffic Controllers (ATCOs)) advised the company that they intended to ballot Security, Fire, ATC and managers sectionally and, subsequently advised that ATC staff had rejected the pay award. The sections are of different size with ATC proportionally smaller than Security or Fire. Prospect also advised that as the majority of staff had accepted the offer the pay award should be paid to all staff including ATC and that separate pay discussions should be held on ATC pay.

The company accept that the 18/19 pay award was not settled until August 2018. This was due in part to the change in settlement date bringing the HIAL date forward from October to April. As a result the pay award was paid to all staff in September 2018, backdated to April 2018.

The agreed package for all HIAL staff amounted to:

Increase to basic pay

- *Staff earning less than £22,000 (FTE) – fixed increase of £660 per annum*
- *Staff earning more than £22,000 but less than £36,500 (FTE) – 3% increase*
- *Staff earning more than £36,500 – 2% increase*

All those balloted on industrial action fall within the final category.

Increments

Staff, not at the top of their scale, received incremental progression (on the date when their next increment is due).

Non-consolidated increase

- *Staff at the top of their scale received a 1% non-consolidated increase.*

Allowances

An increase of 2% applied to all fixed allowances.

Pensions

In addition to this the employer pension contributions from 1 April 2018 increased from 22% to 27.4%

Pay Dispute

In order to address the ATCO concerns relating to pay and the result of the ballot, discussions commenced with Prospect on 4th October with HIAL proposing the introduction of a Recruitment and Retention bonus (R&R bonus) in line with the original joint submission from the trade unions.

Given the funding from the 2018/19 Pay Remit had been exhausted the company proposed that any R&R bonus be funded through the ATMS project funding.

No financial offer was made with the proposal designed to be a starting point for further discussion.

On 11th October Prospect wrote to the company advising that a Recruitment and Retention bonus tied to the ATMS project was not an acceptable way forward and the offer was rejected by its reps. Prospect has consistently opposed the centralisation aspect of the ATMS project and could not agree to any offer conditional on the project.

At the same time Prospect advised the company it would be conducting an indicative (non statutory) balloting of members on industrial action.

On 7th October Prospect advised the company of the outcome of the ballot for industrial action:

- All members balloted voted therefore the turnout is 100%
- 97% of members supported action short of a strike
- 86% of members supported strike action.

The Company is unaware of the level of trade union membership.

Meetings have taken place between HIAL and Prospect to determine the Prospect position and expectations for a salary rise:

Prospect Position

We are seeking either a significant market readjustment in pay to catch up with your competitors, this would need to be a double digits rise this year or a commitment from officials, the HIAL board and the minister to raise air traffic wages above inflation this year and over an extended period of time to catch up to the market.

Prospect expectation following discussions with HIAL:

A 6% consolidated pay award effective from 1 April 2018

In addition to the percentage pay award agreed through the Pay Remit process, a 3% consolidated pay award effective from 1 April 2019.

Prospect have acknowledged that to date ATCOs have received a 2% consolidated pay award effective from 1 April 2018 and either normal incremental progression or a 1% non-consolidated payment.

Prospect have indicated they would be willing to discuss an element of any additional award being treated as non-pensionable.

Business case to review ATCO Pay

In order to resolve the current dispute HIAL has met with Prospect and has worked to build a business case to review the salary levels of ATCOs within HIAL and to address the points within the Prospect statement.

As an outcome of initial discussions it was agreed that whatever outcome was achieved the primary joint objective for HIAL and Prospect was to achieve a solution that protected the long term delivery of Air Traffic Services in the Highlands and Islands and Dundee.

1. Context

Licence requirements

HIAL operates within a significant region of airspace with 11 airports across the North and West of Scotland. Of these airports, 7 provide an Air Traffic Control service, providing Procedural Approach and Aerodrome control Services (APP/ADI) with the exception of Sumburgh who contract APP to NATS, and Inverness providing Surveillance Services (APS) in addition. The other 4 airports provide a Basic Service and so have no ATCO personnel.

An Aerodrome (Tower) Service provide a service to aircraft operating on the manoeuvring area and aircraft flying within the immediate vicinity of the airport using visual observation from the airport control tower which can sometime be augmented by information derived from an air traffic monitor. The Aerodrome Controller's area of responsibility varies depend on a number of factors including the complexity of the traffic situation, the number and type of aircraft and the airspace categorisation etc. Typically, Aerodrome Control provides a service to aircraft that are taxiing, taking off, landing and/or transiting the airport. Aerodrome Control also provides a service to aircraft that are operating on the airport manoeuvring area.

A Procedural Service is a non-surveillance service where, in addition to the provisions of a Basic Service, the controller provides restrictions, instructions, and approach clearances, which if complied with, shall achieve de-confliction minima against other aircraft participating in the Procedural Service. Neither traffic information nor de-confliction advice can be passed with respect to unknown traffic.

A Surveillance Service is a combination of De-confliction and Traffic Services. A De-confliction Service is where, in addition to the provisions of a Basic Service, the controller provides specific surveillance-derived traffic information and issues headings and/or levels aimed at achieving planned deconfliction minima, or for positioning and/ or sequencing. However, the avoidance of other traffic is ultimately the pilot's responsibility. A Traffic Service is where, in addition to the provisions of a Basic Service, the controller provides specific surveillance-derived traffic information to assist the pilot in avoiding other traffic. Controllers may provide headings and/or levels for the purposes of positioning and/or sequencing; however, the controller is not required to achieve de-confliction minima, and the pilot remains responsible for collision avoidance

As befits an organisation with 11 airports, the complexity of HIAL operations varies significantly across the group and within each airport on a day to day basis. The majority of the operations are generally of low volume and low complexity, the exceptions being Inverness, due to the higher volume of traffic; Dundee, due to the volume of General Aviation traffic; and Sumburgh, due to the multi-runway, varied-approach nature of the airspace, in addition to significant helicopter operations.

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Each airport has its own unique set of circumstances but for the purposes of the exercise the two factors which are most relevant and which are used by NATS as the basis of determining the category of airport are volume and complexity.

Data Comparisons

Flights

HIAL (in total across 11 airports) delivered 2% of the UK flights (4205 of 205,065)*.

This equates to HIAL operating at 62% of the flights for Aberdeen, 54% of Glasgow and 36% of Edinburgh.

In a UK context it equates to HIAL operating 23% of Manchester, 16% of Gatwick and 10% of Heathrow.

Movements

Within the HIAL group, Dundee delivered the highest number of airport movements (4247)* in September 18.

This equates to Dundee operating 56% of the movements for Aberdeen, 48% of Glasgow and 35% of Edinburgh.

*Passenger Numbers/ Movements from CAA Airport Statistics (September 18)

Summary

In terms of context the trade union have been unable to identify a direct comparator for HIAL.

Aberdeen has been identified as a potential comparator however, as demonstrated by the data it is arguable whether or not Aberdeen is a suitable comparator.

It is accepted that much of the HIAL service provision is directed towards supporting local communities and delivering life line services and that the context that HIAL operates within is very different from other airports where the number of flights and passenger numbers are more relevant measures.

2. Salary Data

In order to make an assessment detailed information was gathered on the current salary levels paid across HIAL and where available a number of other airports. The data was gathered by HIAL and the trade union.

It is important to be able to identify the elements that make up the data and information can only be considered to be a comparator where the different elements that constitute the pay package can be identified.

It is recognised that ATCOs receive a number of different payments relating to additional qualifications or duties that they undertake. However, for the purpose of this exercise basic pay and unsocial hours pay form the basis of the analysis.

Airport	Basic Pay	Unsocial Hours Premiums	Total Pay
HIAL Data			
Inverness*	£73,303	included	£73,306
All other HIAL airports (average)*	£47,628	£10,296	£57,940
NATS (website)	£37,014 - £41,253	£6,500	
NATS (Aberdeen)	£40,000 - £76,000 (11 point scale with progression by annual increment)	Unable to obtain absolute clarification	£76,000
Prestwick Airport	£30,000 - £67,000	included	£30,000 - £67,000
Guernsey	£51,919	£6,404	£58,323
Prospect Data			
Liverpool	£53,233 - £67,600		£53,233 - £67,600
Birmingham	£57,468 - £86,684	included	£57,468 - £86,684
Edinburgh	£35,000 - £85,014		£35,000 - £85,014
Stanstead (NATS - 3)	£55,721 - £78,973	included	£55,721 - £78,973
Prestwick Centre (NATS - 4)	£56,934 - £107,499		£56,934 - £107,499
Heathrow (NATS - 5)	£58,934 - £107,499		£58,934 - £107,499

*This includes Trainees and qualified ATCOs

Surveillance Airport Comparisons (Inverness Airport)

NATS (National Air Traffic Services) Pay Rates

NATS pay is tiered depending on location. For the purposes of this exercise Aberdeen has been used. This was accepted on basis of geographical proximity to HIAL airports. Notwithstanding this it is not entirely clear that NATS would consider Inverness to be a tier 2 airport using the criteria set out above in relation to passenger, movement numbers and flight movement complexity.

Aberdeen operates one of the busiest Heli-ports in the world in conjunction with normal fixed wing operations, with the ATCO's being valid in multiple sectors.

Grade	Airport locations
1	London City
2	Aberdeen, Glasgow
3	Stanstead
4	Gatwick, Manchester, Prestwick centre
5	Heathrow, Swanwick Centre

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Prestwick Centre and Prestwick Airport

The difference between Prestwick Centre (PC) and Prestwick Airport (GPA) is principally one of scale and complexity. This is shown in that GPA is a standard surveillance-based airport operation, handling Approach and Tower control for a single airport; PC on the other hand is an upper area control centre (one of two in the UK), handling the routing of all aircraft in and out of Scottish and Northern airspace, in addition to controlling aircraft across the Atlantic.

Pay Comparison

Prospect have identified Aberdeen as a relevant comparator.

ATC staff in HIAL earn 96% of what ATC staff earn in Aberdeen and 97% of the salary earned in a NATS Grade 1 airport.

Given that Prospect identified Aberdeen as a relevant comparator this would suggest staff may be paid 4% less. However the union disputes that the NATS pay figures are inclusive of antisocial hours pay. If it is not the gap is closer to £9k or 12%

This figure needs to be taken in context:

- It relates to only one airport comparison.
- It does not relate to any formal assessment of whether or not Inverness Airport would fall into a Grade 2 salary banding.
- It provides a comparison to Inverness only and not to the other HIAL locations.
- It takes no account of public sector aligned terms and conditions that HIAL provide, e.g. annual leave and sick pay entitlement.
- HIAL operate a Defined Benefit pension scheme. The employee contribution level is 7% and the employer contribution level is 27.4%.
- Data is not readily available on private sector pensions are other terms but in general they tend to be significantly above statutory provision.

Additional Competitor Salary Levels

It is not disputed that there is currently a worldwide shortage of ATCOs and that as a result of this shortage there have been significant enhancements made to the ATCO salary package across the piece.

For example Edinburgh Airport are currently paying staff up to £20,000 as a recruitment and retention allowance.

Gathering data on the salary levels across the UK is difficult. Most ATCOs are employed within the private sector and therefore obtaining salary information is difficult in such a competitive environment. Most jobs are advertised with 'A competitive salary package'.

In order to make an objective salary assessment HIAL engaged in a salary benchmarking exercise. A copy of the report is attached at Appendix A. The report is of limited value given the small number of contributors (NATS, Gatwick, Heathrow, Manchester).

	<i>LQ</i>	<i>Med</i>	<i>UQ</i>	<i>Av £</i>
Basic Salary	61,969	71,575	73,436	68,220
<i>Basic Salary + Bonus</i>	64,960	74,292	76,385	70,893
<i>Bonus</i>	2,000	3,016	3,016	2,711
<i>Shift Payments</i>	5,471	6,288	7,149	6,792

Non surveillance Airport Comparisons (Benbecula, Dundee, Kirkwall, Stornoway, Sumburgh, Wick)

The only data that the company has been able to obtain relating to Airports that operate without surveillance relates to Prestwick airport. The data from Prestwick provides the most relevant comparator with the six controlled (ATC) airports that provide either a combined Aerodrome and Procedural Service or an Aerodrome standalone service. The following salaries for Aerodrome (Tower) only rated ATCOs represents the most direct comparison with Sumburgh airport.

Validation + 4 years	£37,000
Validation + 3 years	£35,000
Validation + 2 years	£33,000
Validation + 1 years	£30,000
Tower Validation at GPA	£27,000
Tower Training	£23,000

The HIAL basic salary for an ATCO ranges from £39,967 - £49,959 and currently within HIAL there is no requirement for individuals to progress to achieve surveillance qualification, thus accessing an opportunity to maximise their salary level.

Summary

In terms of salary comparison it has been difficult to identify exact comparators for the HIAL airports, particularly those where a surveillance service is not operated.

The total reward package available across the different airports is not completely transparent.

No market/salary evidence has been presented by the trade union to make a compelling argument in support of a pay award for non surveillance locations. The company has not been able to access data from other comparable airports due to the commercial in confidence nature of the data.

Some information has been presented that indicates that HIAL salaries within a surveillance context are lower than other airports. Notwithstanding this it is difficult to objectively assess whether or not a direct comparison can be made as there is insufficient evidence available on the total reward package across other locations (i.e. hours of work, Annual leave and sick pay entitlements, pension contribution levels).

3. ATCO Recruitment

Given the accepted position that ACTOs are in short supply, the company, has over the recent years focused efforts on recruiting individuals from the local communities and providing the training to bring individuals up to the required standard. This has proved a much more successful approach than recruitment of direct entry qualified staff.

It is acknowledged that this is a costly option in the short term, however, the company recognises the long term advantages of recruiting student ATCOs from the wider catchment area as opposed to recruiting qualified Direct Entry ATCOs from elsewhere. Since it takes approximately twenty months to recruit and train an Ab-Initio student the company also recruits qualified Direct Entry ATCOs as necessary to address operational requirements.

The company has recently undertaken a recruitment campaign to attract Ab-initio student ATCOs. As a result of this campaign:

- 106 applications were received
- 46 individuals were short listed for further assessment
- 7 Posts, as a minimum to be filled from this compliment

Whilst the company expects this to be a very successful exercise it also recognises the significant costs associated with recruitment and training and the expected cost of the exercise to recruit 7 individuals is £803,358.

This cost is made up of recruitment:

Advertising and promotion, completion of ability test assessments, interviews, medical and travel and subsistence costs.

Training:

Basic training, additional training, Travel and Accommodation and salary costs.

The cost per student is £114,765 over a 20 month period.

Over the years the company has worked hard to attract the right candidates to the role and to reduce the attrition rates. The company has been successful in achieving this, however, there remain a small number of instances where students fail to achieve the required standard and validate as qualified ATCOs.

When fully qualified the new validated ATCO will be issued with an EU 2017/340 compliant ATCO License by the UK CAA. This is a very valuable qualification which the ATCO holds in his/her sole name. ATCOs who hold UK CAA issued ATC Licenses are highly sought after in the UK, the EU and throughout the world.

Summary

HIAL has been very successful in recruiting trainees into its training programme.

The company has been able to recruit to all seven ATC airports using this approach.

Despite this, it is acknowledged that this is a very expensive option, though it is seen as more sustainable.

4. Staff Turnover

One of the factors highlighted by the trade unions during discussions relates to the high levels of staff turnover experienced within HIAL. Further work has been undertaken to analyse this data.

UK Turnover Rates (Xpert HR Labour Turnover Survey 2018 based on data from 2017)

Average turnover in 2017	19%
Companies between 250-999 employees	24.1%
Professional Level jobs	4.6%
Engineering	3%
Technology	3.9%

In 2017 HIAL commissioned an independent Air Traffic Management Scoping study by Helios. In this Helios reported

HIAL average turnover	5.9%
Average Air Navigation Service providers	3.24%

HIAL turnover levels

Year	Overall ATCO turnover %	ATCO Turnover (excluding failure to qualify)
12/13	4.4	4.4
13/14	7.4	3.7
14/15	14.5	7.3
15/16	5.4	5.4
16/17	5.4	0
17/18	14	14
18/19 (to 31.10.18)	3.3	1.8

Whilst turnover is an important indicator, the figures vary year to year because the overall population is small (currently 55 ATCOs).

The 17/18 peak can be accounted for by a recruitment drive that took place in 2015 that saw the company recruit a number of ATCOs from Sweden to fill vacancies. Those individuals returned to Sweden in 2017 when the recruitment market became more buoyant.

The overall turnover figures mask the local variation that does occur between locations. Of particular concerns over the recent past has been the difficulty of recruiting ATCOs to both Stornoway and Wick and these airports have had to operate under compliment. This can lead to airport closures in certain situations e.g. when staff are on leave of absent through sickness.

Retention linked to the ATMS Programme

In developing a risk register in support of the ATMS programme the company has identified that the retention of qualified ATCOs is a significant risk to the programme. The company is embarking on a significant change programme which will impact on the role and location of staff members and could

lead to a higher than expected attrition rate. Given the demand for ATCOs in other airport locations and the higher salaries paid it is reasonable to assume that some staff may wish to consider leaving the company.

In addition information has been gathered by the company as part of the ATMS programme that indicates that some staff have a preference to remain within their island communities and may be willing to give up their career as ATCOs.

Summary

The turnover levels within HIAL are slightly higher than across other airports.

The company recognises that the qualification being provided is highly sought after and that ATCOs are able to attract significantly higher salaries if they chose to apply for roles in other airports out with the HIAL group, though that would require a degree of retraining.

Whilst the company has been relatively successful in attracting cohorts of staff, in the past, from Sweden and currently from Finland this is not a long term sustainable position as those individuals typically return to their country of origin once the recruitment market improves.

Whilst the company has, to date, been successful in retaining a significant proportion of those trained through the Ab-initio programme the company also acknowledges the uncertainty being created through the ATMS Programme.

The company believes the approach being pursued through the ATMS programme is the right one to maintain the long term viability of ATC services but it also recognises the short to medium term uncertainty this may have on individual controllers, which in turn may increase turnover levels.

However, given the information available and applying a risk based approach it is reasonable to assume that with the current global shortages and the wage inflation that is being experienced within the ATCO role, turnover is likely to increase.

The impact of higher turnover is regarded as a significant risk because of the length of time it takes to recruit a suitable replacement and because of the cost associated with this.

5. Cost of Additional pay award

Prospect have articulated their expectation as:

A 6% consolidated pay award effective from 1 April 2018

In addition to the percentage pay award through the Pay Remit process, a 3% consolidated pay award effective from 1 April 2019.

Prospect acknowledge that ATCOs have received a 2% pay award through the Pay Remit agreed with all three recognised trade unions and applied to all staff, back dated to 1 April 2018.

A high level assessment of the cost of an additional 4% pay award has been undertaken:

Year	Pay Award Cost	Additional Cost	Total Cost
2018/19	£97,494	£187,928	£258,423
Year	Pay Remit (assumed 3%)	Additional Cost	Total Cost
2019/20	£104,787	£153,291	£258,078
2020/21	£109,319	£189,666	£298,985

In summary, assuming a fixed 3% pay award through the pay remit process an additional £530,885 would be required to support the prospect request.

6. Impact Assessment of salary increase for ATC on wider staff

An important factor that has been taken into consideration is the impact of a pay increase for Air Traffic Control on the wider HIAL staff population.

HIAL currently operates with a single collective bargaining unit and recognises three trade unions; Prospect, PCS and Unite. Prospect represents the ATS staff.

All three trade unions balloted their membership on the 2018/19 pay award and the company were advised that there was an overall majority in favour of acceptance. Prospect took a different approach and balloted members in three separate ballots; ATS, Fire Service and Security.

An overall assessment of the risk of further disputes has been undertaken, and for the remainder of 2018/19 the risk has been identified at a low level.

Nevertheless this assumption would need to be tested through the current collective bargaining arrangements. At this time it is not clear whether PCS or Unite would challenge any agreement that was seen to solely benefit Prospect members, albeit PCS and Unite have no ATCO members.

Notwithstanding the above position for 2018/19 the risk of future industrial action increases significantly for 2019/20 if salary expectations of other staff groups are not met as part of the 2019/20 pay remit negotiations.

There is a concern that any action taken to address the pay dispute with ACTOs will compromise or undermine future pay discussions with the wider company in 2019/20.

It is difficult to quantify this risk in more detail until the public sector pay remit is set out on 14th December 18.

7. Conclusion

Prospect Position

In order to resolve the current dispute Prospect have indicated that they have an expectation of an above inflation pay award.

Throughout the discussions Prospect have focused on the disparity in pay between HIAL airports and other airports across the UK.

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Prospect have indicated a preference for a resolution to the current dispute which sees an increase to the basic pay of ATCOs as set out in this paper. Prospect has indicated that if funding can be secured it is prepared to consider a number of possible workforce flexibilities as part of any negotiation.

However they have also indicated a willingness to consider a retention payment as an alternative.

HIAL Position

This paper has been developed following an assessment of a wide range of factors including pay, recruitment and retention, taking account of the information Prospect have provided and additional data available to the company.

From the outset HIAL has been very clear in all communications with Prospect that the company has no funding available to consider any increase in basic pay beyond that already awarded through the 18/19 pay remit settlement.

The company has chosen to broaden out the factors under consideration to include recruitment and retention and considers the issues of long term retention of ATCOs a more persuasive argument.

Having reviewed all the data available the company believes there is a retention issue which will increase as the ATMS Programme progresses and until a point where the new Remote Tower solution is implemented and this is evidenced in the ATMS Programme Board risk register. The membership of this Board includes, the HIAL Board, Transport Scotland and Prospect.

If funding were to be secured to meet the Prospect submission but with a link to retention the company would want to enter into further discussion relating to conditions that may be applied.

Throughout the discussions the company has been focused on trying to achieve a position that secures the long term ATC services for HIAL and the local communities. With that in mind the company believes that the option of a recruitment and retention payment is an option which is aligned to the letter sent from the Cabinet Secretary to Prospect on 12 November 2018.

Director of HR

11.12.18

From: [Redacted]
Sent: 18 September 2019 11:51
To: [Redacted]
Subject: FW: Revised Pay remit for the new HIAL proposal
Attachments: HIAL & DAL Public Sector Pay Policy 2019-20 - Staff Remit Proforma July Scenario 1.3.xlsx; AMSL Public Sector Pay Policy 2019-20 - Staff Remit Proforma Scenarios July 1.3.xlsx

From: [Redacted]
Sent: 12 July 2019 13:05
To: : [Redacted]
Cc: Inglis Lyon <ILyon@hial.co.uk>; : [Redacted]
Subject: Revised Pay remit for the new HIAL proposal

Hi : [Redacted],

Following on from : [Redacted] email yesterday here are the costings of HIALs new proposal for the following:

- A 3% pay award to all staff under £80,000
- A £750 underpin for all these earning less than £25,000
- A 0.5% non-consolidated payment to all eligible staff
- A 2% increase in allowances

If you have any queries please advise.

Many thanks

: [Redacted]
: [Redacted] **Financial Controller**
Highlands and Islands Airports Limited
Head Office, Inverness Airport, Inverness IV2 7JB
: [Redacted]
🌐 Visit our Website at www.hial.co.uk

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