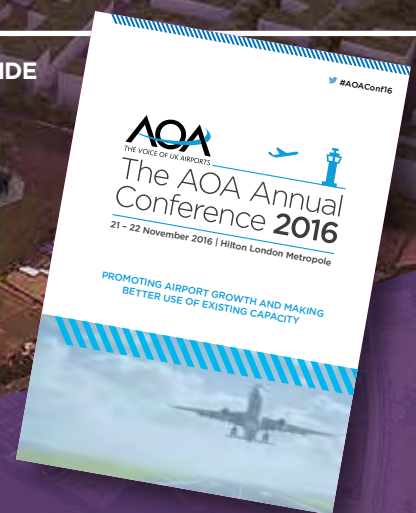


THE AIRPORT OPERATOR

THE OFFICIAL MAGAZINE OF THE AIRPORT OPERATORS ASSOCIATION

THE AOA ANNUAL CONFERENCE 2016

FULL PROGRAMME INSIDE



Features

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John Holland-Kaye explains

BRISTOL
Terminal extension supports growth

LIVERPOOL JOHN LENNON
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CARDIFF
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ED ANDERSON

Introduction to the Airport Operator

Can I extend a warm welcome to this edition of the Operator, which is published on the occasion of our 2016 Annual AOA Conference.

The theme of this year's conference is 'Promoting airport growth and making better use of existing capacity'. We have a superb array of speakers, including Chris Grayling MP the recently appointed Secretary of State for Transport; strong representation from our delegates and exhibitors; and we are all set for a most interesting and enjoyable couple of days.

These are momentous times for our industry. Just four weeks' ago the Government announced its decision on airport capacity in London and the South East, to expand Heathrow. And it is right that we should take this opportunity to congratulate Ministers on taking a decision that has eluded all their predecessors for decades.

Ministers insist that, as we prepare to leave the European Union, the UK remains outward-looking and open for business and their decision on the need for additional runway capacity is a powerful symbol of that, since additional capacity is essential if we are to maintain and enhance our position as one of the world's leading and best connected economies.

This should, however, be just one step in ensuring the country has the excellent connectivity that is so badly needed. The Department for Transport predicts that London airports – such as Heathrow, Gatwick, Stansted, Luton, London City and Southend – will fill up by 2030, and airports around the country – such as Birmingham, Bristol, East Midlands and Manchester – will fill up from 2040. Capacity is a national issue, not just one for London and the South East. The Prime Minister has said that she plans to govern in the interests of the whole country and a good way of demonstrating that would be for her Government to take decisions to help airports and economies throughout the UK.

We therefore welcome the Government's declared intention of publishing a new and comprehensive Aviation Strategy designed to set out how Ministers intend to approach all the major aviation issues that the UK is expected to face in the coming years.

Brexit undoubtedly presents our sector with an unprecedented challenge. Much has been written in the media about the Brexit issues that face other sectors such as financial services, higher education and the automotive industry; but the challenge for aviation has perhaps received less prominence, but is just as important.

Put simply, most flights to and from UK airports connect the UK with other EU countries and with countries, like the USA and Canada, with which the EU has a multilateral air services agreement. Once the UK leaves the EU, unless action is taken, those agreements would no longer apply and there would then be no legal framework to fly to any of those destinations.

Aviation is legally distinct from the Single Market and will require separate agreements. We will need new air service agreements with the EU and with countries such as the US and Canada. These will be vital not just for the UK, which is Europe's largest single aviation market, but also for the other EU 27 countries to protect their vital air traffic links to us. This is crucial for our sector, but it is also crucial to the wider success of the UK economy after Brexit because of the role that aviation plays as a key enabler of trade in both goods and services.

This will be the last AOA Annual Conference for our Chief Executive Darren Caplan who will leave us at the end of the Year. Darren will be staying in transport, becoming Chief Executive of the Railway Industry Association in January. We wish him well in his new role and we are very appreciative of his significant contribution to the AOA, and to our industry, over the past six years.

I look forward to seeing many of you over the coming days as we enjoy what I am sure will be a most stimulating Annual Conference.

Ed Anderson, AOA Chairman

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WE'RE READY TO DELIVER ECONOMIC GROWTH FOR BRITAIN

Heathrow's John Holland-Kaye gives Airport Operator the inside story on how Heathrow's new runway will deliver contracts worth £460million and create 2,700 new British jobs

Our new Prime Minister showed great leadership this week as she approved the expansion of Heathrow. It's a decision in the national interest and one that we want to start delivering on immediately.

As Britain moves towards the triggering of article 50, a third runway at Heathrow will be a cornerstone of the government's Brexit strategy, underlining business confidence and giving a shot in the arm to the British

economy. And when the new airport is complete, Britain will be the best connected country in the world, cementing our position as a proud and outward-looking trading nation.

Now that the Government has given the green-light to expanding the country's most successful airport, Britain will soon begin to feel the benefit. We will formally contract

on a long-term basis with our four programme partners Arup, CH2M, Mace and Turner & Townsend, starting the preparatory work to deliver expansion. Contracts will also be awarded for design, planning and engineering services, mobilising Mott MacDonald and AMEC amongst



*John Holland-Kaye,
Chief Executive,
Heathrow Airport*



others. In all, formal backing for Heathrow expansion triggers £50m of investment with our programme partners by the end of 2017, and the creation of 2,700 new British jobs within two to three years – 95% of which would be within Britain’s high-value STEM base. All before the foundations are in. By the time the Development Consent Order (planning permission for a nationally strategic project) is granted, contracts worth £460m will have been issued.

As we approach the construction phase, Heathrow expansion will offer a once-in a lifetime opportunity to create a skills legacy locally and across the UK. We have a strong track record. Terminal 2 was delivered on time and on budget in the middle of the busiest two runway airport in the world, supporting over 35,000 jobs in infrastructure, engineering and construction across the country. From the 77 tonne, 70 metre slipstream sculpture fabricated in Hull which dominates the main entrance gallery, to the direction signs manufactured in Exeter, firms from every region in the UK were closely involved, leaving a legacy of new investment in skills, staff, knowledge and equipment. This time, we’re going one further, having initiated a taskforce, led by Lord Blunkett, which will begin work almost immediately to identify the skills gap for a third runway and set out a strategy for how to fill it with high-quality jobs and training, creating a legacy both nationally and locally for future British infrastructure projects.

And this is just the start. Overall Heathrow expansion will deliver up to £211bn in economic growth and 180,000 jobs, creating benefit across every region and nation – a truly national project. We want to start early. Proposals we announced last month could see up to 25,000 more air traffic movements a year while the third runway is being built, adding an additional £1.5bn to the economy between 2021 and opening of the third runway in 2025, helping Britain make a success of initial years of

“Heathrow expansion will offer a once-in a lifetime opportunity to create a skills legacy locally and across the UK.”

Brexit. As the UK charts a new course outside the EU, we need to connect all regions of the UK to the world’s fastest growing markets, like China, India, Kenya and Mexico. 95% of the world’s GDP is within range of a direct flight from Heathrow and we have a waiting list of over 30 airlines wanting to operate from a new runway.

Expansion will create up to 40 new long-haul trade routes positioning Britain as an outward-looking, trading nation at the heart of the global economy. It will increase the number of domestic routes served, ensuring every region and nation of the UK can get to global markets and increase cargo capacity, supporting Britain’s exporters. This will help salmon farmers in Scotland sell more of their produce in Asia; boost investment in Liverpool’s burgeoning services industry; and help cutting edge renewable energy companies in Newcastle reach new markets.

Most important to Heathrow is that we expand in a responsible way. It’s a mantra that will underpin everything that we do as we plan, build and then operate the nation’s new hub airport. We will support those most affected by our plans, we will work with the airlines to ensure expansion is affordable for passengers and we will lead the aviation industry in sustainable growth and airport operations.

Our message is simple. We will make Britain stronger for everyone, delivering jobs and growth across the country. It is why there is such broad support across the UK from Newquay to Inverness for our plans.

As we plot Britain’s future outside the EU, we need to be ambitious and make sure future generations have even greater opportunities than we enjoy today. Heathrow expansion will help Britain fly even higher. ■



BRISTOL'S £24 MILLION TERMINAL EXTENSION NEARS COMPLETION

The £24 million western extension to the terminal building at Bristol Airport (the second extension in two years) will be completed this winter, enabling the airport to contemplate further passenger growth beyond its current total of more than seven million a year. Robert Sinclair, Chief Executive, Bristol Airport explains.



*Robert Sinclair, Chief Executive,
Bristol Airport*

This latest element in the airport's almost continuous expansion, which has seen the number of direct routes more than double since the turn of the century, when there were two million passengers a year, will take the total investment since 2010 at the South West's largest airport to more than £120 million.

At the heart of the western terminal extension is an enlarged security search area, designed by Scarabee, the group behind Schiphol's central security checkpoint. It draws on lessons from best practice in Europe and aims to deliver strict compliance and an increased passenger throughput, but all in a calmer, more pleasant environment. The goal is to improve speed and

efficiency, but to do so with the West Country's traditional warm hospitality and use of the region's natural colours and textures, from Bristol's trademark blue glass to the reed beds of the Somerset Levels.

The airport's Chief Executive, Robert Sinclair, said: "We are a regional airport and proud of it, but we want to be world-class at what we do. We take inspiration from the region we serve, but we are also happy to look beyond our backyard for examples of best practice that we can bring to Bristol".

When an enhanced fast track facility opens this winter, the completed extension will count 12 security lanes, with a pre-boarding

"Flying from Bristol creates time and cost savings for passengers and businesses across the South West and at the same relieves congestion in the South East, both on the road and in the air"

preparation area providing a new space for passengers to get their belongings ready for screening and an automated tray return system with extended conveyor belts streamlining the process. The extension also includes features which will benefit arriving passengers, including an enlarged baggage reclaim area, customs facilities, a meet and greet area and new retail outlets.

Coinciding with the terminal extension will be the opening this winter of the 200-room Hampton by Hilton, the airport's first on-site hotel. Beyond the airport's boundary, work is underway on the £44.5 million South Bristol Link, one of a package of transport improvements which will enhance surface access from the north, east and west.

In Sinclair's view all these developments will mean that Bristol is well positioned to meet growing demand and to win back passengers from the region who don't currently use the airport. He said: "We serve seven million passengers a year, but the same number again travel to London airports in order to fly. Our task is to make the case that for many destinations we can offer a conveniently scheduled direct flight or a connecting option to a wide range of European cities.

"We are a regional airport and proud of it, but we want to be world-class at what we do. We take inspiration from the region we serve, but we are also happy to look beyond our backyard for examples of best practice that we can bring to Bristol"

Flying from Bristol creates time and cost savings for passengers and businesses across the South West and at the same time relieves congestion in the South East, both on the road and in the air".

Following the UK's vote to leave the European Union, Sinclair emphasises the need to maintain the rights of airlines to fly freely between the UK and the EU, suggesting that: "Maintaining open access to the single aviation market should be top of Theresa May's shopping list because aviation is an enabler for every other sector of the economy".

Looking ahead, there are plans to install new e Gates in the immigration hall and May 2017

will see the start of Thomson Airways' charter flights to Florida and Mexico, marking the return of long-haul to Bristol for the first time in four years. Sinclair believes that Bristol is the obvious next step for transatlantic and Middle East operators looking to expand their presence in the UK regions, pointing out that the South West is the largest UK region without a direct transatlantic service, "so we do feel that we are 'the next cab off the rank' and we are determined to secure the services that we know our passengers want and which would deliver significant benefits to the regional economy". ■





AIRPORTS EMBRACE FIRST EVER UK AIRPORT SAFETY WEEK

Airports across the country have demonstrated their commitment to a safety culture by participating enthusiastically in the AOA-sponsored UK Airport Safety Week.



AOA Operations & Safety Director, Roger Koukkoullis, described the 19 to 25 September event as a resounding success story which had exceeded expectations, with over 3,000 people taking part in events across the UK's airports.

He said that commitment by the most senior airport personnel had helped to ensure that the goals of raising awareness, educating and developing knowledge and enthusiasm for safety were achieved and airports had demonstrated beyond doubt that safety is their top priority.

Key to success was the involvement of the broadest range of people

“Perhaps the greatest achievement was just how much everybody achieved in the short window between concept and delivery”





from airport staff across the organisation to airlines, air traffic controllers, ground handling service providers, emergency services, the Civil Aviation Authority, local schools and members of the public.

The diverse range of activities involved encompassed practising resuscitation, runway inspections on foot, weighing foreign object debris, awareness of drink and drugs and discharging water from fire trucks.

Among many examples, Aberdeen put the focus on the environmental impact of spillages, Cardiff used a simulator to show how to land an aircraft, Liverpool examined the hazards of refuelling aircraft, Newcastle featured a terminal



awareness programme on lithium batteries and Newquay had over 60 people involved in a foreign object debris clearing exercise.

Themes and activities included safety poster competitions with local schools, school visits, safety quizzes and competitions, maintaining optimal health around shift work, first aid training, runway incursion awareness, runway walks, rescue and fire-fighting service open days and air traffic control safety briefings.

Reviewing the sheer scale of activity, Koukkoullis said: "Perhaps the greatest achievement was just how much everybody achieved in the short window between concept and delivery. We captured the imagination of so many people and set the bar high for next year's event, which is already being planned". ■

"The September event was a resounding success story which had exceeded expectations, with over 3,000 people taking part in events across the UK's airports."



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*Andrew Cornish, Chief Executive Officer,
Liverpool John Lennon Airport*

AOA Q&A WITH ANDREW CORNISH

*Chief Executive Officer, Andrew Cornish,
celebrates 21 consecutive months of growth at
Liverpool John Lennon Airport*

1. You have been Chief Executive of Liverpool John Lennon Airport for just over two years. During that period what has most pleased, disappointed and surprised you and how do you see the next two years?

Without doubt the most pleasing thing over the past two years has been seeing LJLA return to growth; new routes, new airlines and now

21 consecutive months of year on year growth.

There have been many other reasons to be pleased by what the Airport has achieved over the past two years and continues to do so, in fact it's genuinely hard to think of anything of real substance that has been a disappointment. The uncertainty over Brexit, it would be fair to say has not

been helpful, but that's not unique to aviation and is a national issue.

The most surprising thing is how quickly we have been able to transform the customer experience here at Liverpool. With the multi-million pound investments we have been making in our infrastructure, we were always confident our customers would be getting a vastly

improved experience in the medium term, but to move from 12th (out of 19) in our ASQ peer group to 4th for overall customer satisfaction in just 18 months is a fantastic achievement and credit to the commitment of colleagues and service partners.

Looking forward to the next two years, in many ways it will be more of the same; new routes, increased frequencies and new airlines, whilst continuing to enhance our customer experience and remaining true to our strapline of: Faster, Easier, Friendlier.

2. The airport's owners have committed to significant capital investment. What are your plans for terminal development and how will they affect the passenger experience?

Going hand in hand with the expansion of routes and airlines over the past 18 months, has been a recognition and commitment to further improve passenger facilities in order to enhance the customer experience.

Passenger feedback showed that the Airport was amongst the best when it comes to speed of security screening, baggage delivery times, reduced queue times and ease of access. However customers also highlighted that there remained certain parts of the passenger journey in need of improvement in order to provide the best possible experience.

As a consequence we have invested over £2.5m in terminal improvements which directly relate to this customer feedback and the positive passenger reaction seen since has shown that this investment has paid off.

Earlier this year, Liverpool City Council acquired a stake in the Airport with their investment now being used to further improve facilities for passengers and airlines and to maximise the opportunity for the

Airport and City Region to be a key gateway for the Northern Powerhouse.

Works now underway will see in excess of a further £1m being invested in the next phase of departure lounge improvements that will enhance the retail offer, create more passenger space and improve the overall passenger experience to match that of those areas previously developed.

3. Earlier this year you announced improved bus links to the airport. Are you now satisfied with the airport's surface access or are further improvements needed?

There is always room for further improvement when it comes to surface access, but working in partnership with organisations such as Merseytravel which oversees much of the region's public transport offer and bus operator Arriva, we have seen good progress in recent months. This has included improved bus services with better connections to the nearby rail network and integrated transport improvements such as through ticketing to enable rail passengers purchase one ticket that includes their bus journey from the nearby rail station too.

Future initiatives will see long overdue access improvements from further afield too, including from parts of Cheshire and North Wales.

4. Ryanair continue to expand their operations from Liverpool. What are their plans for 2017?

Ryanair are Liverpool's longest serving airline customer, having started operations from Liverpool in 1988 and currently have five aircraft based here, carrying over 1.7 million passengers between Liverpool and a host of European destinations. Over the past 12 months Ryanair have experienced consistent growth across almost all of their Liverpool network and as a sign of both theirs and our confidence in the opportunities available from Liverpool, they recently announced expansion plans that will bring up to an extra 15 departing flights per week and over 200,000 additional seats on sale from Liverpool in 2017. This will bring an expected 11% growth in passenger traffic with new routes and increased frequencies, with Ryanair serving some 32 destinations from here next Summer.





5. Blue Air announced recently that LJLA is to become their latest European base. What does that mean for the airport?

It means two things. Firstly, in terms of the expansion of their services we will see Blue Air operate to seven destinations from Liverpool. But secondly, Blue Air's commitment will bring investment into the region and with that comes important job creation too. The airline is now recruiting to fill around 35 positions whilst a further 35 jobs are likely to be created by other organisations indirectly.

As a consequence we are working closely with Blue Air to help them source personnel from across the Liverpool City Region through our links with various further education and training organisations to help source a number of their new recruits.

This news is a very tangible way to demonstrate how the Airport and the airlines that operate from here can have a positive impact on the local economy and local communities.

6. How important are the Wizz Air flights to central and Eastern Europe?

The airport has worked with Wizz Air almost since the start of their commercial operations in 2004. Like Blue Air they are another growing Eastern European airline and it has been in the past 18 months that we have seen steady progress with their

Liverpool operations. Services to Riga, Budapest and Katowice have been added to their existing Warsaw and Gdansk flights, whilst more recently they have announced plans for a service to Lublin starting next year and we are confident more new routes will follow soon.

7. What impact has the post-Brexit referendum fall in the value of the pound had on the airport and how do you think that Brexit might affect the airport in the future?

The uncertainty over Brexit has not been helpful, though it is probably still too early to tell what the impact on business will be going forward, with for example many families as usual, yet to make up their mind over next year's summer holiday destination. However indications to date are that it hasn't really impacted on business to date and feedback from our airline partners remains optimistic too. In fact the two most significant announcements for us in terms of major business growth from both Ryanair and Blue Air have been made post Brexit, but like everyone in the industry we continue to monitor the situation closely.

8. Will the election next year of a new Mayor for the Liverpool City Region have any effect on the airport?

The Metro Mayor role was created as a result of the devolution deal agreed between the leaders of the

Merseyside and Halton Councils and the Government, to hand over powers from Whitehall to the region's leaders.

Whoever is the successful candidate next May, will subsequently have powers over transport and I believe that this will only strengthen support for the Airport from across the Liverpool City Region, recognising that the Airport is one of the area's major employers, attracting inward investment, bringing significant tourism benefits and helping to boost the region's economy.

The Airport has an important role to play in The Northern Powerhouse too, with international connectivity a vital component to the success of the region. I believe that the new Mayor can help to ensure that the Airport has the necessary surface access links and improvements required in order for the Liverpool City Region to fulfil its potential as part of The Northern Powerhouse.

9. You have just announced that LJLA is to become a fund raising partner with Alder Hey Children's Charity. How important are the airport's links with the local community?

We recently announced plans to raise £100,000 for Alder Hey as part of our Airport Community Plan. This focusses on the three 'E's' of Education, Employability and Environment, as we look to enhance our community engagement helping to become a good neighbour and great employer for our local communities.

For some time now the Airport has been working in partnership with various organisations supporting our local communities through various initiatives aimed at providing long term employment opportunities and by working to improve the environment - all making the Airport and the surrounding areas the best place to both work and live. ■



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Darren Caplan
Chief Executive,
AOA



The AOA is very pleased to host what we think will be one of the best and most timely aviation conferences ever in the UK

With so much going on, never has there been a better time to hold this conference with so many senior players participating across UK and European aviation. The recent airport capacity decision and crucial need to make the most of existing capacity, the challenges and opportunities now being discussed around Brexit, the recently signed ICAO global carbon deal, the looming Autumn Statement setting out the latest on Air Passenger Duty – all this and more will be discussed at the AOA conference at a time when the discussion really matters.

We hope everyone enjoys the conference!



Sally Grimes
Events & Member
Relations
Manager, AOA



The AOA Annual Conference 2016 will present one of the best aviation events of its kind and be host to our most intriguing speaker line up ever with the stage welcoming some of the biggest names in aviation

The past 12 months have been extremely busy for our industry and the AOA has been working vigorously on a number of issues to continue driving our industry forward. Within the last year we have seen a number of significant developments across the sector and some extremely positive announcements – it truly has been a busy year for us all! The AOA Annual Conference 2016 will present one of the best aviation events of its kind and be host to our most intriguing speaker line up ever with the stage welcoming some of the biggest names in aviation to discuss an array of topics.

As well as our incredible speaker programme, we have a great selection of exhibitors representing some of the most innovative and effective suppliers to our industry. We encourage all delegates to visit the stands to find out how these companies can help you, and don't forget to get your passport stamped from each exhibitor to be in with a chance to win an iPad!

For the fourth year running, the Airport Operators Association (AOA) and ITN Productions are producing a news and current affairs-style programme devoted to exploring the issues that are affecting the airport and aviation industry, including safety, environmental issues, the future of the UK's airports, and the importance of the passenger experience. The programme will once again be launched at the conference and hope you enjoy it.

We also look forward to welcoming you to the AOA Awards Dinner 2016 on Monday evening to recognise and celebrate the last 12 months.

Myself and the AOA team look forward to spending time with our members across the two days.

CONFERENCE PROGRAMME

Day 1 – Monday 21 November

09.00	Registration, networking and exhibition opens
10.00	Airport Matters 2016 preview launch
10.10	Welcome & Introduction – Ed Anderson, Chairman, Airport Operators Association
10.30	Session 1 – A view from the DfT Rt Hon Chris Grayling MP, Secretary of State for Transport
11.15	Session 2 – View from HM Opposition Andy McDonald, Shadow Transport Secretary
12.00	Lunch
13.15	Session 3 – The state of European aviation and Brexit Olivier Jankovec, Director General, ACI Europe
14.00	Session 4 – View from Gatwick Stewart Wingate, Chief Executive, Gatwick Airport
14.45	Coffee
15.15	Session 5 – Industry Leaders panel Darren Caplan, Chief Executive, Airport Operators Association Andrew Haines, Chief Executive, Civil Aviation Authority Tim Hawkins, Corporate Affairs Director, Manchester Airports Group Ian Jopson, Sustainable Aviation Chair / NATS Head of Environmental & Community Affairs Jane Middleton, Chairman, Airlines UK
16.05	Session 6 Arnaud Feist, Chief Executive, Brussels Airport
16.50	Networking and exhibition
17.30	1st day close
19.00	Pre-dinner drinks reception
20.00	The AOA Annual Awards Dinner 2016

Day 2 – Tuesday 22 November

09.30	Session 7 – View from Westminster Graham Brady MP, Conservative, 1922 Backbench Committee Chair Louise Ellman MP, Labour, Transport Select Committee Chair Drew Hendry MP, SNP Westminster Group Leader (Transport)
10.15	Session 8 – Big Interview Michael O’Leary, Chief Executive, Ryanair
11.00	Session 9 – View from Heathrow John Holland-Kaye, Chief Executive, Heathrow Airport
11.45	Coffee
12.15	Session 10 – Making best use of existing capacity around the UK Debra Barber, Managing Director, Cardiff Airport Andrew Bell, Chief Executive, Regional & City Airports Gordon Dewar, Chief Executive, Edinburgh Airport Graham Keddie, Chief Executive, Belfast International Airport Paul Kehoe, Chief Executive, Birmingham Airport
13.00	Session 11 – Big Interview Willie Walsh, Chief Executive, International Airlines Group
13.45	Closing remarks and close
13.50	Lunch, networking and exhibition
14.45	Day 2 close

*This agenda is correct at 09/11/2016. Speakers and subjects are subject to change.

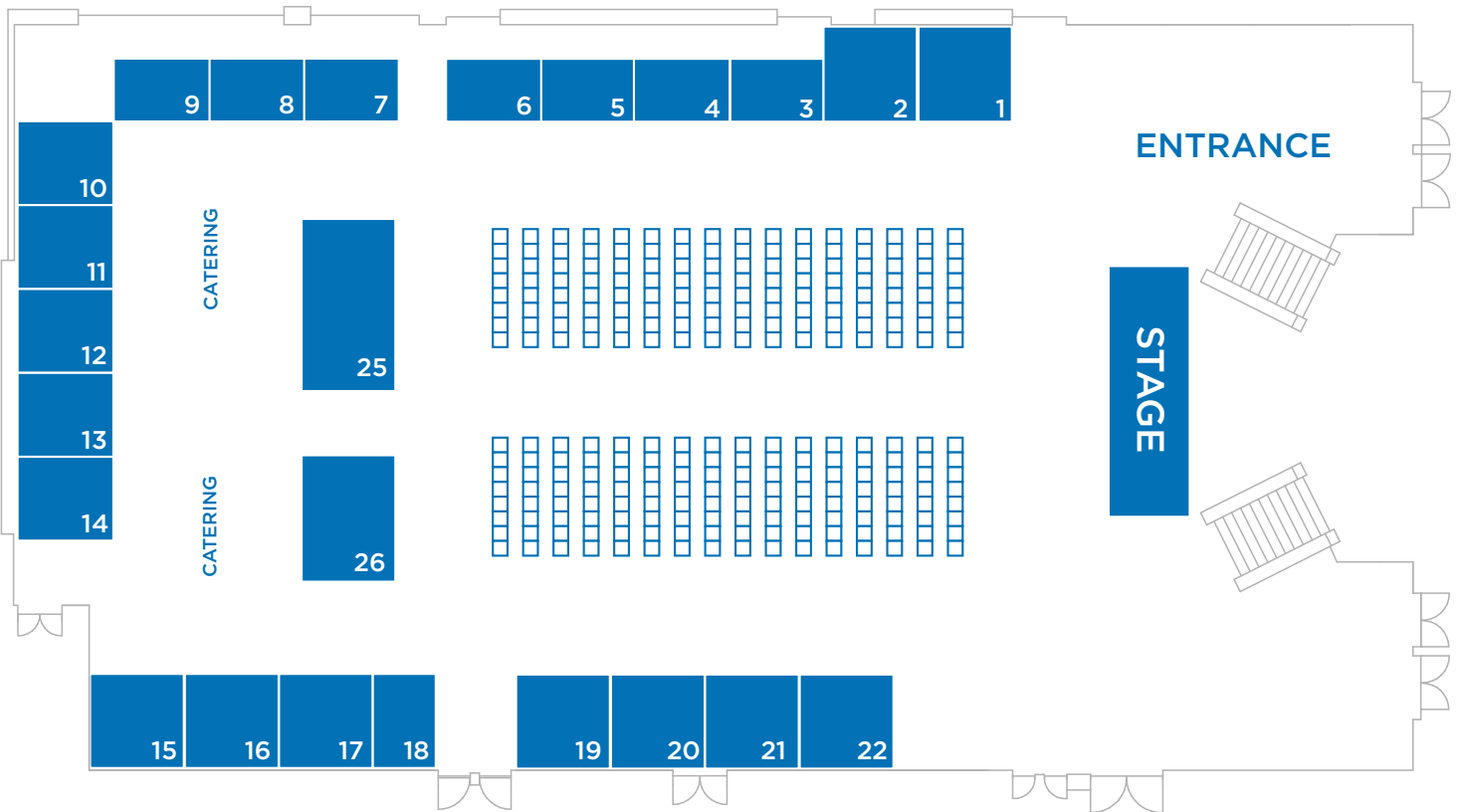
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Tarmac are the UK's leading sustainable building materials and construction solutions business. We are actively supporting the growing aviation sector through early engagement with clients and contractors to understand their key challenges. We are focused on helping to deliver the airports of the future with savings in time, reduced construction costs, improved sustainability, streamlined logistics and continuous improvement with the use of technology".



VARIABLE MESSAGE SIGNS

Applying Technology in Transportation has always been at the forefront of everything Variable Message Signs do and manufactures, from standard to bespoke LED signage products.

Variable Message Signs Limited is a Quality assured company to ISO9001 2008, ISO 14001 and OHSAS 18001 Quality Company and we are silver members of the Airport Operators Association (AOA), and members of other trade associations such as the British Parking Association (BPA), Intelligent Transport S (ITS) and UTMC. We have a track record of over a quarter of a century in supplying driver and passenger information signage and we continue to lead the way in the design and manufacture of innovative products for the Strategic Highways, Urban, Special Projects and Rail Sectors.

We offer a full range of services to suit individual client requirements' from design, manufacture, supply, installation and commissioning of LED driver & passenger information systems and driver feedback signs. These include fully UTMC compliant car park guidance systems for internal and external wayfinding, vehicle activated speed and warning signs, full matrix advance warning and information signs in single to full colour options and a range of tunnel and bridge signs.



ROHDE & SCHWARZ

The Rohde & Schwarz electronics group offers innovative solutions in the fields of test and measurement, broadcast and media, cybersecurity, secure communications, radiomonitoring and radiolocation and is present in more than 70 countries. As a market leader in its established business fields, Rohde & Schwarz has taken its expertise in millimeter-wave technology to develop the R&S QPS security scanner, which was recently awarded a contract by the Federal Ministry of the Interior for use at airports and federal buildings throughout Germany.



LEONARDO

Leonardo-Finmeccanica is a global high-tech player focused on four activity sectors: Helicopters, Aeronautics, Electronics, Defence & Security Systems and Space. With headquarters in Italy and over 47,000 employees, Leonardo-Finmeccanica has a significant industrial presence in Italy, the UK, the U.S. and Poland, and an important network of strategic partnerships worldwide.



BAGTAG

BAGTAG a sustainable e-tag solution that has been designed to replace the traditional paper bag tag. BAGTAG works with any airline connected to its secure cloud based platform and blends in the current airport infra structures. Mobile APP SDK are available to connect to the secure cloud platform. Passengers can check in off airport and drop-off their luggage in less than 10 seconds.



LNT SOLUTIONS

Aviation de-icing products that drive down costs, give longer holdover times and allow easier handling is at the heart of the LNT Solutions' brand. GEN3 Runway Deicing Fluid is a unique blend that provides the performance of a glycol at the cost of a potassium salt. Airports across North America and Europe have benefited since 2009 from GEN3's excellent holdover and low corrosion properties, it is available now in the UK and Ireland.



TCR

GROUND SUPPORT EQUIPMENT leading European provider since 1999

RENTAL SERVICES

- Operating lease
- Fleet sale and rent-back
- Repair and maintenance & ramp assistance

SUPPLY & REFURBISHMENT

TCR employs over 750 staff and is present in 100 European airports (11 countries), in Asia and the USA. TCR fleet comprises 23 000 GSE and has more than doubled over the last 6 years. World's leading handling companies, airlines, airports and cargo handlers turn to TCR for their GSE requirements.

www.tcr-group.com



UK POWER NETWORKS

UK Power Networks Services finances, consults, designs, develops, delivers and manages safe and sustainable power systems and multi-utility networks for owners of major infrastructure.

We will work with you to develop your Distributed Energy Resources (DER) tailored to your business requirements. Whether you're looking to reduce your energy costs, leverage your onsite renewables or improve the resilience of your power supply, we can assist you!

We serve important clients in both the public and private sector, including London Heathrow Airport Limited, London Stansted Airport, London Gatwick Airport, London City Airports, High Speed 1, Network Rail, London Underground, Ministry of Defence, Docklands Light Railway and Canary Wharf.



SKY GUIDE

Skyguide provides air navigation services for Switzerland and certain adjacent parts of neighbouring countries. With its 1500 employees at 14 locations in Switzerland, the company guides some 1.2 million civil and military flights a year safely and efficiently through Europe's busiest airspace.

Within the European aviation network, we are a focused innovator and act as creative co-operator. In this role, we create value-adding solutions in our core competence areas and help to implement and improve on them.



THREE SIXTY

We are Three Sixty. Born out of Yorkshire Water and part of the Kelda Group we're a new breed of water services company. We have over a decade's experience delivering total water management services to 36 RAF airfields.

We have made water work for a number of commercial airports and are confident that we can make water work for you, efficiently and cost effectively. Discover how we can make water work for you at Stand 14.



AOA

The AOA's membership includes over 50 airports and an extensive number of companies representing a wide range of suppliers to the aviation industry. We provide both formal and informal networking opportunities around which policy is formed and business is done. For any organisations seeking to engage with airports and the aviation sector, membership of the AOA is essential. Whether for unrivalled access within the industry, participation at our major industry events or to contribute to strategic working groups, we always welcome new members. Come and visit us on stand 15 to meet the team, find out more about membership or sign up to future events.



CRANFIELD UNIVERSITY

Cranfield is the #1 university in Europe for aerospace and air transport, and the only university in the world to own and run an airport and to have airline status.

Globally recognised as a leading centre in Air Transport Management, our work draws together expertise in airline and airport operations, economics, engineering and marketing and a world-class capability in executive development. Over 15,000 people come to Cranfield each year to benefit from our executive and professional development programmes.



OS COMMS

With over 35 years of experience, OS Comms is a dynamic, vibrant company. We are specialists in the field of two-way radio communication and we believe in giving our very best to our wide client base. From local councils to blue chip companies, we have worked to provide the ideal communication solution for all our clients' needs. Our speciality remains servicing and advising our clients. We understand that each of us have unique needs and our solutions are tailor-made for our clients.



SUSTAINABLE AVIATION

A world-first, Sustainable Aviation brings together the main players from UK airlines, airports, manufacturers and air navigation service providers. In 2016 our work has focussed on clarifying aviation's contribution to air quality and climate change, highlighting the broad range of activities and investment in managing these issues and opportunities of securing future sustainable development of the industry. Please visit www.sustainableaviation.co.uk for more information.



REALTIMEKNOWLEDGE.COM

realtimeknowledge.com is a suite of innovative reporting and workflow management tools collectively called 'Share'. The Share eco-system has been developed to meet the field reporting needs of airports, airlines and service providers.

Share can gather realtime results from across a business quickly and easily, without the need for developers. This allows customers to have realtime knowledge of all of their business processes, live as they happen.

INNOVATIVE

INNOVATIVE

Innovative Security Manager™ is a highly advanced IT-Solution for Site Security Management. Innovative Security Manager™ offering a range of operational and functional advantages which outperforms any other solution on the market.

The Innovative Security Manager™ solution offer significant benefits to managing all aspects of site security – Optimising the operator's handling and organisation of incidents, alarms, tasks, resources and staff and providing a broad scope of documentation and reports.

The Innovative Security Manager™ has just been delivered to Copenhagen airport, please come and visit us on stand 20 to meet the team and find out more.



DALLMEIER

Dallmeier is one of the world leading providers of products for network-based video surveillance and has more than 30 years of experience in the development and manufacture of high quality components for the CCTV/IP sector. With the patented multifocal sensor system Panomera®, Dallmeier presents a completely new approach to monitor runways, hangars or terminals. Dallmeier's customised video security solutions are already used in several airport projects worldwide, including in the UK; Liverpool John Lennon Airport and Bristol Airport.



LAIC

LAIC Group (LAIC) is an organisation with extensive experience in providing solutions for the Aviation Industry for over 25 years. LAIC's Aviation division, Ifield Computer Consultancy Limited (ICC), provides the ATRAK® Suite of solutions.

LAIC's understanding of the aviation business enables us to develop and integrate operational and financial data into real-world context, delivering meaningful information to support aviation business operations and performance benchmarking. The ATRAK® suite of products provides advanced analytical tools addressing the most pressing industry issues, allowing our clients to focus on their core business and maximise the return on their capital investment.

www.laicatc.com



VANDERLANDE

Vanderlande designs and builds innovative baggage handling solutions and provides a full range of life-cycle services, including spare parts supplies, for airports of all sizes. Our portfolio also includes intelligent software solutions to meet today's demands for integrated baggage handling and centralised control for airport operators, airlines and handling agents.

With a presence in more than 600 airports, from smaller regional airports to major international hubs, Vanderlande has established a global reputation as a reliable partner for value-added logistic process automation at airports worldwide.



BABCOCK

Visit Babcock for a first class experience.

Take time out at the AOA Conference to visit Babcock's stand.

Our innovative solutions focus on improving your passengers' experience whilst lowering your costs. We deliver support to some of the world's busiest airport operators and airlines by:

- Operating & maintaining baggage handling systems
- Designing and installing improvements to existing baggage systems
- Fleet management of airport and GSE fleets
- Managing airport infrastructure & IT systems

Contact us at: airports@babcockinternational.com

www.babcockairports.com

SPEAKER PROFILES

*Speakers listed in order of speaking time



NATASHA KAPLINSKY, AOA ANNUAL CONFERENCE MODERATOR

Natasha Kaplinsky is known as one of television's best-loved broadcasters.

She is currently one of the anchors for the ITN network and for the previous three years was the 'face of Five', anchoring the channel's main evening news programme. Before her role at Five News, Natasha spent five years working at the BBC. Her time there began by co-presenting Breakfast with Dermot Murnaghan. This daily three-hour live show, combining news, current affairs and softer items, was where she developed a reputation for incisive interviewing combined with a gentle touch where necessary. Her success on the show led to Natasha's move to co-present the Six O'clock News, where she stayed for two years.

Alongside her news-casting Natasha is widely known for her triumphant appearance on the BBC's prime time Saturday night show Strictly Come Dancing, becoming the show's first ever Champion! Natasha went on to perform in the Christmas special a year later and co-presented the second series with Bruce Forsyth.



ED ANDERSON, CHAIRMAN, AIRPORT OPERATORS ASSOCIATION

Ed Anderson is an economics graduate and a qualified accountant.

He has been Chairman of the Airport Operators Association since 2008 and has been involved with airports for most of the past 33 years, since joining Leeds Bradford Airport as Assistant Airport Director in 1982. He was also Deputy CEO at East Midlands Airport in the late 1980s and was CEO of Leeds Bradford Airport from 1997 to 2007.

In addition to his role at the AOA, Ed was Chairman of the Yorkshire Building Society from 2007 to 2016; he is a member of the Council of the University of Leeds and a board member of Opera North.



RT HON CHRIS GRAYLING MP, SECRETARY OF STATE FOR TRANSPORT

Chris Grayling was appointed as Secretary of State for Transport on 14 July 2016. He was elected Conservative MP for Epsom and Ewell in 2001.

Chris was educated at The Royal Grammar School, High Wycombe and Sidney Sussex College, Cambridge, where he studied history.

Chris served as Minister of State at the Department for Work and Pensions from May 2010 until September 2012. He was Lord Chancellor and Secretary of State for Justice from September 2012 until May 2015, and Lord President of the Council and Leader of the House of Commons from May 2015 until 14 July 2016.

He also held a number of shadow front bench posts, including Shadow Home Secretary and Shadow Secretary of State for Transport.

The Secretary of State has overall responsibility for the policies of the Department for Transport.



ANDY MCDONALD, SHADOW TRANSPORT SECRETARY

Andy was elected in a by-election for the Middlesbrough Constituency on 29th November 2012 and re-elected to serve as MP in the General Election on 7th May 2015.

Andy was born in Middlesbrough and still lives with his wife Sally in the town.

Before his election to Parliament, Andy was Serious Injury Solicitor at the Middlesbrough office of Thompson's Solicitors.

A governor of Abingdon Primary School, Middlesbrough for fifteen years until 2010 and is currently a member of the Board of Governors of Middlesbrough College.

He has also been chair of two local charities, The Davison Trust works with children with special needs and the Teesside Branch of Headway, which works with people with brain injuries.



OLIVIER JANKOVEC, DIRECTOR GENERAL, ACI EUROPE

Olivier Jankovec became Director General of the European Region of the Airports Council International (ACI EUROPE) in September 2006. The organisation represents close to 500 airports in 45 European countries. In 2014, our member airports handled over 90% of commercial air traffic in Europe, welcoming more than 1.8 billion passengers, 18.4 million tonnes of freight and 21.2 million aircraft movements. These airports contribute to the employment of 12.3 million people, generating €675 billion each year (4.1%) of GDP in Europe.

He first joined ACI EUROPE in March 2006 as Director of Strategy & Communications. Olivier has over 20 years of governmental and lobbying experience, having worked for Alitalia (2002-2006), Air France (2000-2002) and the Air Transport Directorate of the European Commission (1994-2000). Immediately prior to joining ACI EUROPE Olivier was the Director of Institutional Relations for Alitalia where he was in charge of governmental affairs at national, European and International levels. During this time he was also Chair of the Association of European Airlines Policy Committee.

In 2006 and 2007, he participated in the EU's High Level Group on the future of aviation regulation in Europe. He is also a member of the Advisory Board of the World Tourism Forum.



STEWART WINGATE, CHIEF EXECUTIVE OFFICER, GATWICK AIRPORT

Stewart Wingate joined Gatwick Airport as Chief Executive Officer in December 2009. Stewart joined Gatwick Airport from BAA Airports Limited where he spent five years in senior management roles at several airports. He was Managing Director of London's Stansted Airport (2007-2009), Chief Executive Officer of Budapest Airport (2005-2007) and Customer Services Director of Glasgow Airport (2004-2005).

Previously, Stewart spent more than 15 years at Black & Decker where he had responsibility for a wide range of functions. He was General Manager of a start-up manufacturing plant in the Czech Republic, Operations Director the company's manufacturing facility at Spennymoor, County Durham, and European Marketing Manager based in Germany.

Stewart holds a masters degree in Business Administration with distinction and a first-class honours degree in electrical and electronic engineering. He is a Chartered Engineer and a Fellow of the Institute of Engineering and Technology.



DARREN CAPLAN, CHIEF EXECUTIVE, AIRPORT OPERATORS ASSOCIATION (AOA)

Darren Caplan has been Chief Executive of the Airport Operators Association (AOA) since January 2011. Before the AOA, Darren worked for 14 years in communications, public affairs and politics in a number of sectors, including infrastructure, planning and technology; and for the four years prior to joining the AOA in 2011, he was Director of Public Affairs for full-service comms agency Brands2Life. Darren's political experience includes working for the Conservative party and standing (unsuccessfully!) as a parliamentary candidate in the 2010 general election. He is incredibly passionate about aviation and the benefits the sector brings, be they global trade benefits to UK plc, boosting regional and local growth, or enabling millions of people to holiday and visit friends and family in the UK and around the world.



TIM HAWKINS, CORPORATE AFFAIRS DIRECTOR, MANCHESTER AIRPORTS GROUP

Tim is MAG's Corporate Affairs Director, leading the Group's public affairs, external communications and CSR teams. Tim has been with MAG since 2013. Prior to that he was a part of Stansted's senior leadership team with responsibility for economic regulation and long term planning. Tim lead the airport's engagement with the CAA during the recent regulatory review which led to Stansted being de-regulated. Before joining Stansted in 2011, Tim held a number of positions with BAA, working on a wide range of regulatory, competition and policy issues.



ANDREW HAINES, CHIEF EXECUTIVE, CIVIL AVIATION AUTHORITY

Appointed as a Chief Executive in August 2009 and for a further 5 years in August 2012, Andrew joined the CAA after a wide-ranging career in the rail industry.



IAN JOPSON, SUSTAINABLE AVIATION CHAIR / NATS HEAD OF ENVIRONMENTAL & COMMUNITY AFFAIRS

Ian has over twenty years' experience in the sphere of environmental aviation issues working for the Civil Aviation Authority, the UK air navigation service provider - NATS - and in his own independent consultancy.

Ian is now the Head of Environmental and Community Affairs at NATS, responsible for driving forward an industry leading corporate social responsibility programme targeting improvements to operational CO₂ emissions, noise performance and a low carbon estate strategy. His work has enabled NATS to be the first air navigation service provider in the world to set operational CO₂ targets. In 2012, in another world first for the NATS environmental programme, Ian and his team deployed a new environmental air traffic control performance metric, 3Di - as part of the NATS financially incentivised regulatory authority to operate air traffic services.

Ian is currently a member of the ICAO Committee on Aviation Environmental Protection and was the lead of a cross industry task group that recently produced the Sustainable Aviation Noise Road-Map. Ian works with airports, airlines and local communities to design and run innovative trials help manage aircraft noise impacts.



JANE MIDDLETON, CHAIRMAN, AIRLINES UK

Jane Middleton has a varied and extensive career history in the aviation sector and as a finance professional. She is a trustee of a number of organisations, including the RAeS, Airlink and the Dame Kelly Holmes Trust, as well as being an Honorary Air Commodore in the Royal Auxiliary Air Force. Jane has previously been involved at a senior level in the Air League, Women in Aviation International and the RAF Museum. With a business and corporate background, including roles at Rockwell Collins UK, TNT Express and Virgin Atlantic, Jane is now the Managing Director of a business consultancy providing strategic financial management. Jane has been Chairman of BATA since July 2015.



ARNAUD FEIST, CHIEF EXECUTIVE OFFICER, BRUSSELS AIRPORT

Arnaud Feist joined Brussels Airport in 2005 as CFO. He was appointed CEO in 2010 and is member of the Board of Directors and chairman of the Management Board.

Prior to joining Brussels Airport, Arnaud was vice-president for finance and information technology at SCA Packaging Europe in Brussels.

From June 2013 to June 2016, Arnaud was President of the European airports trade body, ACI Europe, representing more than 450 airports handling 90% of commercial air traffic in Europe. He has been Board member of ACI Europe since 2011 and a member of its Executive Committee since March 2013. Since June 2013 he is also member of the Board of ACI World, the world's airports trade body and as of January 2016 he is member of its Executive Committee and Treasurer.

Arnaud has a Master in business engineering and a Master in tax law from the Solvay Business School, Brussels University.



GRAHAM BRADY MP, CONSERVATIVE 1922 BACKBENCH COMMITTEE CHAIR

Graham Brady was born in Salford in 1967. He was educated at Altrincham Grammar School and Durham University where he studied law. Prior to entering Parliament in 1997 Graham was Public Affairs Director at the Waterfront Partnership. He had previously worked at the Centre for Policy Studies and Shandwick Plc.

At Graham's election in 1997 he was the youngest Conservative MP. In Parliament he has been opposition spokesman on employment, served as a whip and as Parliamentary Private Secretary to the Rt Hon Michael Ancram when he was Party Chairman. He went onto become Shadow Minister for Schools; PPS to Michael Howard when he became Leader of the Opposition and then Shadow Europe Minister. He continued in that role following David Cameron's election as leader. Graham stepped down from the front bench on 29th May 2007.

In 2010, he was elected Chairman of the 1922 Committee which represents the interests of backbench Conservative MPs and was voted Backbencher of the Year by the Spectator magazine.

He is married with two children.



DREW HENDRY MP, SNP WESTMINSTER GROUP LEADER (TRANSPORT)

Drew Hendry was elected to represent the people of Inverness, Nairn, Badenoch & Strathspey as their Member of Parliament in May 2015. He is also the Scottish National Party's as Westminster Group Leader for Transport. Prior to his election, Drew was Leader of the Highland SNP group, SNP National COSLA Group Leader and the Leader of the Highland Council. Drew was previously vice Chairman of the Conference of Peripheral Maritime Regions and is the Highland Honouree Ambassador to Romania. Drew is also the Chair of the Digital Economy All Party Parliamentary Group & the Regional Airports All Party Parliamentary Group and he has a keen interest in aviation policy, airport expansion and alternative fuels.



LOUISE ELLMAN, LABOUR AND CO-OPERATIVE MP, LIVERPOOL RIVERSIDE

Louise Ellman has been Labour and Co-operative MP for Liverpool Riverside since 1997. She was leader of Lancashire County Council from 1981-1997.

She has been Chair of the House of Commons Transport Select Committee since 21 May 2008.

Louise has a BA (Hons) from Hull University and MPhil (Soc Admin) from York University. She has worked in Further Education and in the Open University.



MICHAEL O'LEARY, CHIEF EXECUTIVE, RYANAIR

This biography was provided by Michael and says the following:

Michael O'Leary has served as Ryanair CEO since 1993.

Born in a stable, at Christmas in 1961, he was a boy genius who excelled academically and in the sports field. Having represented Ireland at bog snorkelling and flower arranging, he graduated from Trinity College Dublin as soon as they could get rid of him. He became a very boring KPMG accountant until yet another failed career choice sentenced to him to lifelong servitude in the airline business, as he is manifestly unsuitable for employment in any properly functioning industry.

Due to his unique combination of rugged good looks, supreme intellect and profound humility, Ryanair has grown to become Europe's favourite airline carrying over 119m customers in the current year, by combining Europe's lowest fares (saving customers over €11 billion p.a.) with great service, including the most on-time flights of any major airline. Ryanair operates from 84 bases across 33 countries, on a fleet of over 350 new Boeing 737-800 aircraft, and 315 more on order, which should allow Ryanair to grow to carry over 180m customers p.a. by 2024. Ryanair currently employs a team of 11,500 outstanding aviation professionals, each of whom are dedicated to extending Ryanair's industry leading 31-year safety record.

Unlike many successful businessman he holds no honorary doctorates or titles, since no respectable institution would wish to have its reputation tarnished by association with him. Bearing a remarkable resemblance to George Clooney's younger brother, it is widely known that women find him (sadly) resistible, and even his 4 children think he's "stupid"!!



JOHN HOLLAND-KAYE, CHIEF EXECUTIVE, HEATHROW AIRPORT

John became Chief Executive Officer of Heathrow Airport Holdings on 1st July 2014. He was previously Development Director with responsibility for the £1.3bn per annum programme to rebuild Heathrow, including the new Terminal 2, which opened on 4th June 2014. Prior to that, he was Commercial Director with responsibility for airline business development, retail, property, Heathrow Express and passenger experience. Over a 3 year period, Heathrow's retail income per passenger grew by 10% per annum, and Heathrow was voted the best major Airport in Europe. He is a member of the Executive Committee.

John was previously a member of the Executive Committee of Taylor Woodrow plc and held a number of positions, including Divisional Chairman with Taylor Wimpey plc, Operations Director of Taylor Woodrow Developments and Commercial Director of Taylor Woodrow Inc. Prior to that, John was Managing Director, National Sales Division, of Bass Brewers and has also worked as a strategy consultant with LEK Consulting for a number of high profile businesses.



DEBRA BARBER, MANAGING DIRECTOR, CARDIFF AIRPORT

Debra Barber was appointed Managing Director (interim) at Cardiff Airport in September 2014. Debra joined Cardiff Airport as Operations Director in May 2012 following a successful career with the Royal Air Force before retiring as Group Captain and Air Traffic Management Force Commander, responsible for all RAF air traffic units in the UK and around the world.

As Operations Director, she was responsible for managing all aspects of Cardiff Airport's operations, ensuring regulatory compliance for safety and security, further developing infrastructure and service capability, and contributing to the airport's strategic development. A member of the airport board.



ANDREW BELL, CHIEF EXECUTIVE, REGIONAL & CITY AIRPORTS

Andrew is Chief Executive of Regional & City Airports (RCA), the specialist regional airport management division of Rigby Group whose current portfolio includes Exeter, Norwich, Coventry, City of Derry, Blackpool and Solent Airfield. RCA focuses on unlocking the potential of smaller regional airports through effective management and collaboration, enabling them to benefit from the economies of scale - and to share in the best practice - traditionally only available to larger airports.

Andrew is leading RCA's ambitious development program to grow its portfolio of owned and managed airports, develop its discrete services business - building on specialisms including car park yield management, air traffic control and refuelling - and to grow the number of FBO locations for XLR, the group's executive jet centre operation.

Andrew was formerly CEO of Norwich Airport where he led its strong recovery following several years of decline. He trained as a Chartered Accountant before moving into a senior finance role with an airport management company with interests in the UK and the Netherlands.



GORDON DEWAR, CHIEF EXECUTIVE, EDINBURGH AIRPORT

Gordon took up the post of Chief Executive of Edinburgh Airport in July 2012. Prior to that, he was Chief Executive at Bahrain International Airport. He joined BAC, the operator of Bahrain International Airport, in 2010 to develop the newly created business and its recent acquisition of the airport operations. He was responsible for the creation of a commercially orientated strategy to generate a profitable and self-sufficient business to both operate and develop the airport with passenger number of 9m pa. The business returned substantial profits in its first two years of operation and developed a long term masterplan for the extension of the airport to accommodate 13m passengers.

Gordon spent four years with BAA running Glasgow and Edinburgh airports through periods of extensive investments in terminal capacity and passenger growth from 2007 to 2010. He has held a number of senior positions with leading transport operators, including commercial, general management and business development roles. Prior to this he spent 10 years in Transport Consultancy.



GRAHAM KEDDIE, CHIEF EXECUTIVE, BELFAST INTERNATIONAL AIRPORT

Graham Keddie is a graduate of Aberdeen University and holds a LLB and Dip LP. Following graduation Graham was appointed as a Management Trainee with the Swire Group and was assigned to the Aviation Division. Since then Graham has held senior executive roles at several airlines and airports and in 2014 was appointed to the role of Managing Director at Belfast International Airport. Graham is a highly experienced commercial leader with a proven track record of success in the field of aviation. A change-agent, with the ability to deliver both improved profitability and customer service. Able to deal with all levels within an organisation and to network effectively externally with stakeholders, government, regulators and the media. Graham is married with two sons.

**PAUL KEHOE, CHIEF EXECUTIVE, BIRMINGHAM AIRPORT**

Paul Kehoe joined Birmingham Airport as Chief Executive Officer in October 2008.

He started his career in aviation as an Air Traffic Controller in the Royal Air Force and has worked for a variety of companies including British Aerospace plc, Serco Aviation and TBI plc.

Paul has been CEO/MD of a number of UK airports (inc. Belfast International, London Luton and Bristol) and non-executive Director of a number of other UK and overseas airports during his career.

Paul has been an active member of the Airport Operators Association, being a Director and Chair of that organisation 2004-05. Paul is Chairman of Marketing Birmingham, a member of the Warwick Business School Strategy Board, Board Member on the Coventry & Warwickshire Local Enterprise Partnership, and is President Elect of Greater Birmingham Chamber of Commerce.

Paul is married with two children.

**WILLIE WALSH, CHIEF EXECUTIVE OFFICER, INTERNATIONAL AIRLINES GROUP**

Willie Walsh became Chief Executive of International Airlines Group (IAG) in January 2011, joining from British Airways where he was chief executive from October 2005.

IAG is the parent company of Aer Lingus, British Airways, Iberia and Vueling. It is one of the world's largest airline groups with 525 aircraft flying to 255 destinations and carrying more than 96 million passengers each year.

Previous to his role at British Airways, Willie was chief executive of Aer Lingus from October 2001. He joined the airline in 1979 as a cadet pilot and became a captain in 1990 before moving into management roles.



*Conference delegate list only. This does not include any extra delegates attending the AOA Awards Dinner.
*This list is correct of 09/11/16. Any delegates registered after this date will not be included on this list

DELEGATE LIST

NAME	JOB TITLE	ORGANISATION
Talal Ahmadmian	Sales	SITA
Tim Alderslade	Chief Executive	Airlines UK
Colin Aldridge	Account Manager	SITA
Tom Allett	Editor	Airports International Magazine
Thomas Amend	Managing Director	Siemens Postal, Parcel & Airport Logistics Ltd
Javier Anadon Causape	MSc Air Transport Management	Cranfield University
Ed Anderson	Chairman	Airport Operators Association
John Andrews	Sales Manager	Rohde & Schwarz
Jeannine Angehrn-Ramseier	Sales and Marketing Coordinator	skyguide
Monica Arora	HR Manager	Morpho Detection International LLC
Sally Ashby	Head of people & performance	Bristol Airport
Mark Ayers	Account Manager	SITA
Tanya Ball	Business Development Manager	LNT Solutions
Miquel Andujar Barbany	MSc in Air Transport Management Student	Cranfield University
Debra Barber	Managing Director & Chief Operating Officer	Cardiff Airport
Abigail Barbour	Key Account Manager	Met Office
Tom Barton	Political Reporter (Media)	BBC Look East
Mike Bayes	Head of Marketing & Operations	Cranfield University
Andrew Bell	Chief Executive	Regional & City Airports
Phil Benstead	ATM Consultant	Leonardo
Carol Benzie	Managing Director	Aberdeen International Airport
Wouter Berben	Business Development Manager	Vanderlande
Spencer Birns	Commercial Director	Cardiff Airport
Nick Boud	Principal Consultant	Helios
Mark Bouldin	Business Development Manager	ATEC Fire & Security
Andrew Boustouler	Deputy CEO And Director Of Resources	Ports Of Jersey Ltd
Crawford Boyce	Commercial Director Security	Wilson James
Graham Brady MP	Conservative 1922 Backbench Committee Chair	
Sarah Branquinho	Chair	UK Travel Retail Forum
David Brocklebank	ATM Consultant	Leonardo
Martin Brookman	Head of Automation UK	Leonardo
Mike Bryant	Editor	EVA International
Justin Burns	Editor	Air Cargo Week
Michael Burrell	AOA Public Affairs Consultant	
Darren Caplan	Chief Executive	Airport Operators Association
Julian Carlson	Director	Pascall+Watson
Adrien Chantreuil	Student	Cranfield University
Mike Christman	Director/ General Manager	Vanderlande
Davide Cioppi	SVP Traffic Control Systems	Leonardo
Oliver Clark	Senior Reporter	Flightglobal
Paul Clarkson	Airport Operations Manager	Isle of Man Airport
Marcus Clissold-Lesser	Key Account Manager - Airports	UK Power Networks Services
Tracey Cole	Regional Sales Director	Smiths Detection
Daniel Coleman	Founder of the British Irish Airports EXPO	PPS Publications
Declan Collier	CEO	London City Airport
Nigel Coltman	Executive Director	NSL Ltd
Jamie Conway	Regional Marketing and Communications Specialist	Rohde & Schwarz
Paul Cooper		OS Comms
Andrew Cornish	CEO	Liverpool John Lennon Airport
Andrew Cowan	CEO	Stansted Airport
Gary Cox	Head of Aviation	Scottish Government
Carl Cromie	Head of Partnerships	mincabit
Daniel Cunliffe	Project Director	Pascall+Watson
Paul Davies	Operations Director	Bristol Airport
Laurent Delétraz	Senior Business Development Manager	skyguide
Gordon Dewar	Chief Executive	Edinburgh Airport

NAME	JOB TITLE	ORGANISATION
Gordon Dewar	Chief Executive	Edinburgh Airport Limited
Geoffrey Dewick	Associate Director	RPS Planning & Development
Simonetta Di Domenico	Head of Strategic Marketing for ATM & Airports, Ports and Border Security	Leonardo
Simon Diggins	Bid Manager	Babcock International Group
Gary Dominey	Regional Sales Development and Facilities Manager	TCR UK
Pete Downes	Head of Aviation	Bristol Airport
Jonathan Dutton	Aviation Business Manager	Met Office
Paul Eden	Vice President	Ricondo & Associates, Inc.
Graeme Elliott	Group Public Affairs Director	Manchester Airports Group
Louise Ellman MP	Labour Transport Select Committee Chair	
Steven Elwell	Business Development Director	NSL Ltd
Amanda Fallbrown	Head of Marketing Communications	Babcock International Group
Zuzana Farska	Customer Solutions Support	Vanderlande
Arnud Feist	Chief Executive	Brussels Airport
Jim Finegan	Executive Director - Operations	ICTS UK Ltd
Klaas Fokkema	Vice President Sales Northern Europe	SITA
Philippe Forest	Area Manager UK & Ireland	IATA
Andy Foster	Senior Lecturer Centre for Air Transport Management	Cranfield University
Mark Foster	Divisional Director	Dyer & Butler
Paul Fraser-Bennison	Director	Merlin Aerospace Consulting Ltd
Graeme Gamble	GCAM	NATS
Fred Garbett	Head of Sales	Siemens Postal, Parcel & Airport Logistics Ltd
Neil Garwood	Head of Operations	Southampton International Airport Limited
Peter Gilks	Managing Director UK Airports Division	BEUMER Group UK Limited
Andrew Goodenough	Head of Planning & Development	Bristol Airport
Oliver Goodwin	Account Manager	Airfinance Journal
James Gore	Head of Government & Stakeholder Relations	Bristol Airport
Robert Graham	Operations Director	Birmingham Airport
Steve Granger	Projects Manager	Babcock International Group
Rt Hon Chris Grayling MP	Secretary of State for Transport	
Sally Grimes	Events & Member Relations Manager	Airport Operators Association
John Grimdsdale	Principal Engineering Manager	Amey OW Ltd
Andrew Haines	Chief Executive	Civil Aviation Authority
Geoff Hall	Managing Director	Airport Energy Services Ltd
Matthew Hall	Chief Commercial Officer	London City Airport
Peter Hanlon	Area Sales Manager - Airports	Blighter Surveillance Systems
Mandy Haque	Head of Operational Service Delivery	Birmingham Airport
Clare Harbord	Director Corporate Affairs	Heathrow Airport Limited
Deborah Harris	Public Relations Manager	Belfast International Airport
David Harvey	Technical Sales Manager	Aebi Schmidt UK
Rod Haskins	Operations & Security Manager	Belfast International Airport
Tim Hawkins	Corporate Affairs Director	Manchester Airports Group
Drew Hendry MP	SNP Westminster Group Leader (Transport)	
Benjamin Hetzel	Business Controller	TCR UK
Steve Hodges	UK & Ireland Sales Manager	Dallmeier
David Hodges	Senior External Affairs Manager	Virgin Atlantic
John Holland-Kaye	Chief Executive	Heathrow Airport
Jonathan Horne	Chief Operating Officer	London Southend Airport
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Glynn Hutton	Sales Manager	Variable Message Signs
Clare James	GCAM	NATS
Olivier Jankovec	Director General	ACI Europe
Dr Andy Jefferson	Programme Director	Sustainable Aviation
Mark Johnson	Technical Sales Director	Variable Message Signs

NAME	JOB TITLE	ORGANISATION
Glyn Jones	Chief Executive Officer	London Southend Airport
Paul Jones	GCAM	NATS
Ian Jopson	Head of Environmental & Community Affairs	NATS
Andy Judge	Principal Consultant	Osprey CSL
Graham Keddie	Managing Director	Belfast International Airport
Graham Keddie	Chief Executive	Belfast International Airport
Paul Kehoe	Chief Executive	Birmingham Airport
Dale Keller	Chief Executive	BAR UK
Chris Kelly	Air Traffic Services Director	Liverpool John Lennon Airport
Juliet Kennedy	Operations Director	NATS
Muhammad Arsalan Khan	Customer Assistant	Lidl
Steve Knight	Projects Manager	Babcock International Group
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Luke Law	Parliamentary Communications Manager	NATS
David Lees	Managing Director	Southampton International Airport Limited
Terence Lopez	Air Terminal Director	Gibraltar International Airport
Caroline Low	Director Airport Capacity	Department for Transport
Paolo Marcattij	Shareholder & UK Director	Global Remote Services
Antony Marke	Managing Director	OmniServ
Ceri Mashlan	General manager, Airport operations	Cardiff Airport
Guy Mathias	Strategic Advisor	Dardan Security
Jim McAuliffe	Financial Director	Bristol Airport
George McBride	Director of Transport & Infrastructure	Hydrock
Brian McClean	Group Head of Communications	AGS Airports
Andy McDonald	Shadow Transport Secretary	
Charis McLean	Business Development Manager	Interserve
Tom McWilliams	Business and Strategy Manager	Park Air Systems
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Jane Middleton	Chairman	Airlines UK
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Francesca Millward	Business Development Manager - Heathrow	Vanderlande
Nigel Milton	Director of External Affairs	Heathrow Airport Limited
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Sharif Okoh	Sales representative	OS Comms
Jason Okoh		OS Comms
Michael O'Leary	Chief Executive	Ryanair
Patricia Page	Executive Assistant & Office Manager	Airport Operators Association
Martin Parker	Regional Sales Manager	Morpho Detection International LLC
Katie Parobek	Project Director	LAC AG
George Parobek	CHAIRMAN & CEO	LAIC AG
Avni Patel	Accounts Executive	Airport Operators Association
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Anna Perkins	Public Affairs Manager	London Stansted Airport
Luke Petherbridge	Public Affairs Manager	ABTA
Jason Piggott	UK Sales Manager	Dallmeier

NAME	JOB TITLE	ORGANISATION
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Marianna Poletti	Automation Sales and Marketing	Leonardo
Mark Povall	Air Service Development Director	Liverpool John Lennon Airport
Helen Povall	Head of Public Affairs & Communications	UKInbound
Chris Prentice	Service Manager	Morpho Detection International LLC
Colin Pugh	Sales Director UK & Ireland	Smiths Detection
Simon Purchon	Business Development Director	Babcock International Group
Michael Rabet	Head of GSTS	Ports Of Jersey
Eddie Redfern	Head of Regulatory Affairs	TUI Group
Ann Reynolds	Director of Ports	Isle of Man Airport
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Andrew Sharp	Rail Correspondent	BT News
Craig Sharp	TCS UK	Leonardo
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Andrew Sinclair	Political Correspondent (Media)	BBC Look East
Robert Sinclair	Chief Executive	Bristol Airport
Andy Smith	Director, Government Services	SITA
Ian Smyth	Director	UK Power Networks Services
Rob Sneekes	Operations Director	BAGTAG
Shuny Solanki	Business Development Engineer	Vanderlande
Rob Stefanovic	Commercial Operations Manager	OmniServ
Michael Stoller	Director Airports	NATS
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Christopher Surgenor	Editor	GreenAir Online
Colin Swaine	Operations Director	Liverpool John Lennon Airport
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Neil Thompson	Operations Director	London Luton Airport
Richard Thompson	Head of Marketing UK & Ireland	Smiths Detection
Kevin Thornhill	Airport Systems Integration Manager	Vanderlande
Al Titterington	Managing Director	Cornwall Airport Newquay
Sam Todd	Sales Manager	Park Air Systems
Duncan Tolson	Head of Service	NSL Airports
Patricia Prieto Torrell	MSc in Air Transport Management Student	Cranfield University
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Willie Walsh	Chief Executive	International Airlines Group
Luke Wells	Commercial Lead, Airport Capacity Delivery	Department for Transport
Jane Wharmby	Business Development Director	Cranfield University
Jon Whitehouse	Operations Director	Dyer & Butler
Alan Whiteside	Operations Director	Belfast International Airport
Chris Wiggan	Public Affairs Manager	London Stansted Airport
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Stewart Wingate	Chief Executive	Gatwick Airport
David Winstanley	Chief Operating Officer	Birmingham Airport
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NEWCASTLE INVESTS IN STATE OF THE ART RADAR SURVEILLANCE SYSTEM

Newcastle International Airport has begun work on the installation of an advanced new radar surveillance system.

The new system will ensure that the airport has the most advanced equipment to ensure that air traffic controllers can filter out interference caused by wind turbines and maintain an accurate and consistent view of aircraft flying over nearby wind farms.

The first step in replacing the airport's general surveillance system will be installation of Thales primary surveillance radar at the north end of the terminal roof. This will offer high levels of reliability with an enhanced performance over the current system.

NATS are also installing a Scanter radar at the south end of the terminal roof. This will operate in a high frequency band that will enable better discrimination of aircraft from wind turbines.

Together with a new Thales radar processing and display system, the new installations will provide the airport with a modern and technologically advanced surveillance capacity to support the airport's future development.

Operations Director, Richard Knight, said the new system would place the airport at the forefront of aviation



technology and allow it to implement the latest strategies for areas of wind farm clutter. It will enable construction of the Vattenfall wind farm on the Ray Estate near Kirkwhelpington. Alongside the installation of the new radars the airport is working on a revised wind farm mitigation policy which may unlock additional wind farm sites across the North East.

The General Manager of Thales ATM activities UK, Kevin Tolcher, said his company recognised that wind farm mitigation was a priority for its surveillance customers and was delighted to be working with Newcastle on the replacement of its primary radar surveillance system.





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GROWING GATWICK SUSTAINABLY

Making the world's busiest single runway airport one of the greenest

Sustainability has played a central role in Gatwick's transformation ever since the airport became independent from BAA in 2009. This has been driven by the airport's Decade of Change strategy and an airport-wide recognition that the economic benefits the airport generates must be balanced with a sustainable airport operation.

Improving public transport use has been key and Gatwick is about to undergo a revolution in this respect, with rail capacity set to double in just two years.

The completion of the London Bridge station redevelopment will unlock the £6.5 billion Thameslink upgrade programme in 2018. The upgrade will deliver a once in a generation improvement to rail services north to south through the capital and the wider regions it serves.



Gatwick will be one of the biggest beneficiaries as new fleets of longer trains leave for London with tube-like frequency every three minutes. New direct services will link Gatwick with Cambridge and Peterborough and a state-of-the-art station will also open soon after.

We are also doing what we can to enable cleaner road journeys.

In a first for any UK airport, a new electric point-to-point car sharing service will be rolled out at Gatwick in the New Year to make car journeys more sustainable. Electric vehicles are essential for reducing diesel pollution and the new service will contribute to Gatwick's strategy to cut its carbon footprint in half by 2020. Charging points will be introduced in coming months, giving passengers the freedom to collect vehicles from the airport and drop them off at dedicated charging points across the capital.

Waste is another area where the airport is leading the way after becoming the first airport in the world able to dispose of Category 1 waste safely on site – an issue that costs the global aviation sector around £500 million a year – and converting it into energy.

Category 1 forms the majority of waste from non-EU flights and is defined as food waste or anything mixed with it – such as packaging, cups, meal trays – from international transport vehicles. Its disposal is governed by strict rules that – until now – require specialist processing offsite to protect against the potential spread of disease and infectious material.

Gatwick's new £3.8million processing plant will not only dispose of 2,200 tonnes of waste safely on site, around 20% of the airport's total, it will also convert it – and all other organic waste – into energy to heat the North Terminal.

We've also brought responsibility for sorting waste in-house to maximise the amount recycled – a move that will boost the airport's recycling rate to around 85% by 2020 – higher than any UK airport currently and up from 49% today.

Our strategy is underpinned by a set of rigorous environmental targets set over ten years. Since they were put in place on 2010, the airport has grown dramatically from 31 million to over 42 million passengers per year. Despite this increase the airport's environmental footprint is actually the same or better today than in the early 1990s – thanks largely to ongoing environmental innovations helping us hit our targets and the expertise and discipline of the teams that have seen our plans through.

However, while we think we are doing well, we cannot stand still feeling pleased with ourselves. We have ambitious expansion plans to meet the growing demand for air travel and we are working up equally ambitious plans to develop in the most environmentally responsible way possible beyond 2020.

We want to become one of the 'greenest' airports in Europe and we are looking at how the most sustainable airports in the world achieve their results across a range of environmental measures. We've appointed a world-leading carbon expert to advise on low carbon construction and the airport has just become one of the first signatories of the Airports Sustainability Declaration, which aims to improve the sharing of environmental innovation, knowledge and best practice.

At Gatwick we consider a move to greater sustainability as critical to our future as a successful airport. We – like all airports – operate within defined and limited local environments and have to continually find new ways to reduce any harmful impacts we might generate, not least if we are to maintain the ongoing trust of our local stakeholders.

*Written by Charles Kirwan-Taylor,
Corporate Affairs and Sustainability Director,
Gatwick Airport (pictured)*

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CARDIFF AIRPORT GROWTH SET TO CONTINUE, SAYS MANAGING DIRECTOR, DEBRA BARBER

Passenger growth at **Cardiff Airport** is forecast to continue over the next two years says the airport's Managing Director, **Debra Barber**.

In an interview with Airport Operator, Barber, who became Managing Director last year, said she was confident that the upward trend of the last two years, which has seen 16 consecutive months of growth, would continue through 2017 and 2018.

It is all a big change since the time a few years' ago when the country's First Minister described the airport as "an embarrassment to Wales". The low point was probably 2012 when passenger numbers dipped below a million, capital investment was at a minimum and, Barber recalls, "the perception of us was horrendous".

The Welsh Government stepped in to buy the airport in 2013, a decision that Barber says was the right one in terms of the strategic importance of the airport to the Welsh economy and the need to make it successful again.

Since then, she says, "the airport has changed enormously", thanks to reinvestment in the airport infrastructure and a renewed focus on customer service, both in terms of airlines and passengers. Maintenance issues had been resolved and critical equipment replaced and, crucially, Barber says, "we have massively improved the customer experience", with a new duty free area, a new security area and new automated equipment. The result was that "we are really getting the success back in the airport, there is a huge buzz about us and the passenger numbers are fantastic" – now nearly 1.4 million, up 19% year-on-year and 36% since the change of ownership, including more inbound visitors to Wales.

Like any airport managing director, Barber doesn't want to be unduly dependent on any single airline and is



clearly pleased by the range of airlines now using Cardiff.

Flybe, which bases two Embraer 195s at the airport, now flies to five capital cities, including a new route to Rome. Perhaps most important, from the airport's perspective has been Flybe's recent decision to continue operating the temporary route that it had opened to London City Airport, while the Severn tunnels were closed. That decision, taken after just six weeks of experience with the route, was "fantastic", Barber said

and "a testament to the strength of our market and the support of the business community", who particularly valued the short journey time, just 35 minutes' flying time runway to runway on one occasion.

She also singled out for mention Vueling, where there had been substantial growth over the last couple of years, KLM, with its very successful route to Amsterdam Schiphol, Thomson and Thomas Cook, as well as airlines flying to meet cruise ships in destinations such as Dubai and Barbados.

"The airport has changed enormously, thanks to reinvestment in the airport infrastructure and a renewed focus on customer service, both in terms of airlines and passengers"

Barber said there was a consensus in Wales that the Government's decision to support a new runway at Heathrow was the right one for Wales, but she noted that it would still be many years before the new runway would be operational and meanwhile capacity issues would continue to worsen. It would be important, she said, that the focus should not just be on the South East, but also on the contribution that regional airports could make. Cardiff, for example, had increasingly fast rail links into London and a long runway and was ideally placed for North Atlantic routes.

Asked what difference public ownership of the airport makes, Barber says it does change the dynamic and the way that the airport engages with its stakeholders, since it is seen to be a strategic part of the Welsh economy and "the Welsh public are invested in the airport and passionate about our success". That said, she is equally clear that there is no question of Cardiff having an unfair advantage over competitors, since it is bound by state aid rules and acts as a commercial company operating at arm's length from the Welsh Government.

The airport's principal catchment area is south and west Wales and, to a lesser extent, mid Wales. Barber acknowledges that for people living in North Wales access to Liverpool, Birmingham and Manchester is easier, though she adds that "even though the people in

North Wales don't necessarily use the airport, they massively benefit from the economic impact that we have on the Welsh economy as a strategic asset for the whole of Wales".

Barber's confidence about the airport's future is based primarily on its ability to offer passengers flights to the right places, at the right times and the right prices. Looking further ahead, she believes that a series of improvements to surface access to the airport will make a positive difference too. There are plans to improve the M4 to the east of the airport in the coming years, as well as the prospect of a cut in the Severn Bridge toll from 2018 and plans for a new metro in Cardiff that will link directly to the airport and integrate heavy rail, light rail and buses through single ticketing. Only links to the west, particularly Swansea, continue to be an area of concern.

Pointing to two policy areas where Government policy could make a difference to Cardiff, Barber said that she considers Air Passenger Duty to be "a punitive tax that hinders all of our abilities to grow and impacts particularly on regional airports and regional economies" and Brexit. On the second she said that the main issue would be to ensure that airlines continue to have access to European open skies agreements and to the

European Aviation Safety Agency regulatory framework which allows inter-operability across Europe. Barber said that the recent fall in the value of the pound had had no immediate impact on the airport and nor did it yet seem to be affecting forward bookings, but continuing political uncertainty could be a problem.

Reflecting briefly on her earlier career in the RAF, most recently as Air Traffic Management Force commander, she said that the experience had been useful training for her current role, since rules for military and civil airfields are very similar, even if the customer interface is different and the RAF is not a commercial operation. On being a woman in a male-dominated airports sector, Barber commented that it made no difference to her day-to-day, though she did think that women continued to be "massively under-represented", a waste of talent "which the industry needs to think about".

Concluding the interview with a renewed focus on growth at Cardiff Airport, Barber said she was excited about the future, success was breeding success and "we are beginning to feel that we have now turned the corner". Her boldest prediction? That the day will come when the airport tops its 2007 record of 2.1 million passengers.



EAST MIDLANDS AIRPORT ADOPTS UNIQUE APPROACH TO RUNWAY RESURFACING

Managing Director, **Andy Cliffe**, describes it as “a UK first for airport runway refurbishment projects”.

Where most airports use night-time closures to resurface their runways, that option was judged not suitable for this airport whose freight operations, second only to those of Heathrow, operate 24 hours a day, seven days a week.

After consulting with its major airlines, including DHL, which has a large purpose-built facility at the airport, East Midlands opted instead for seven consecutive 48-hour weekend closures, deliberately scheduled to coincide with

the airport’s quietest period in the year. The works are scheduled to be completed on 19 December, in time for the busy Christmas and New Year period.

Contractor, Galliford Try, will deploy a small army of 360 workers to lay 50,000 tonnes of specialist material along the airport’s runway, with a length of 1.8 miles and across a total of 150,000 square metres. Resurfacing was last carried out 17 years’ ago and the new surface should last for a similar length of time.

Reinforcing the airport’s environmental credentials (it was the first in the UK

to be carbon neutral), East Midlands will also take the opportunity to replace 1,200 lights on the runway with LED lighting.

East Midlands now has 4.6 million passengers a year and manages 350,000 tonnes of freight a year. Cliffe is upbeat about growth prospects, with Ryanair having just announced three new routes for next summer (Girona and Reus in Spain and Budapest), bringing its total number of scheduled destinations from East Midlands to 37. Jet2.com also has three new routes next summer (Girona, Naples and Split) and is relaunching its Paris route from the airport.



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THE MET OFFICE LAUNCHES NEW OPENRUNWAY® SERVICE

Emma Connett, Marketing Manager at the **Met Office** explains how a new 'agile' approach, combined with a detailed understanding of customer were the main enablers behind this development...

OpenRunway® is our online weather forecasting and alerting product designed for those responsible for managing airport runways. It is well known within the market, but we recognise the need to respond to airports changing requirements.

Over the last year, we've been working closely with customers in the Airport Management sector to gain an in-depth understanding of their needs. We

conducted exploratory research which involved us embedding ourselves within our customers' daily operations, spending time shadowing users and understanding the various different roles in an airport, enabling us to really 'get under the skin' of their daily activities and challenges. This provided a clear understanding of what weather information was required: when it is needed, to make what decisions, and in what delivery format. For example, we found that many airport operators are spending an increasing amount of time in their vehicles on the runway. As a result, heading back to the office to check the forecast on OpenRunway® on a desktop computer is completely impracticable and inefficient.

With this insight in mind, we know that access to weather data on the move is critical for operating teams to perform duties as quickly and effectively as possible.

Following customer visits we developed key user stories and prototypes, and before any development started, some of our existing customers were given the chance to view the initial designs and describe where they would locate different features of the product. This intelligence helped to shape the final product designs.

Another feature that we introduced as a result of insight is aerodrome warnings. Our customers told us that they wanted



an increased situational awareness by identifying when severe weather was forecast to help them plan for the rest of the day.

And finally, we also improved the mapping and weather layer information, optimised for viewing on a mobile and tablet device but also configured for optimum wide screen visualisation such as in an operations room. This means staff on the ground have the same, consistent weather information as colleagues in the operations room, giving the most consistent and accurate weather information possible.

The development work itself followed an agile approach. This meant engaging with our customers at regular intervals throughout, making several small changes as enabled by the agile approach.

We have lifecycle updates planned for the product, and it is our ongoing

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collaborations with our customers that will inform these. All that means that as the product matures; it will be of even greater value to airports.

Gatwick Airport's Airside Operations Leader, Michael Goacher, has described

the new system as "a big step forward from our previous system which was office bound" and Southampton Airport's Airside Assurance Manager, Nigel Spence, said that the ability to access it via tablet or smartphone made it even easier to use.

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GLASGOW AIRPORT REPORTS ITS BUSIEST EVER SEPTEMBER



Glasgow Airport has recorded its busiest September in 50 years with 934,295 passengers travelling through its doors, up 4.2% on last year.

The airport said that the Davis Cup and Celtic's participation in the Champions League had been big draws for visitors to the city, assisting Glasgow to report its fourth consecutive month with more than 900,000 passengers.

EU scheduled services were up by 12%, with flights to Barcelona, Brussels, Milan and Paris all proving popular. The month also saw the launch of Ryanair's new flights to Sofia in Bulgaria and Icelandair added further capacity by increasing its Reykjavik route to a daily service. Domestic flights were boosted by strong demand for Ryanair's service to Derry and extra capacity on easyJet's Bristol and Belfast services.

October saw Ryanair launching four new routes to Alicante, Charleroi, Gran Canaria, Malaga and Lanzarote and the introduction of Thomson's new Cape Verde service. Its summer 2017 schedule will include a further four new routes to Lisbon, Palanga (Lithuania), Valencia and Zadar (Croatia). This month Ryanair celebrated carrying two million passengers from Glasgow since its inaugural flight from the airport in 2014.

The airport's managing director, Amanda McMillan, said: "We are on course to record our most successful year and this can be attributed to our continued focus on not only attracting new services, but working closely with our current airlines to enhance existing services".

Image: Paul White, Glasgow Airport's business development manager, with Ryanair cabin crew member, Lynsey Sloan, and first officer, Adam Sutton, celebrating Ryanair carrying two million passengers from the airport.

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Group operations supported the employment of 124,000 people across the country, with more than 39,000 directly employed. Its employment academies, education centres and staff volunteering

contributed to the education of over 20,000 young people.

The group also claimed a significant reduction in the environmental impact of its airports, with a 15% reduction in carbon emissions and a 41% cut in the number of registered noise complaints, per 1,000 air traffic movements.

Group CSR director, Neil Robinson, said that MAG's approach was guided by a belief that when its businesses prospered, the regions and communities in which they operated also prospered.

Robinson said: "We know that delivering growth in the right way is key to securing the support of our stakeholders and we recognise the importance to local communities of being able to deliver this growth without increasing

our environmental impacts. In a year when we have transported a record 50 million passengers, we have managed to significantly reduce our environmental impact through a variety of initiatives such as the introduction of GPS flight path technology that has cut our noise impact and also managing to make Manchester Airport's ground operations carbon neutral".

He said that, as the north's global gateway, Manchester would help to drive the northern economy forward, providing international connectivity directly from the region. Similarly, Stansted's growth over the next ten to 15 years would not only provide much-needed airport capacity in the South East, but would also play a key role in supporting employment and economic development in London and the east of England.



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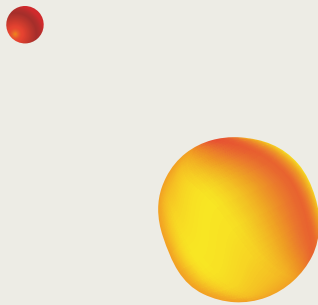




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