

THE AIRPORT OPERATOR

THE OFFICIAL MAGAZINE OF THE AIRPORT OPERATORS ASSOCIATION

THE AOA ANNUAL CONFERENCE 2017

FULL PROGRAMME INSIDE



AOA
THE VOICE OF UK AIRPORTS
WINTER 2017

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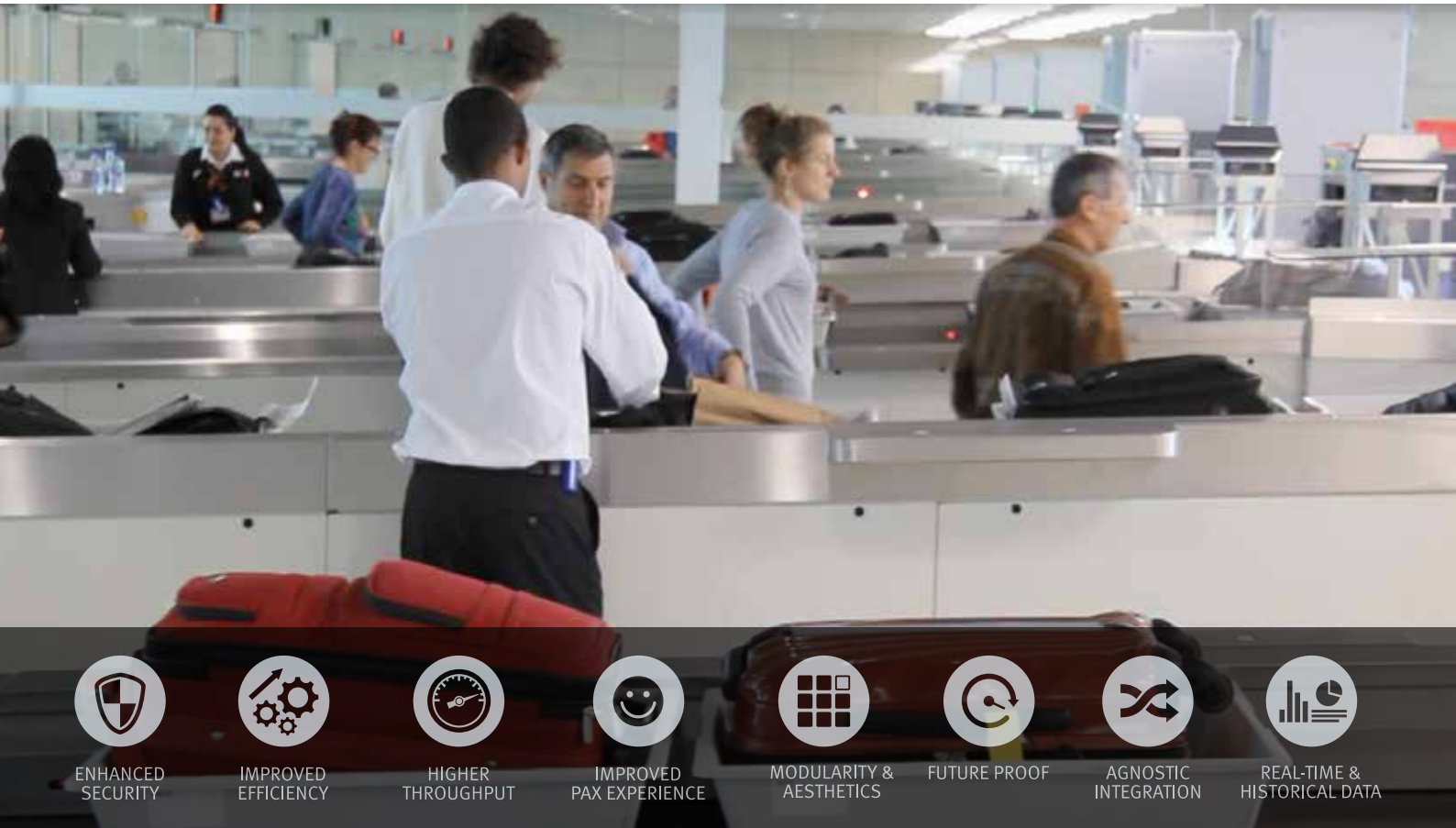
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*It is my
great
pleasure
to extend
a warm
welcome
to this*

*edition of The Airport
Operator, published to
coincide with our 2017
AOA Conference.*

The theme of this year's conference, 'Shaping a UK Aviation Strategy for Sustainable Airport Growth', reflects the fact that the Government is launching consultations on a strategy for UK aviation over the next 30 years.

We have a splendid array of speakers, including Chris Grayling MP, the Secretary of State for Transport and Andy McDonald MP, his Opposition counterpart, as well as senior figures from our industry. In addition to the session on the Aviation Strategy we will be examining the implications for our sector of Brexit and how we can work together with tourism colleagues to foster success.

We meet following a summer when our airport members have experienced record passenger growth. However, the collapse of Monarch Airlines, Alitalia and Air Berlin has also reminded us that ours is an intensely competitive sector where we all depend on our ability to trade profitably by giving a great service and by adapting quickly to changes in the external trading environment.

While much of our future is in our own hands, there is also a lot that Government could do to help. With the UK's future depending more than ever on our connectivity to the global economy, our country's success as an outward-looking trading economy is intimately linked to the quality of our aviation links with the rest of the world.

The Government's decision to embark on a fresh look at how it supports our sector is encouraging. The AOA has developed a vision that we will be proposing to the Government to ensure that Ministers and officials understand the actions that they should take to shape an environment that will enable our sector to be even more successful in the future.

One of the most pressing priorities for the Government today is to negotiate terms for Brexit that will preserve as much as we can of our liberalised aviation market. It is a market that the UK helped the EU to shape and has been central to the emergence of low-cost carriers, to airport growth and to people's ability to travel the globe on convenient flights at competitive prices.

We have engaged with Ministers and officials to ensure that they fully appreciate the unique challenge that faces our sector, dependent as it is on the existing arrangements that we have within the EU and on the multilateral air services agreements with other countries that the EU negotiated on our behalf. Unlike other sectors, for us there are no World Trade Organisation rules on which we can fall back should we fail to negotiate an agreement and to do so in time to enable airlines to plan their future schedules with certainty.

We need a much greater sense of urgency. Our negotiators must understand that time is not on our side, as the clock continues to tick towards the March 2019 deadline when we will be outside of the EU. The deadline for aviation is much earlier because of the need for airlines and tour operators to plan at least a year ahead. So, it is of pressing importance for our sector that we quickly move on from the protracted negotiations on the terms of the "divorce" to the crucial discussions on what our future partnership will look like and how any transition period would work.

I hope that you will enjoy our conference and I look forward to seeing many of you during the next two days.

Ed Anderson, AOA Chairman

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KAREN DEE REFLECTS

Exciting, challenging, enjoyable and occasionally frustrating – these are some of the adjectives that Karen Dee uses to characterise her first eight months as Chief Executive at the AOA.



Joining after six years at the Freight Transport Association, Karen says that her first impression of the AOA, confirmed by

the experience of the last few months, is that “we punch above our weight” in dialogue with Government.

She declares herself impressed by the very good access to Government that the AOA team has, by its level of influence and by the frequency with which officials approach the Association requesting input on a wide range of issues. Given the small size of her team, she acknowledges that this can sometimes be challenging, but says that it generally works well thanks in part to the quality of the input that the team receives from the AOA’s airport members, enabling the Association to present an expert view on a wide range of policy proposals.

It is evident that Karen finds the aviation sector to be a very dynamic one. As she puts it, “I used to really like lorries, but airports are much more exciting” and she says that she has learned a lot in a short period of time about the complexities of the business from her visits to airports across the UK.

Two issues have dominated her first few months – the Aviation Strategy, on which the Government has begun to consult, and Brexit, where the aviation sector faces

unique challenges in seeking to secure a deal that will preserve as many as possible of the benefits that a liberalised aviation market has provided for passengers, for the sector and for the wider economy.

It is in relation to Brexit that Karen expresses a degree of frustration. She thinks that the AOA and UK airports have done a good job in explaining the issues to the UK Government and that the airports’ pan-European trade association, ACI Europe, has made the same case effectively in Brussels. She also pays tribute to the Department for Transport and the Department for Exiting the EU for the appreciation that they have of what is at stake – but the frustration relates to the many other issues with which the Government must deal, even as the aviation sector faces a looming deadline.

Noting that there is a tight two-year timescale for the Brexit negotiation, she says that she is finding it “quite frustrating” that the process and detailed timescales remain unclear. She accepts that this will remain the case to some degree, but says she hopes that Ministers and officials will engage effectively and in good time to secure an outcome that will be in the best interests of the UK and of the EU.

Karen says that, for her part, she has paid considerable attention to how the AOA interacts with its members and has tried to ensure that when the AOA asks members for their views on a subject they have adequate

time to respond. Their knowledge and expertise are crucial, she says, in enabling the AOA to make an informed case to Government that can help to get good policies delivered in the best possible way.

Dealing with the media has been another important part of Karen’s job this summer. She says she accepts that it can be challenging to make sure that journalists report good stories as well as bad. It is, she says, inevitable that a lot of the AOA’s media engagement will be about rebuttal and setting people straight on the facts. On disruptive passengers, for example, she said that it was important to ensure that the issue was kept in proportion and that airports got a fair hearing for the good work that they are doing.

Turning to the non-policy side of the AOA’s work, Karen says that she has been very impressed by the “great work” being done on operations and safety issues, “the bread and butter of what our members do”. It is clear, she says, that the members, especially the smaller airports, greatly appreciate the opportunities that the AOA provides to learn from others at well-attended meetings and to share experience.

Summing up how she feels about her job, eight months in, Karen says that there has never been a dull moment. The role is full-on and constantly changing, but “we have a really engaged set of members and that is great and has helped to make it very enjoyable”. ■

OUR SIX-POINT PLAN FOR AIRPORT GROWTH

The AOA has welcomed the Government's launch of a public discussion on a new Aviation Strategy with a six-point plan to enable growth at all UK airports.

Responding to the Department for Transport's consultation, the AOA says: "We expect the Strategy to set out a clear long-term plan for growth, providing a clear mandate for airports to meet their full potential with robust support and guidance. Only by setting a clear framework for airports that wish to grow and providing clear policy proposals to further unlock

the potential of existing capacity, can aviation fulfil its potential and match our global vision".

"By ensuring there is a fair framework for sustainable growth across the UK and creating a policy environment to unlock economic and productivity growth across the UK, the Government will put UK aviation in a strong position to deliver a truly

outward facing economy and build a truly global Britain".

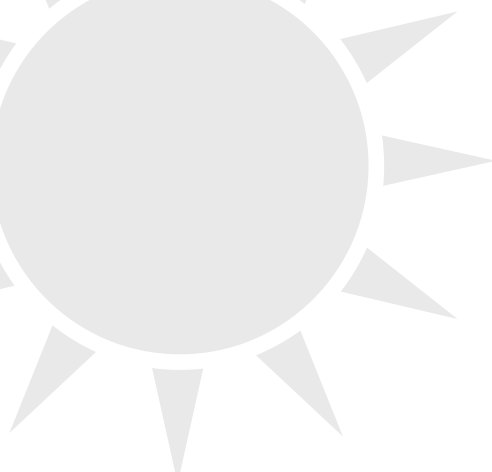
The AOA is calling for an Aviation Strategy that goes beyond a statement of intent and gives aviation the tools to make the strategic vision a reality.

The six-point plan proposed by the AOA includes:


1 A call for the Government to set out a vision for UK aviation by 2050 and beyond that will "give airports the certainty to make long-term investment decisions and enable them to work with partners, such as local authorities and communities, to develop the specific plans that will locally deliver on the Government's over-arching strategic vision".




2 A suggestion that the Government should develop a surface access road-map. That should set how Government expects Network Rail, Highways England and Transport Scotland to work with aviation stakeholders to improve access to airports across the UK, reduce journey times, ease congestion and provide sustainable transport options.



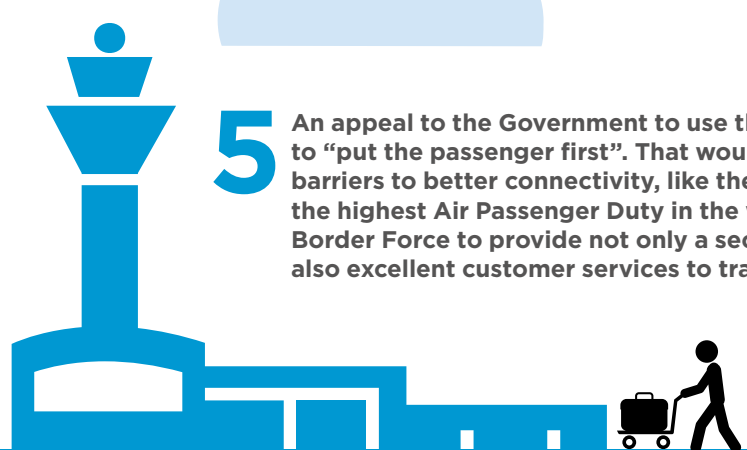
3 A proposal that the Government should set out a policy framework that would enable airports to plan for additional runway capacity. The AOA says that should “learn the lessons of the South-East capacity debate and ensure that capacity decisions are taken in a timely manner and long before airports see demand outstrip their capacity to meet it”.



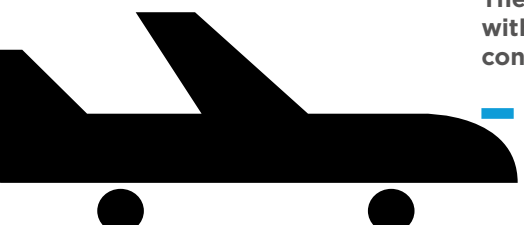
4 An insistence that the Aviation Strategy must be an integrated policy “which recognises that just as aviation is an enabler for the economy, aviation policy should be a delivery mechanism for wider Government priorities, such as the Industrial Strategy. It should shape priorities for road and rail investment, supporting airspace change and innovation”.



5 An appeal to the Government to use the Aviation Strategy to “put the passenger first”. That would include “addressing barriers to better connectivity, like the fact the UK charges the highest Air Passenger Duty in the world, and supporting Border Force to provide not only a secure UK border but also excellent customer services to travellers”.



6 A special focus on the potential of smaller airports. The AOA makes an offer to work with Government and the Civil Aviation Authority to better understand the unique challenges faced by smaller regional airports. It notes that “greater growth and connectivity cannot be delivered at the top end of the market without the viability of smaller airports to train pilots, facilitate general and business aviation and essential services such as air ambulance and the supply of the offshore energy industry”.

The AOA plans to follow up this initial general response to the Aviation Strategy with a series of detailed responses to the more specific subject-by-subject consultations that the Department for Transport is planning over the next 18 months.



THREE AND FIFTEEN

Two numbers that sum up the scale of the opportunity and the challenge facing David Laws, the new Chief Executive of Leeds Bradford Airport.

Leeds takes third place in the league of UK cities by population size (behind London and Birmingham) and has been named by Lonely Planet this year as one of Europe's top destinations for international travellers, but its airport is only 15th in the 2016 league table of UK airports by total passenger traffic.

When you put it to Laws that in those terms his airport is currently punching below its weight he agrees, but prefers to focus on the size of the opportunity facing him and his team and their determination to give Yorkshire an airport of which it can be proud. "I don't think Leeds Bradford has reached its potential by any means yet. Leeds is a much bigger city than people realise, and it should really have a top-class airport that can deliver five to six million passengers a year. Why not?", he says.

For now Leeds Bradford has 3.6 million passengers a year, with 16 airlines flying to over 70 destinations (including the hubs of Heathrow Terminal 5, Amsterdam and Dublin), supporting more than 2,000 staff and makes a contribution to the local economy of £336 million.

One of the airport's biggest challenges has long been its relatively poor surface access and on that front 2017 could turn out to have been the breakthrough year, with local authorities giving the green light for both a new link road between the A658 and A65 with a spur to the airport and plans for a new £25 million railway station on the line from Leeds to Harrogate to serve the airport.

Last year when Laws retired after a decade as Chief Executive of Newcastle Airport he presumed that his days of running airports were over. He was happy in his new part-time role advising AMP, the Australian company that owns three Australian airports, when he got a call "out of the blue" from a head-hunter asking if he might have any interest in running another airport. Discussions with Bridgepoint, the international private equity group who own Leeds Bradford, and his own research quickly convinced him that "there was an amazing opportunity for this airport."

The unexpected new job caps a career that Laws describes as "an amazing journey". He grew up on Tyneside, left school at 16 and served a five-year apprenticeship as a joiner before talking his way into a job as a trainee fireman at Newcastle Airport. He ended up spending nine years in the fire service before taking on a succession of roles at the airport, including health and safety, human resources, Head of Passenger Services and then Commercial Director.

Asked to name the achievement of his time as Chief Executive at Newcastle of which he is most proud, he is quick to nominate his

success in attracting Emirates to the airport in 2007, though equally quick to share the credit with Chris Sanders, his Aviation Development Director who has followed him from Newcastle to Leeds Bradford.

Newcastle and Emirates celebrated a decade of links between Newcastle and Dubai in September. In the last ten years the route has carried over 912,000 passengers and 28,000 tonnes of cargo. The most popular destinations for passengers going on from Dubai are Bangkok, Sydney and Singapore and the most popular cargo carried include pharmaceutical products and oil well equipment. James Ramsbotham, Chief Executive of the North East England Chamber of Commerce, has described the daily Boeing 777 flight to Dubai as "transformational", crediting it with playing a key role in helping the North East to thrive and to achieve record levels of employment, productivity and export success.

Laws' focus on attracting Emirates to Newcastle naturally prompts questions about his route development strategy for Leeds Bradford. He and Sanders are working on that right now, but it is already clear that he has Pakistan

"All these changes at the airport will depend on the passion and commitment of the airport team which Laws leads and he is keen to stress the quality of the team that he inherited and of the new appointments that he has made."



in his sights, pointing out that there are 300,000 people in the Leeds Bradford area with links to the country. Laws cites Istanbul as another interesting possibility and emphasises the importance of exploring the potential for new links to hub airports in Europe and the Middle East, with advances in aviation technology enabling airlines to fly bigger planes to Leeds Bradford than has been possible in the past. Closer to home he sees scope for possible

additional domestic routes, based partly on the importance of Leeds as the UK's second largest financial services centre after London.

His aim is a virtuous circle where passengers are attracted to the airport by improved infrastructure and increased passenger numbers provide the data to support the business case for new routes, which, in turn will attract new passengers.

The goal is to give the people of Yorkshire a choice about their holiday and business flights. Laws acknowledges that for now a lot of people choose to use the M62 to get to Manchester Airport ("You know what Manchester does; it speaks for itself"), which he describes as "a huge success story" and for whose team Laws says he has "the utmost respect". Leeds Bradford, he agrees, is "never going to be a Manchester", but he is confident that better surface access, improvements to the customer experience and a wider choice of destinations will encourage many people to take a fresh look at the Leeds Bradford option, concluding "I don't think anybody wants to sit on the M62 if they don't have to".

On improvements to the airport there is good news to report both in the short and long term, reflecting Laws' determination to "create a customer journey that will make people feel proud to use the airport. We need to make a lot of changes".

Already the introduction of new self-service technology at check-in has proved popular because it saves people time. Work has begun on remodelling the terminal building



to fit the needs of every type of passenger, with Laws promising that there will be “a lot more restaurants and shops”. Business passengers will be pleased to hear of the airport’s plans to relocate the executive lounge to increase its capacity and give it better views. Then over the next two years major work will begin to move and improve both security and international arrivals, involving capital spending of up to £6 million.

Among the changes that will be needed to accommodate the airport’s passenger growth forecasts are changes to the airspace around the airport, on which a consultation has been carried out this summer. The proposed changes include more efficient arrival routes to enable aircraft to fly fewer miles and changes to departure rules that will allow aircraft to achieve greater height more quickly, reducing disruption to those under the flight paths. Taken together, Laws says that the changes will “provide a range of environmental benefits including reduced noise impact on local communities, reduced CO₂ emissions and fuel savings to airlines”.

All these changes at the airport will depend on the passion and commitment of the airport team which Laws leads and he is keen to stress the quality of the team that he inherited and of the new appointments that he has made. Recalling the time at Newcastle when he was named North East Business Executive of the Year (for “taking Newcastle to new heights”), he says that he dedicated that award to his team because “without a team you are nothing”.

“Passion” and “leadership” are words that Laws uses a lot to describe his own management style, which, he says, has also been characterised by a belief that you never stop learning how to do things better. As a former football referee he name-checks two very different football managers as inspirations: Brian Clough (who declared “I wouldn’t say I was the best manager in the business. But I was in the top one”) and Bobby Robson. Laws suggests that what he has tried to do in his own career has been to “combine their distinctive

management styles”. His recent brief period with AMP was also inspiring he says and represented for him “a new learning cycle” on how to be a good leader.

Like any good football manager, Laws is aware that unexpected developments outside his control (giving examples of the financial crisis, terrorist incidents and Brexit) could make it harder to deliver his forecast of five to six million passengers, but otherwise is very confident that it is achievable. Already, he says, Leeds Bradford has had “an absolutely phenomenal summer”, welcoming more than 120,000 passengers in a single week in August for the first time in its history. Laws is looking forward to announcing at the end of 2017 that the airport will have had its busiest ever year – and that, he insists, will be only the beginning. ■



FORMER CHIEF OF DUNDEE, CARDIFF AND GLOUCESTER AIRPORTS DIES

Ian Cran, who was successively Airport Manager at Dundee, Airport Director at Cardiff and Chief Executive at Gloucester Airport, has died.

Aviation, said his wife, Katherine, was “Ian’s passion, as well as his work”. Paying tribute, AOA Chairman, Ed Anderson, recalled a close colleague who had “a distinguished career in aviation” and was “a very good friend to the AOA”.

Ian spent the whole of his career at airports, starting out as an assistant controller at Edinburgh and Prestwick. He went to Dundee in 1971 and it was under his stewardship that the airport went from a grass strip, with the controller’s office above the university changing rooms, to the site that it occupies now. He was instrumental in increasing destinations from the airport and adding a London service.

From Dundee he went in 1983 to Rhoose airport in Wales where he



was Airport Director. He changed the airport’s name to Cardiff Wales Airport, designing a logo to accompany the new name, increased passenger numbers and started trans-Atlantic flights.

In 1992 he was appointed Chief Executive at Gloucester Airport, where he worked until he retired. This was a busy airport with flying clubs,

charter planes and police aviation all based there. So many businesses were based on the airport site that he described his role as estate management, with aviation on the side. While he was there Gloucester Airport hit the national news when it was reported that their most effective bird-scaring device was Tina Turner’s hit tune, ‘Simply the Best’.

Outside of his work Ian’s hobby was cricket, which he played all over the UK. He is survived by three children and six grandchildren of whom, says Katherine, he was “so proud”.

Ed Anderson said: “We were very sorry to hear the news that Ian had passed away. He had a distinguished career in aviation and was a very good friend to the AOA. He was a long-standing Council member and director of the AOA and chaired the forerunner of our Operations and Safety Committee. In recent years in his retirement, he was a frequent attendee at the AOA Annual Dinner in his capacity as an Honorary Life Member of AOA. He will be greatly missed and our condolences go out to his wife, Katherine, and his family”. ■

“We were very sorry to hear the news that Ian had passed away. He had a distinguished career in aviation and was a very good friend to the AOA.”

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SECURITY GOES DIGITAL AT AIRPORTS ACROSS THE UK

UK airports are increasingly contemplating the adoption of digital security management systems to meet Civil Aviation Authority regulatory requirements and cut costs.

Building on pathfinding work at Stansted Airport, airports of all sizes are looking at a switch to a digital approach to provide the regulator with assurance that their airport's security system is transparent, effectively managed and an integral part of the airport's daily operations.

The pace of change in how airports approach security management has increased over the last three years as UK airports consider how best to meet the requirements set out in the Department for Transport/ Civil Aviation Authority guidance document of December 2014. That security management system framework document offered a ten-point plan for airports to consider. Today the CAA says that: "Developing an effective Security Management System (SeMS) in line with the framework should, in time, offer an airport the prospect of less intrusive regulatory control and inspection as the consistent evidence it will provide is a pre-requisite of a performance-based regulation regime".

Redline Assured Security's Technical Director, Paul Read, says that "digital capture with smart dashboards is the way ahead" for airports and predicts that digital transparency with the CAA may lead to some audits being conducted remotely which could, in turn, see a reduction in costs. He says that "having a SeMS, collating the data, addressing the issues openly and allowing the CAA to view SeMS are major benefits that can help an airport to gain trust and ultimately this should lead to a reduction in CAA audits and costs".

Read says that by adopting a digital SeMS framework an airport can be sure of delivering each of the essential ten components set out in the guidance document.

Commitment by airport management is key and taking on a digital SeMS framework signals management

"Performance monitoring, assessment and reporting is an area very much suited to a dashboard driven user interface, with analytics more easily assimilated with the help of an intuitive and clear visual presentation that highlights where vulnerabilities require corrective action."

intent to ensure that all applicable standards are met and, where they are not, commitment to highlighting and tracking action, with any resource allocation shortfalls being quickly spotlighted.

A digital SeMS can provide an airport with a real-time risk status display that makes it easier for management to respond to ever-changing national and local threats. It simplifies accountability and responsibility issues and supports the regulator's requirement that security staff should be competent and have appropriate training, education, skills and experience.

Performance monitoring, assessment and reporting is an area very much suited to a dashboard driven user interface, with analytics more easily assimilated with the help of an intuitive and clear visual presentation that highlights where vulnerabilities require corrective action.

The real-time incident and threat management functionality that a

digital SeMS can provide allows urgent interpretation and response and facilitates the management of change. Read says that seeking to improve security performance is a key tenet of any framework and to do that "you need to be able to measure it, record it, analyse it for trends and then act to make change for the better. Knowing where you've been, where you are right now in real-time and where you are about to go allows you to proactively make changes to improve performance before it becomes a non-conformance".

Finally, a digital SeMS can be used to impart training, promote security and support communication of security policy and processes.

Read concludes that to be effective any digital SeMS framework should provide the necessary dashboard elements and driving analytics to fully express the effectiveness and efficiency of security and compliance measures and performance. It should also ensure that vulnerability and threat, identification and management activities are clearly articulated and displayed to highlight any items that aren't being managed and any ineffective mitigation strategies.

Other key features of a digital framework are that it should support and document formal risk reviews, provide a corrective action management capability to support elimination of all sources of poor performance and provide a communications suite that will, among other things, facilitate sharing of knowledge, learning and best practice among geographically dispersed personnel.

Finally, there should be supporting functionality that allows integration of systems or processes that sit outside of the application, including audits, human resources, training, incident response and security testing. ■

BIGGIN HILL AIRPORT CELEBRATES 100 YEARS

*Gateway to the capital London Biggin Hill
Airport celebrates 100 years*



As Churchill's 'Strongest Link' during the Battle of Britain, London Biggin Hill Airport's place in the history books is assured. Night after night during the summer of 1940, RAF pilots took off from Biggin Hill to safeguard the skies above Britain and France, defending the realm and securing our freedom from tyranny. Now, at 100 years since it was first established as a communications base in 1917, the airport's heritage is still a meaningful part of its operations, as it undoubtedly is for its local community within the London Borough of Bromley.

In August, Biggin Hill's annual festival proved especially popular thanks to the show being extended for a full weekend to highlight the centenary year, showcasing Second World War aircraft alongside the much-loved Red Arrows. Andy Patsalides, marketing manager for London Biggin Hill Airport, says: "This year's Festival of Flight was our busiest yet, and alongside our numerous attractions visitors to the show are always excited to see Spitfires and Hurricanes once again take to the skies above Biggin Hill."

Yet in the decades since the Battle of Britain marked Biggin Hill out on the country's map, the airport has evolved, and now maintains its title as the country's 'Strongest Link' through a host of business developments that have sprung up alongside the original redbrick barracks. In the 1940s the airport's prime location atop the North Downs afforded it the nickname 'the Bump' by aircrew, and on clear days the City of London can today be seen on the horizon, luring business travellers to the airport for the six-minute helicopter transfer to the heart of the financial hub.

According to the Global Financial Centres Index from Z/Yen, the City has retained its position as the world's top finance hotspot despite the uncertainties around Brexit, securing the demand for Biggin Hill's services as a business

base. The airport's lack of runway restrictions ensures speed of entry and complete discretion, with many top professionals taking advantage of its proximity to central London.

Patsalides says that although Biggin Hill's position makes it ideally placed to act as the gateway to London, location itself is not enough: "To truly match the demands of modern business aviation, we've had to envisage operations on a scale never before seen here at the airport.

"Over the last 20 years, we've built our reputation alongside our infrastructure: as the only dedicated business aviation airport within the capital, we've consistently expanded our services in line with the growing demand for business aviation. For instance, this year we gained the support of the council and the community to extend our operating hours, which has seen movements at the airport increase by 24% year-on-year; and we're excited to announce that a new 60,000 square foot hangar, high-end offices and aircraft parking will be open by the end of our centenary year."

Though its heritage has always made Biggin Hill popular with the community, its development as the capital's premier business aviation airport has provided the region with more opportunities than ever before. The hangar and office facilities, combined with the imminent

erection of a four-star hotel on-site, will contribute towards the ambitious employment targets of 2,300 new jobs at the airport by 2030.

2018 will also see the first intake for the London Aviation and Technology College launched by Biggin Hill in partnership with Bromley Council, the Greater London Authority and London South East Colleges; a college dedicated to aircraft maintenance technician training. Patsalides continues, "At Biggin Hill we have 10 maintenance, repair and overhaul operators – the most of any airport in the UK – however the aviation and aerospace industries are facing a serious shortfall in the number of highly qualified technicians. Here at Biggin Hill Airport, we are not only dedicated to celebrating our past, but to preparing for the future. This means making sure that we have enough engineers to support our ambitions going into the next 100 years."

Biggin Hill Airport's strategy as providing the 'Strongest Link' to the capital and the rest of the world may have changed since its inception, but by embracing the dichotomy between preserving its heritage and planning for the future, its position has been secured. Though no longer required for scrambling RAF fighter planes, Biggin Hill's runways have never been so significant for business in London and the South East. ■





AMBITIOUS PLANS

Newcastle Airport's new Chief Executive, Nick Jones, is backing ambitious growth plans "to provide an international gateway airport of which the North East of England can be proud".

Jones, who was confirmed in the Chief Executive role in March this year, says that his airport will "seize the opportunity" identified by Transport for the North, the UK's first regional transport body, to be a key part of the North's connectivity offer by expanding its European and global network to drive the region's economic growth.

Transport for the North commissioned an independent report on international connectivity earlier this year which emphasised the key role that Newcastle Airport plays not just for the North East, but also for Cumbria and southern Scotland. The report said that the airport has the potential to add some 16 new destinations by 2050,

primarily in Europe, but also in Asia and North America.

Passenger numbers at Newcastle are up 12% so far this year and the airport is on track to grow those numbers to over five million in 2017. Jones says that he expects growth to continue in 2018, though at a more modest rate, unless the

Government acts before then to cut Air Passenger Duty.

Jones joined Newcastle in 2015 as Chief Financial Officer, taking the top slot on an interim basis a year later following the departure of David Laws, before being confirmed as the new Chief Executive this spring.

Asked if Laws was “a tough act to follow”, Jones said: “Very much so. He is very well known across the region and has some great achievements here, bringing in Emirates and developing the Air Traffic Control Tower to name but two”. Commenting on their different career paths – Laws an industry lifer, Jones an accountant – and whether their different backgrounds matter, Jones said: “Not really. I have benefitted from working across a wide range of industries. Running any business is about having a plan and having a team to deliver that plan and I have a great team and a fantastic business to work with here at Newcastle. Hopefully with my leadership we can go on to achieve even greater things”.

The airport has been completely transformed since it opened for business in 1935 with some wooden huts and a grass strip. February this year was the 50th anniversary of the opening of a new terminal building by the then Prime Minister, Harold Wilson. Another Labour Prime Minister, Tony Blair, returned in 2000 to open a big extension to the terminal building. Last year a new £15 million departure lounge was opened and this winter a £3 million extension to the immigration area for arrivals will be constructed. Newcastle’s ambitious investment programme has the strong support of both its public and private owners – seven North East local authorities and AMP. Looking ahead, Newcastle sees its role as a tourism gateway for the North East and the Lake District increasing in importance. The airport will publish a new Master Plan in the next few months giving details of its plans up to 2035 – exactly a century after those first wooden huts.

Matching the improvements at the airport itself has been its vastly improved surface access, heralded by the opening of the Tyne and Wear Metro link to the airport in 1991. The Metro was the first modern light rail system in the UK. The airport’s Planning and Corporate Affairs Director, Graeme Mason, describes it as “loved, ageing and unique” and says that because it was the first it has now become “long in the tooth”, which is why the airport is a strong supporter of the operator’s campaign to persuade the Government to make an early decision on a £400 million plan to fund new rolling stock.

On the roads, an upgraded A696 dual carriageway leads directly to the airport from the A1, which last year saw the opening of the £61 million Gateshead western bypass. Jones says that has made a big difference for the airport, since it is a key route for passengers arriving from the south of the region.

“It will be by putting the customer experience at the heart of the business and ensuring that we are giving people in the region the best possible experience, that Newcastle will remain their airport of choice.”

Good surface access is one key element of the airport’s offer as it competes for passengers with Manchester, Edinburgh and other airports in the north of England and south of Scotland. Also important is the range of destinations that Newcastle offers, with more than 80 direct destinations and good links to hub airports at Heathrow, Amsterdam, Paris, Dublin and Dubai. Half a million passengers a year use the high frequency Heathrow route, with half of them connecting on to other flights. Not surprisingly, Newcastle is a strong supporter of the 3rd runway at Heathrow, though it also backs an eventual second runway at Gatwick.

September this year marked the tenth anniversary of the Emirates route to Dubai, whose opening was a landmark in the airport’s international expansion. Over the last decade the route has carried over 912,000 passengers and 28,000 tonnes of cargo. James Ramsbotham, North East England Chamber of Commerce Chief Executive, says that the daily Boeing 777 flight to Dubai has been “transformational”, playing a key role in helping the North East to thrive and to achieve record levels of export success, productivity and employment.

A good selection of routes, an impressive record of investment at the airport, good surface access, an innovative website and increasing use of social media to communicate with passengers – all these are important factors in the airport’s success, but the factor on which Jones places the greatest emphasis is the customer experience, returning frequently to the theme of “putting

the customer first”. Newcastle prides itself on both the shortness of its queues and its exceptional flight punctuality record. Last year 99% of passengers went through security in less than six minutes and OAG’s annual flight punctuality league table crowned Newcastle as “the world’s most punctual small airport”.

Looking to the future, Jones concludes that “it will be by putting the customer experience at the heart of the business and ensuring that we are giving people in the region the best possible experience, that Newcastle will remain their airport of choice”. ■





REMOTE “VIRTUAL” CONTROL TOWERS ARE “BETTER AND SAFER” THAN AIRFIELD TOWERS SAYS NATS EXPERT

Digital remote towers, like the one that will control flights in and out of London City Airport from 2019, are safer than existing towers, according to Steve Anderson, Head of Transformation at NATS.



Anderson, who leads on digital remote towers at the UK air navigation service provider, was previously General Manager at NATS Gatwick, where he was accountable for running the biggest single runway Air Traffic Control Tower in the world.

Responding to questions on the safety of the new remote towers that are already in operation in Sweden and will be used by London City, he says: “As a former controller myself, I was a total sceptic about the concept, but having now seen it and experienced it, I’m not only a convert, I’m utterly convinced that what they offer is not only better, but also safer than today”.

He points out that: “We are not asking the controller to do anything fundamentally different. Yes, they

“Having a key international airport such as London City trust in our solution demonstrates that it is scalable, bringing the benefits of digitalisation to airport operators, unconstrained by their size or location.”

will be in a different location with newer kit in front of them, but the process of looking at aircraft and directing them safely on and off the runway won’t change. What we are doing is giving the controllers a range of new tools to help them to do that job in a way that is even safer than today”.

To the question: “What if all this fancy new kit fails?”, he says: “If something fails there is a back-up (and sometimes a back-up to that

back-up) and that ultimately it will fail in such a way that doesn’t compromise anyone’s safety”.

Asked: “Can it be hacked?”, he says that NATS can never go into specifics about cyber security, but points out that for London City Airport NATS will have three entirely private and independent data feeds from the airport to Swanwick. These will all take separate routes and even enter the building from three separate directions.

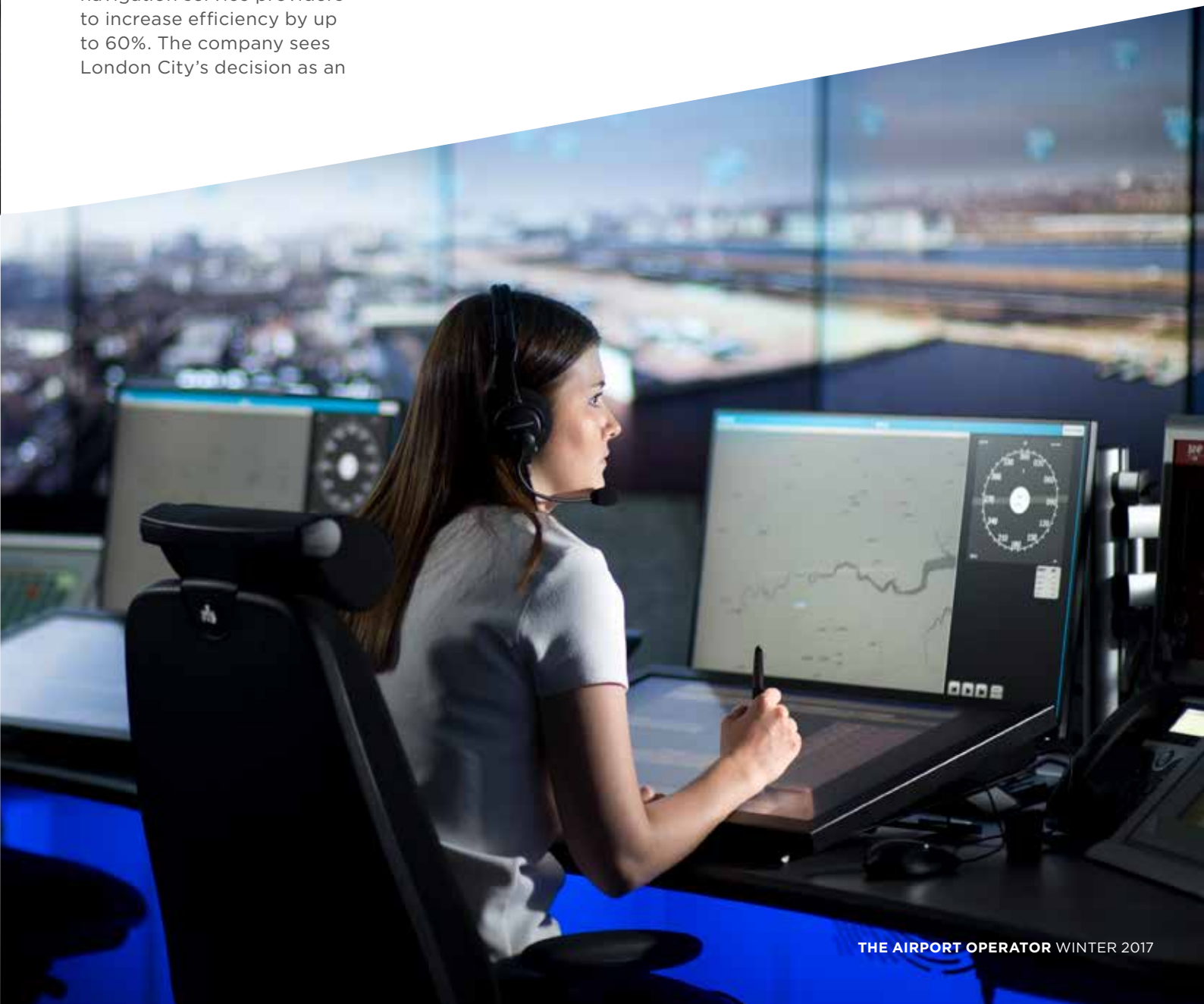
The world's first airport to deploy a virtual control tower was Ornskoldsvik in northern Sweden, which is used by 80,000 passengers a year. It closed its conventional tower in April 2015 and the controllers moved to a remote tower at Sundsvall, 130 kilometres to the south, that had been built in a collaboration between Saab and Sweden's air navigation service provider, LFV. Today this tower also monitors flights at Sundsvall-Timra Airport and will start looking after those at Linköping City Airport in southern Sweden next year.

Saab Digital Air Traffic Solutions says that at some locations a remote tower can enable air navigation service providers to increase efficiency by up to 60%. The company sees London City's decision as an

important breakthrough. CEO, Johan Klintberg, says: "Having a key international airport such as London City trust in our solution demonstrates that it is scalable, bringing the benefits of digitalisation to airport operators, unconstrained by their size or location".

The digital tower developed by Saab for London City Airport was approved by the London Borough of Newham in December 2016 and construction is due to be completed next year, followed by more than a year of testing and training, during which the existing 30-year old tower will continue to operate. The digital tower will become fully operational in 2019.

"The images of the airfield and data will be sent via super-fast fibre networks to a new operations room at the NATS control centre in Swanwick, Hampshire."



The images of the airfield and data will be sent via super-fast fibre networks to a new operations room at the NATS control centre in Swanwick, Hampshire. Air traffic controllers will perform their operational role there, using live footage displayed on 14 high definition screens that form a seamless panoramic moving image alongside the audio feed from the airfield and radar readings from the skies above London.

Controllers will be able to use a range of viewing tools, such as high definition zoom and enhanced visuals, which will provide detailed views of activity on the airfield, including close-up views of aircraft movements along the 1,500-metre runway, with pan-tilt-zoom cameras

“As a former controller myself, I was a total sceptic about the concept, but having now seen it and experienced it, I’m not only a convert, I’m utterly convinced that what they offer is not only better, but also safer than today.”

that can magnify up to 30 times for close inspection. Additional real-time information, including weather conditions and radar data, will enable them to build an augmented reality live view of the airfield.

London City Airport’s outgoing CEO, Declan Collier, agreed that the new system would “enhance safety and improve resilience, setting a

new standard for the global aviation industry to follow” adding: “With London City Airport’s plans to grow and an existing tower which is reaching the end of its operational lifespan, this cutting edge proven technology future-proofs London City Airport’s air traffic control for the next 30 years and beyond”. ■



 #AOAConf17

AOA

THE VOICE OF UK AIRPORTS



The AOA Annual Conference 2017

30 – 31 OCTOBER 2017

Royal Lancaster, London

**SHAPING A UK AVIATION STRATEGY FOR
SUSTAINABLE AIRPORT GROWTH**



WELCOME



Karen Dee
Chief Executive,
AOA



This is my first AOA conference as Chief Executive of the Airport Operators Association and I am greatly looking forward to listening to our impressive array of speakers, contributing myself and meeting as many delegates as possible.

It is very encouraging for me to see how the AOA can bring together such a unique cross-section of speakers from across our sector, as well as the Transport Secretary Chris Grayling MP and the Shadow Transport Secretary Andy McDonald MP, who both will have such an important part to play in what the future holds for UK airports.

We are meeting after a summer in which our airport members across the country have broken passenger records, but we also face some potential headwinds as the UK prepares to leave the European Union, as well as opportunities, as the Government consults on its new Aviation Strategy.

These two themes will be much discussed at our 2017 conference and we will hear different perspectives on Brexit from, among others, Andrew Haines, Chief Executive of the Civil Aviation Authority; Catherine Lang, Director of the US Federal Aviation Authority, Nicholas E. Calio, President and CEO, Airlines for America and Olivier Jankovec, Director General of ACI Europe, our pan-European trade association.

Among those offering their thoughts on the Aviation Strategy are Martin Rolfe, the CEO of NATS; John Holland-Kaye, Heathrow's CEO, Stewart Wingate, London Gatwick's CEO, Amanda McMillan, CEO, AGS, Tom Mackay Senior Vice President Virgin Atlantic, and of course the Aviation Minister Lord Callanan.

We also have keynote speeches from Christine Ourmeieres-Widener, flybe's new CEO and a big interview with Willie Walsh, Chief Executive of IAG.

The AOA Annual Conference 2017 promises to be one of our most exciting conferences yet and I hope that you will greatly enjoy it.



Claire Humphries
Events & Member
Relations Manager,
AOA



In addition to the great speaker line-up that Karen has described, there will be much else for you to enjoy at this year's conference. We are delighted to be meeting for the first time at The Royal Lancaster, a sparkling venue that has been transformed by a £75 million refurbishment. As well as a new venue, we also have a new moderator, journalist and broadcaster, Mishal Husain, who will be familiar to many of you from her appearances on radio and television.

We also have a great selection of exhibitors this year, representing some of the most forward-looking and impressive suppliers to our industry. They are looking forward to meeting many of the leading players in our sector over the two days of the exhibition and we encourage all of you to visit the stands to discover how these companies could help your business.

For the fifth year running we will be presenting Airport Matters, a unique news and current affairs-style programme that is the result of a collaboration between the AOA and ITN Productions. This year the programme will have a focus on airspace modernisation, an issue that is of crucial importance to many of our airports. We are also pleased to welcome you to our conference dinner and awards ceremony, which will give us a great opportunity to celebrate the successes of 2017. The AOA team and I look forward to meeting many of you over the next two days.

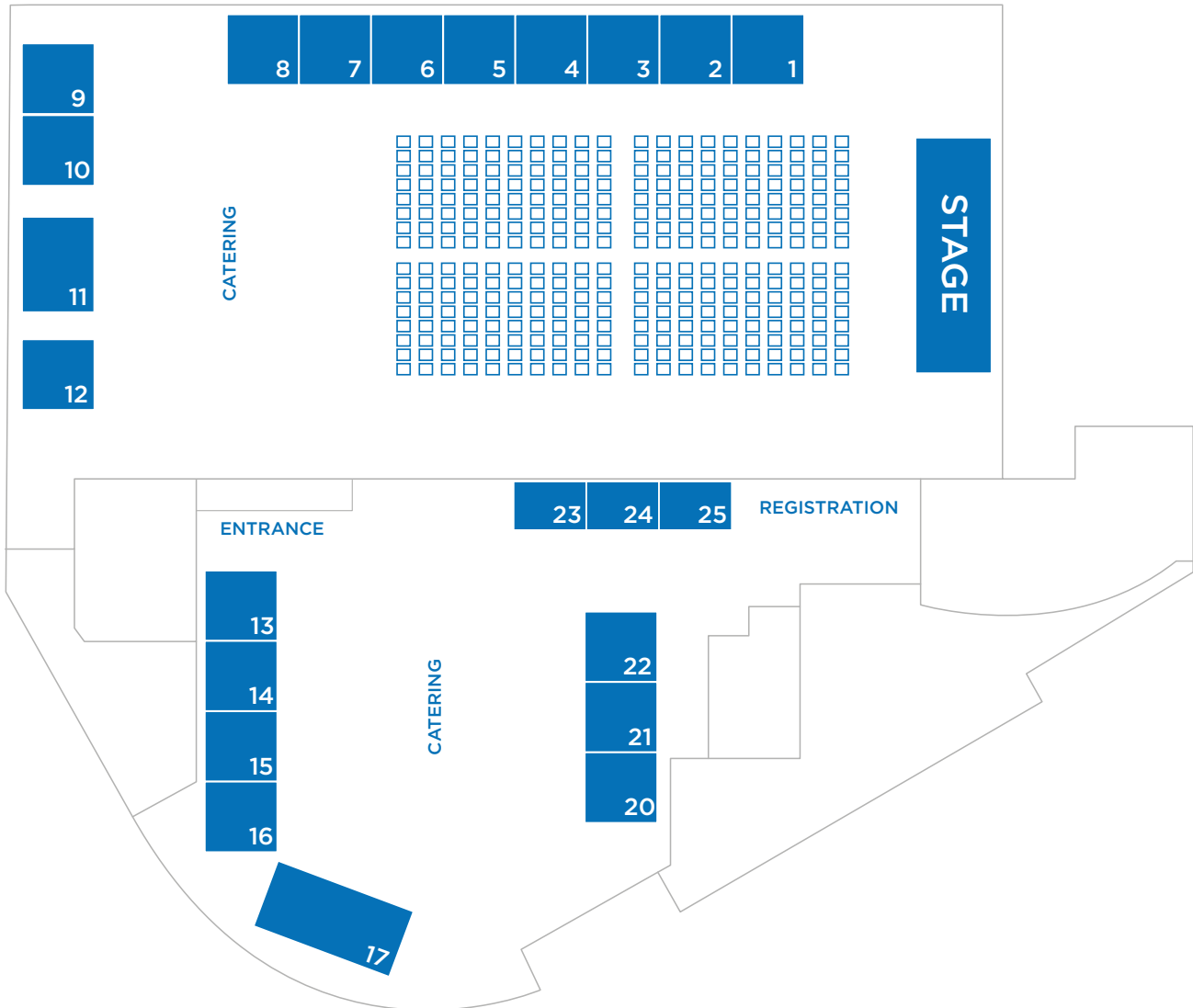
CONNECT TO WIFI

 SSID: AOAConference | PASSWORD: AOAConference17

CONFERENCE PROGRAMME

Day 1 – Monday 30 October		Moderator: Mishal Husain
9.00	Registration, networking and exhibition opens	
10.00	Airport Matters 2017 preview launch	
10.10	Welcome & Introduction: Ed Anderson, Chairman, Airport Operators Association	
10.30	Session 1: The Rt Hon Chris Grayling MP, Secretary of State for Transport	
11.15	Session 2: Andy McDonald MP, Shadow Transport Secretary	
12.00	Lunch	
13.15	Session 3: The Aviation Strategy: supporting sustainable aviation growth Lord Callanan, Parliamentary Under Secretary of State for Aviation, International and Security John Holland-Kaye, Chief Executive Officer, Heathrow Airport Tom Mackay, Chief Financial Officer and Senior Vice President, Virgin Atlantic Airways Amanda McMillan, Chief Executive Officer, AGS Martin Rolfe, Chief Executive Officer, NATS Stewart Wingate, Chief Executive Officer, London Gatwick Airport	
14.15	Session 4: The Political Landscape: Lord (Daniel) Finkelstein OBE, Political Columnist at The Times and Conservative Peer	
14.45	Coffee	
15.15	Session 5: Tourism and aviation: creating opportunities Nigel Huddleston MP, Parliamentary Private Secretary to ministers in the Department for Digital, Culture, Media & Sport Kurt Janson, Director, Tourism Alliance Glyn Jones, Chief Executive Officer, London Southend Airport Graeme Mason, Planning and Corporate Affairs Director, Newcastle International Airport Mark Tanzer, Chief Executive, ABTA	
16.05	Session 6: Keynote speech: Christine Ourmieres-Widener, Chief Executive Officer, Flybe	
16.50	Networking and exhibition	
17.30	Day 1 close	
19.00	Pre-dinner drinks reception	
20.00	The AOA Annual Awards Dinner 2017	
Day 2 – Tuesday 31 October		
9.30	Session 7: Olivier Jankovec, Director General, ACI EUROPE	
10.00	Session 8: Brexit and aviation: the challenges and opportunities for air services Debra Barber, Chief Executive Officer, Cardiff Airport Nicholas E. Calio, President & Chief Executive Officer, Airlines for America Declan Collier, Chief Executive, London City Airport Olivier Jankovec, Director-General, ACI EUROPE Dr Ralf Pastleitner, Director, International Public Policy & EU Affairs, TUI Group	
11.00	Session 9: Brexit and aviation: the challenges and opportunities for the wider aviation sector Katherine Bennett OBE FRAeS, Senior Vice President, Airbus Karen Dee, Chief Executive, Airport Operators Association Andrew Haines OBE, Chief Executive, Civil Aviation Authority Tim Hawkins, Corporate Affairs Director, Manchester Airports Group Kate Lang, Director, Europe, Africa and Middle East Office, US Federal Aviation Authority Paul Lincoln OBE, Director-General, Border Force	
11.45	Coffee	
12.15	Session 10: Dr Adam Marshall, Director General, British Chambers of Commerce	
13.00	Session 11: Big interview: Willie Walsh, Chief Executive Officer, International Airlines Group	
13.45	Closing remarks, & Close: Ed Anderson	
13.50	Lunch, networking & exhibition	
14.45	Day 2 close	

FLOOR PLAN



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|-------------------------------------|---|--|
| 1. Thales UK | 9. Realtimeknowledge.com | 20. Paul Fassam Geomatics |
| 2. Eagle Airfield Equipment | 10. Zumtobel Group | 21. Saab Digital Air Traffic Solutions |
| 3. Innovative Business Software A/S | 11. Babcock International Group | 22. Tarmac |
| 4. Robson Handling Technology Ltd | 12. Dallmeier UK | 23. Cranfield University |
| 5. LAIC Group (LAIC) | 13. skyguide | 24. Rohde & Schwarz UK |
| 6. Centrica Business Solutions | 14. Civil Aviation Authority (CAA) | 25. Sustainable Aviation |
| 7. SmartDrive Systems Ltd | 15. Telecom Liechtenstein | |
| 8. Leonardo | 16. Airport Operators Association (AOA) | |
| | 17. NATS | |

EXHIBITOR PROFILES



AIRPORT OPERATORS ASSOCIATION (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 16 to meet the team, find out more about membership or sign up to future events.



BABCOCK INTERNATIONAL GROUP

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:

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www.babcockairports.com



CIVIL AVIATION AUTHORITY (CAA)

The Civil Aviation Authority (CAA) oversees and regulates all aspects of civil aviation in the UK. The Aviation Security Division is responsible for maintaining existing and drafting new aviation security regulations, national security vetting, and assuring compliance for entities carrying out aviation security functions. We work in partnership with industry to maintain high security standards across the UK and Security Management Systems (SeMS) play an increasingly important part in this.

We would welcome the opportunity for a chat with our industry partners - come and find us at stand 14.



CENTRICA BUSINESS SOLUTIONS - POWERING OUR CUSTOMERS' AMBITIONS

We understand the power of power. In a changing energy landscape, Centrica Business Solutions are helping our customers unlock the power of power to realise their ambitions. We're already helping more than 1,500 businesses around the world, from retail and manufacturing to health and education:

- Powering Performance: Improving operational efficiency
- Powering Resilience: Enabling businesses to stay on 24/7
- Powering Growth: Unlocking new sources of value and advantage for business

To find out more, visit: www.centricabusinesssolutions.com



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.

DALLMEIER UK

Dallmeier offers specialist video surveillance solutions for all areas of application around airports including perimeter, runway, apron and in-terminal. Our patented multi-focal sensor technology Panomera® is ideally suited for enhancing landside and airside safety and security. Also, together with intelligently designed video management and analysis systems Panomera® offers unique capabilities for optimising airport operations, such as aircraft turnaround time, as well as monitoring airfield traffic on both aprons and runways. Dallmeier's customised video security solutions are already used at several airports worldwide, including Naples, Milan, Frankfurt and Copenhagen as well as in the UK; Liverpool John Lennon Airport and Bristol Airport.



EAGLE AIRFIELD EQUIPMENT

Eagle Airfield Equipment, based in North Wales, has over the past years maintained a high profile within the airport industry with its supply and aftersales back up of winter maintenance equipment.

Eagle Airfield Equipment has represented two major brands in Airport Snow Clearing technology: the Swedish company SIB brushes and the Norwegian company Overaasen, well known for their snow clearing machines, working closely with both companies to give a high level of Sales and Technical support to the UK and Irish Airports.

By the end of the 1970s, after years of design work and tests, SIB were able to present a unique system for keeping runways free of ice, snow, rubber and FOD (Foreign Object Debris).

Overaasen was founded as a family business with a lot of pioneering spirit. Developing and manufacturing snow ploughs, snow blowers and runway sweepers. Their customers have high demands to quality, performance, reliability, efficiency and ease of service to the equipment, that is the only way to guarantee safe winter operations at airports, railways and on roads under any weather condition. Therefore, Overaasen's focus is constantly to improve their products.

INNOVATIVE

INNOVATIVE BUSINESS SOFTWARE A/S

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.



LAIC GROUP (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 and business 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. Our products provide realtime and/or historical analytical functionalities, allowing aviation planning in the immediate, short and longterm. LAIC's sophisticated data modelling tools allow industry-leading resource, capacity and efficiency planning.

www.laicatc.com

LEONARDO

Leonardo is among the top ten global players in Aerospace, Defence and Security. As a single entity from January 2016, organised into seven business divisions (Helicopters; Aircraft; Aero-structures; Airborne & Space Systems; Land & Naval Defence Electronics; Defence Systems; Security & Information Systems), Leonardo operates in the most competitive international markets by leveraging its areas of technology and product leadership. Listed on the Milan Stock Exchange (LDO), in 2016 Leonardo recorded consolidated revenues of 12 billion Euros and has a significant industrial presence in the UK, Italy, the U.S. and Poland.

NATS

NATS is a leading air traffic management and solutions company, established in the UK in 1962 and now operating in countries around the world.

NATS handled 2.4 million flights in 2016, covering the UK and eastern North Atlantic from its centres at Swanwick, Hampshire and Prestwick, Ayrshire. NATS also provides air traffic services at 14 UK airports; at Gibraltar Airport and, in a joint venture with Ferrovial, at a number of airport towers in Spain.

Building on its reputation for operational excellence and innovation, NATS offers aerodrome, data, engineering, capacity, efficiency and environmental performance solutions to customers worldwide, including airports, airlines air traffic service providers and Governments.

For more information visit the NATS website at www.nats.aero



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Paul Fassam Geomatics, Chartered Land Surveyors, operate in seven continents and have provided specialist aerodrome surveying services since 1988:

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- Safeguarding plans
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- Physical Criteria CAP168 and ICAO Annex 14 regulatory analysis
- Rapid drone (SUA) based pavement inspections
- PAS 128 surveys including ground penetrating radar
- PAPI calibration using SUA and robotic observations
- Wider aerodrome infrastructure surveys
- Fully ADQ compliant

All surveys comply with CAA, ICAO and Eurocontrol specification and can be produced in AXIM 5.1 format. This firm is regulated by the RICS and is ISO 9001 accredited.



REALTIMEKNOWLEDGE.COM

Realtimeknowledge.com is an award winning suite of innovative smartphone and web based reporting tools.

These tools enable teams from Aviation Security, Airfield & Terminal Operations, Customer Services and Health & Safety to report more effectively. All operational areas of the airport can benefit from Realtimeknowledge.com's rich reporting capabilities. No mobile coverage, no problem – we work offline too, when your device is in range all reports are synced, it's that easy!

Teams can monitor activities in real time. This helps managers easily track issues. While at the same time ensuring coverage and compliance throughout all critical operational activities.



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Robson, developing innovative solutions to address your end-to-end baggage handling requirements. With a comprehensive portfolio of high quality baggage handling integrated products with clear design and engineering capabilities. Proven by decades of industry experience.

A full range of proactive and reactive Robson life-cycle solutions are provided, including refurbishment, spares, servicing and maintenance packages. Increasing the life of your system and significantly reducing costly down-time.



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Rohde & Schwarz offers innovative solutions in the fields of test and measurement, cybersecurity, secure communications, radiomonitoring and radiolocation. As a market leader in its established business fields, Rohde & Schwarz has taken its expertise across various technologies to develop state-of-the-art systems for civil aviation including the millimeterwave QPS security scanner, the ARDRONIS automatic radio-controlled drone identification solution and IP-based voice communications for Air Traffic Control.



SAAB DIGITAL AIR TRAFFIC SOLUTIONS

Saab Digital Air Traffic Solutions, a joint venture between Saab and LFV was established in June 2016. By combining LFV's unique operational experience with Saab's world class technology solutions Saab Digital Air Traffic Solutions can drive the process forward from planning to commissioning and operating digital air traffic services. "It's not only about technology – it's also about change management and understanding the new ATM business".

In 2015 the company put the world's first Remote Tower into operation.

Read more about at www.saab.com/digitalairtrafficsolutions.



skyguide

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.


SMARTDRIVE SYSTEMS

SmartDrive Systems is a leading provider of video-based driver risk management and safety solutions for airport and airside vehicles, including passenger transport.

Its programme gives fleet operations and safety managers unprecedented driving performance insight and analysis, helping to significantly lower operating costs, while protecting passengers, drivers and other workers in the busy airport environment.

With a combination of video, driving intelligence and personalised performance profiles, it provides a comprehensive view of risky driving behaviour, giving managers the right tools to decrease preventable collisions, capture airside infringements and exonerate not-at-fault drivers – all through an easy to use managed service.


SUSTAINABLE AVIATION

A world-first, Sustainable Aviation brings together the main players from UK airlines, airports, manufacturers and air navigation service providers. In 2017 our work has focussed on exploring opportunities to improve aviation noise management, building on our 2013 Noise Road-Map. This has included holding public focus groups and a discussion paper sharing our results, and setting out our ideas on how we can further improve our activities and investment in managing these issues, is due by the end of the year.

Please visit www.sustainableaviation.co.uk for more information.


TARMAC

‘Some ideas only exist on paper. Through constructive thinking and collaboration with Tarmac, these ideas can be transformed into reality.’

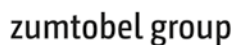
Tarmac are the UK’s leading sustainable building materials and construction solutions business. We are actively supporting the growing aviation sector through early engagement with clients and contractors to understand their key challenges. We are focused on helping to deliver the airports of the future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


TELECOM LIECHTENSTEIN

With FL1 Overwatch®, FL1 (Telecom Liechtenstein AG) offers an opportunity to protect mobile air interfaces from attacks such as sabotage, manipulation and data theft for the first time. FL1 Overwatch® is the first service worldwide for the identification of IMSI catchers as well as GSM (2G/3G/4G) and GPS jamming & spoofing. The offer includes design, operation and maintenance of customised sensor networks on site and monitoring of relevant areas.


THALES UK

Thales is the global leader in Air Traffic Management solutions and offers a comprehensive suite of systems to Airport Operators and Air Navigation Service Providers. Our expertise in Navigation, Surveillance, Towers, Secure Data Management and Networks ensure unparalleled safety, flexibility and value for modern Airport Operators. A proven innovator, Thales is continually pushing the boundaries of technology to provide future-proofed solutions – such as Networked Airport capability – that recognise the challenges of working in an increasingly congested, constrained and competitive environment.


ZUMTOBEL GROUP

At Zumtobel Group we offer a ‘one-stop-shop’ solution for lighting with a wide range of products and services for all areas of a facility, inside and out. ZGS offers competencies in product specification, design services, project development and implementation, whilst meeting the growing demand for project management of turnkey lighting solutions from a single source.

SPEAKER PROFILES



ED ANDERSON, CHAIRMAN, AIRPORT OPERATORS ASSOCIATION

Ed Anderson has been Chairman of the Airport Operators Association (AOA) since 2008. He is also Chairman of National Savings & Investments and a former Chairman of the Yorkshire Building Society. Ed has held a number of senior executive positions in the airports industry including Deputy Managing Director of East Midlands Airport from 1987 to 1990 and Managing Director of Leeds Bradford Airport from 1997 to 2007. He was Chairman of the AOA in 2001-02.

He is a former President, and Chairman, of Leeds Chamber of Commerce and is a director of a number of other public and voluntary sector organisations in Yorkshire. Ed is an economics graduate and a qualified accountant. He has a particular interest in regional economic development and transport.



DEBRA BARBER FRAES MIOD, CHIEF EXECUTIVE OFFICER, CARDIFF AIRPORT

Deb retired from her role as Group Captain within the Royal Air Force in 2012 after a successful 28 year career, during which time she headed up the Air Traffic Control operation and was held in high regard as one of the RAF's notable senior female officers.

She joined Cardiff Airport as Operations Director in May 2012 where she held the position until September 2014, before stepping in as Interim Managing Director for just over one year. In December 2015 Deb was announced as Cardiff Airport's Managing Director and Chief Operating Officer. In February 2017 Deb was announced as Chief Executive Officer (CEO).

Deb is a member of the Board of the Airport Operators' Association, Vice Chair of the Regional and Business Airports Group (RABA); Councillor of CBI in Wales; a Fellow of the Royal Aeronautical Society and a Member of the Institute of Directors.



KATHERINE BENNETT OBE, SENIOR VICE PRESIDENT, AIRBUS

Katherine has been with Airbus for 12 years and is Senior Vice President in the Public Affairs Division. She has held roles in Communications and spent over 2 years based at Airbus HQ in Toulouse, France running the global public affairs function.

Katherine's previous employment was with General Motors UK where she headed up their government affairs function and prior to that worked for Hill and Knowlton Public Relations in London. Her time with GM included several months based in the USA.

Katherine was awarded the Order of the British Empire in June 2004 for services to industry and charity. She has served on various boards of public/private enterprises focused on economic development in UK regions and serves on the Council of ADS (the UK aerospace trade association) and of ASD (European aero association).

Based out of London, she is the Director General of the Airbus Intergovernmental Committee across 4 nations in Europe and has specific responsibility for UK Government Relations for all parts of the Airbus company.

In December 2015 she became a Board Member of the International Aviation Womens' Association.

In March 2016 she was nominated a Fellow of the Royal Aeronautical Society.

Katherine is active in her local community in the West of England, is a church organist and a member of the UK Parliament Choir.



NICHOLAS E. CALIO, PRESIDENT AND CHIEF EXECUTIVE OFFICER, AIRLINES FOR AMERICA

Nicholas E. Calio is President and Chief Executive Officer of Airlines for America (A4A), the trade association for the country's leading passenger and cargo airlines.

Mr. Calio leads the organisation, which advocates for America's airlines as models of safety, customer service and environmental responsibility, and as the indispensable network that drives nearly \$1.5 trillion in U.S. economic activity and more than 11 million U.S. jobs. Prior to joining A4A in January 2011, Mr. Calio was Citigroup's Executive Vice President for Global Government Affairs, and a member of its Senior Leadership Committee.

Before joining Citigroup, Mr. Calio served as Assistant to the President for Legislative Affairs for President George W. Bush and President George H.W. Bush, with primary responsibility for formulating and implementing White House legislative strategy. In 1993, Mr. Calio co-founded O'Brien*Calio, a law and lobbying firm rated by a Fortune Magazine survey as "one of the ten most powerful" in Washington.

Mr. Calio is a graduate of Ohio Wesleyan University; and Case Western Reserve University School of Law. He serves on the Board of Trustees of Ohio Wesleyan University; the Wolf Trap Foundation; the U.S. Capitol Historical Society; and the First Tee of Washington, D.C.



LORD CALLANAN, PARLIAMENTARY UNDER SECRETARY OF STATE FOR AVIATION, INTERNATIONAL AND SECURITY

Lord Callanan was appointed Parliamentary Under Secretary for the Department for Transport on 14 June 2017.

Lord Callanan was educated at Newcastle Polytechnic where he gained a Bachelor of Science degree (BSc) in electrical and electronic engineering.

He was a Conservative Councillor on Tyne and Wear County Council between 1983 and 1986 and Gateshead Metropolitan Borough Council between 1987 and 1996.

From 1999 to 2014 he was a Member for the European Parliament for the North East of England, where he was Leader of the Conservative MEPs between 2010-2011 and then went on to be Leader of the European Conservatives and Reformist Group from 2011-2014.

In November 2014 he was nominated for a peerage by the Prime Minister and introduced into the House of Lords as Lord Callanan of Low Fell.

In 2016 Lord Callanan was appointed a Non-Executive Director of Aquind Ltd, an energy company developing an electrical interconnector link between the UK and France.

Lord Callanan's interests include squash, five-a-side football and he is a season ticket holder for Newcastle United.



DECLAN COLLIER, CHIEF EXECUTIVE OFFICER, LONDON CITY AIRPORT

Declan Collier joined London City Airport as Chief Executive Officer in March 2012. Prior to his appointment, he was Chief Executive of the Dublin Airport Authority (DAA) and Chairman of Aer Rianta International (ARI) since April 2005. During this time he oversaw the successful delivery of a £1.0 billion capital investment programme to modernise the aviation gateways to Ireland, a successful expansion of the DAA's international airports business and growth in the financial performance of the group.

Prior to joining the DAA, Declan worked with ExxonMobil, where he held a range of senior management and executive positions in Ireland and the UK. In his last role at ExxonMobil, he had responsibility for the management of a number of key global businesses in the alternative fuels sector, in addition to the management of the company's European district heating businesses.

He is the President of the World Board of Airports Council International (ACI), the representative body of airports worldwide and Past President of Airports Council International (ACI) (Europe) the representative body for European airports. He serves on the Board of the Airport Operators Association (AOA) UK, the representative body of UK airports.

He is a Council member of the Confederation of British Industry (CBI) and is a Board director of London First. He is a Non-Executive Director of Allied Irish Banks Group UK Ltd (AIB) where he is Chair of the Remuneration Committee. He was a Non-Executive Director of Allied Irish Banks, plc from January 2009 until August 2012.

He is Chairman of the Dublin Theatre Festival and Chairman of the Irish Theatre Trust.

A native of Dublin, he has a Masters Degree in Economics from Trinity College Dublin.



KAREN DEE, CHIEF EXECUTIVE, AIRPORT OPERATORS ASSOCIATION (AOA)

Karen Dee joined the AOA as Chief Executive on 1 March 2017.

Karen has more than 20 years' experience in policy development, communications and representation activities within the transport sector. Her career has incorporated roles in government, consultancy and trade associations including: the Department for Transport, Market Access, the Road Haulage Association, CBI, Policy Solutions and more recently, the Freight Transport Association where she worked as Director of Policy for six years.



LORD (DANIEL) FINKELSTEIN OBE, POLITICAL COLUMNIST AT THE TIMES AND CONSERVATIVE PEER

Daniel Finkelstein, OBE, is the Associate Editor, a Columnist and Leader Writer for The Times. He also sits in the House of Lords as Lord Finkelstein.

As well as his weekly political column in the comment section and his Saturday Notebook, he writes the "Fink Tank" for the Saturday paper, a statistical column on football.

Between 1997 and 2001, he was chief policy adviser to the Leader of the Opposition Rt. Hon. William Hague MP and Secretary to the Shadow Cabinet. In 2001, he was Conservative parliamentary candidate in Harrow West.

Between 1995 and 1997, he was Director of the Conservative Research Department in which capacity he advised Prime Minister John Major and attended meetings of the Cabinet when it sat in political session.

Daniel was awarded an honorary Doctor of Science by the City University and joined the House of Lords in the autumn of 2013.



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.



ANDREW HAINES OBE, 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.



TIM HAWKINS, CORPORATE AFFAIRS DIRECTOR, MANCHESTER AIRPORTS GROUP (MAG)

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 led 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.



JOHN HOLLAND-KAYE, CHIEF EXECUTIVE OFFICER, HEATHROW AIRPORT

John became Chief Executive Officer of Heathrow Airport Holdings Ltd in July 2014. His previous roles at Heathrow include delivering the new Terminal 2, which opened successfully in June 2014, growing commercial income and improving passenger experience. Heathrow is now rated by passengers as the best airport in Western Europe and one of the top 10 airports worldwide. John's focus as CEO is on making Heathrow a great place to work, transforming passenger experience and building strong relationships with local communities.

Prior to joining Heathrow, John worked in housebuilding in the UK and US, with Taylor Wimpey, and in brewing and leisure retail in the UK with Bass plc. His early experience was as a strategy consultant advising leisure and FMCG companies in the UK, US, Australia and the Philippines.

John is married with two daughters.



NIGEL HUDDLESTON MP, PARLIAMENTARY PRIVATE SECRETARY TO MINISTERS IN THE DEPARTMENT FOR DIGITAL, CULTURE, MEDIA AND SPORT

Nigel Huddleston is the Member of Parliament for Mid Worcestershire having been elected in the May 2015 General Election. He lives in the constituency with his wife and children, who attend a local school.

He was born and raised in Lincolnshire and attended the Robert Pattinson Comprehensive School in North Hykeham before going on to study politics and economics at Oxford University. He moved to London to work for Arthur Andersen as a management consultant before going on to study for a Masters in Business Administration (MBA) at the Andersen School at UCLA in the USA. He married his American wife, Melissa, in 1999 and they moved back to the UK in 2006 following the birth of their son. He worked for Deloitte before joining Google as Industry Head of Travel in 2011.

In the 2010 General Election He contested the Luton South seat and achieved a 4.6% swing from Labour to the Conservatives.

He was a councillor with St Albans District Council between 2011 and 2014 - representing the Wheathampstead Ward.

He was selected as the Conservative Party parliamentary candidate for Mid Worcestershire in November 2013 in an Open Primary (a public meeting at which both Conservative and non-Conservative supporters attended and voted), and he won the seat with a majority of 20,532 in the May 2015 General Election.

He contested the same seat again in the June 2017 General Election and increased his majority to 23,326. Following this election, he was appointed as the Parliamentary Private Secretary (PPS) to Ministers in the Department for Digital, Culture Media and Sport (DCMS).

He has a particular interest in tourism and technology, and sat on the Culture, Media and Sport Select Committee between 2015 and 2017.



MISHAL HUSAIN, AOA ANNUAL CONFERENCE MODERATOR

Mishal Husain is one of the presenters of BBC Radio 4's influential Today programme and presents the television news on BBC1. In January 2016, she was named by the Sunday Times as one of the 500 most influential people in Britain. She has won several awards for her work over the years, including Broadcaster of the Year at the 2015 London Press Club Awards and Presenter of the Year at the 2015 Women in Film and TV Awards.

Mishal joined the BBC in 1998 as a producer, and built her career at the international channel BBC World News, where she had her own programme Impact with Mishal Husain. She has had foreign postings presenting programmes based in Singapore and in Washington, and also become known for live presenting on location, including from Pakistan after the death of Osama bin Laden in 2011 and the Peshawar school massacre in 2014.

She has presented critically acclaimed BBC documentaries: Malala - Shot for Going to School, How Facebook Changed the World on social media and the Arab uprisings, Ghandi on the life of Mahatma Gandhi. In 2016 Mishal presented a documentary for BBC, Britain & Europe: The Immigration Question. She hosted BBC1's The Election Debate in 2017.

Mishal was born in the UK in 1973 but grew up in the Middle East. She was educated at Cambridge University, where she read law, and went on to complete a Masters in Law at the European University Institute in Florence. She was named by the Financial Times as one of its Women of the Year in 2013 and is an ambassador for the charity Mosaic, which supports mentoring in schools and disadvantaged communities in the UK.



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.



KURT JANSON, DIRECTOR, TOURISM ALLIANCE

After graduating with a first class Masters Degree in Public Policy, Kurt was employed by the New Zealand Tourist Board to develop national and regional tourism strategies before moving to Britain in 1997 to work as Policy Manager for VisitEngland and the VisitBritain. Following the separation of the two organisations, he became the Head of Strategic Planning for VisitBritain with responsibility for Policy, Strategy, Sustainable Tourism, Business Planning and Marketing Evaluation.

Kurt left VisitBritain in 2004 to become the Director of the Tourism Alliance, an umbrella trade association for the tourism and hospitality sector that comprises over 50 industry associations that together represent almost 200,000 businesses of all sizes throughout the UK to lobby Government on issues that support the development of the UK tourism industry. He is a member of a number of Government advisory groups including DCMS's Tourism Industry Council and HMRC's SMEOF and has written seven editions of VisitEngland's "Pink Book" on accommodation legislation.



GLYN JONES, CHIEF EXECUTIVE OFFICER, LONDON SOUTHEND AIRPORT

Glyn started his career with British Airways where he was trained in sales and marketing. He moved from aviation to aerospace, joining BAe Commercial Aircraft, where he was responsible for sales of commercial aircraft in Asia. He then moved to DHL as a marketer, before becoming Commercial Director for the UK. Glyn's first role in general management was at Bournemouth Airport, where he was Managing Director for four years. He then ran the palletised distribution network, Palletline, for four years before becoming Managing Director at London Luton Airport, where he worked for 7 years.

Glyn joined Stobart in September 2015 as Chief Executive Officer for the aviation division. He is a fellow of the Royal Aeronautical Society and fluent in French and Italian.



CATHERINE (KATE) M LANG, DIRECTOR, EUROPE, AFRICA AND MIDDLE EAST OFFICE, US FEDERAL AVIATION AUTHORITY

Catherine (Kate) M. Lang is the Director of the FAA's Europe, Africa and Middle East Region in the FAA's Office of International Affairs. Based in Brussels, Belgium in the U.S. Mission to the European Union, she is responsible for advancing FAA's civil aviation goals for safety and efficiency through harmonization of global standards, negotiation of technical assistance agreements with foreign governments, the development of international aviation policy and cooperation through international alliances. She manages a staff of senior representatives based in Belgium, France, Russia, Senegal and the United Arab Emirates, and a staff in Washington, DC.

Kate has held a number of executive and managerial positions in the FAA. Before joining the Office of International Affairs in 2013, she served as the Deputy Associate Administrator for Airports for 10 years after serving as the Director of FAA's Office of Airport Planning and Programming for almost 4 years and the Deputy Director for 2 years.

Prior to joining the Airports organization, she worked for 3 years as Chief of Staff to FAA Deputy Administrator Linda Daschle. Her first position in the agency, which she joined in 1992, was Assistant Manager for the Policy and Systems Analysis Division of the Office of Aviation Policy and Plans.

Before coming to the agency, she worked for the city of Chicago as Assistant Commissioner of the Department of Aviation. She received a B. A. from Briar Cliff College and a M.P.S. from Loyola University of Chicago.



PAUL LINCOLN OBE, DIRECTOR GENERAL, BORDER FORCE

Paul's career has covered a broad range of roles in the Ministry of Defence (MOD), the Home Office and the Cabinet Office. Immediately prior to this appointment, he was Director General of the Crime, Policing and Fire Group (CPFG) in the Home Office. This covered a full range of policies, including to keep our citizens safe by cutting crime and protecting the vulnerable, as well as reforming both the police and fire and rescue services. Before that, he was Acting Director General of the Office for Security and Counter-Terrorism (OSCT) in the Home Office, covering the spectrum of responsibilities for countering terrorism and organised crime.



DR ADAM MARSHALL, DIRECTOR GENERAL, BRITISH CHAMBERS OF COMMERCE

Adam Marshall was appointed Director General of the British Chambers of Commerce in October 2016. His principal role is to represent and champion the interests of accredited Chambers of Commerce and their tens of thousands of business members – covering every size and sector of business, and employing over five million people in the UK.

Previously, Adam served as the BCC's Executive Director for Policy and External Affairs (July 2009 – March 2016), and as Acting Director General (March – October 2016).

Prior to joining BCC, Adam helped start up the Centre for Cities, built commercial links between industry and universities, and worked in the broadcast media. He holds a BA from Yale University and MPhil and PhD degrees from the University of Cambridge. Adam is a national of the United Kingdom and the USA.



GRAEME MASON, PLANNING AND CORPORATE AFFAIRS DIRECTOR, NEWCASTLE INTERNATIONAL AIRPORT

Graeme obtained a First Class Honours Degree from the University of Kent and a Master of Philosophy in Town and Country Planning from University College London. He started his career in planning at West Sussex County Council, where he participated in the RUCATSE (Runway Capacity to Serve the South East) project. He joined the Airport in 1993 and since then has overseen the production of Newcastle's first ever Masterplan and three subsequent reviews, as well as planning for all developments including a major terminal extension, hotel, control tower, car parks, fuel farm and filling station. Graeme also instigated an environmental strategy, and over the years has built up strong and varied relationships on behalf of the Airport at a national, regional and local level.

In recent years, Graeme has also taken on the role of media spokesman and drives the airport's public affairs strategy, including lobbying on aviation strategy and capacity, and Air Passenger Duty. He was instrumental in the creation of the Newcastle Aviation Academy, a collaboration with Newcastle College and Kingston University, and is closely involved in work with his colleagues to put customer experience at the heart of the business strategy.

Graeme is a member of the Airport Operators Association Board. In addition to his work with the AOA, Graeme is also a member of North East England Chamber of Commerce Council and chairs its Transport Forum, is a member of the CBI North East Regional Council, the Boards of The NewcastleGateshead Initiative and Northumberland Tourism, and is a Trustee of the Newcastle United Foundation.



ANDY MCDONALD MP, 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, and again on 8th June 2017. Andy was born in Middlesbrough where he still lives with his wife Sally. Before his election to Parliament, he was a partner in Thompson's Solicitors leading on Catastrophic Injury cases. Andy served as a local councillor in Middlesbrough between 1995-1999, and was also 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 chaired two local charities: The Davison Trust working with and supporting children with special needs and the Teesside Branch of Headway, helping the survivors of brain injuries and their families. Andy was appointed as Shadow Rail Minister in January 2015 and as Shadow Transport Secretary in July 2016.



TOM MACKAY, CHIEF FINANCIAL OFFICER & SENIOR VICE-PRESIDENT, VIRGIN ATLANTIC

Tom Mackay was appointed Virgin Atlantic's Chief Financial Officer and Senior Vice President in January 2017. He is responsible for the financial operations of the business and is focused on achieving profitable growth combined with a healthy return on capital deployed. Legal, External Affairs and Fleet Planning also form part of Tom's activities.

Tom has a 20-year career in finance, bringing a wealth of financial experience from roles spanning a number of different industries. Prior to joining Virgin Atlantic in September 2015, Tom served as Head of Finance for the Food business at Marks and Spencer PLC, and had previously held the role of International Head of Finance, responsible for all areas of finance within the M&S international business.

Previously he held roles at Logica PLC the FTSE 100 IT and Outsourcing group (now part of The CGI Group) as CFO for their International and Global Operations covering the America's and Asia and prior to that Group Financial Controller, having begun his career at Ernst and Young now EY. He is a Chartered Accountant, holding a Master's degree in Civil Engineering from Durham university, is married with two children, and enjoys coaching kids' sport, cycling and outdoor activities.



AMANDA MCMILLAN OBE, CHIEF EXECUTIVE OFFICER, AGS AIRPORTS

Amanda McMillan was appointed Chief Executive Officer of Aberdeen, Glasgow and Southampton (AGS) Airports Limited in December 2014 following the sale of the three airports to Ferrovial and Macquarie Infrastructure and Real Assets (MIRA) from Heathrow Airport Holdings.

A qualified Chartered Accountant, Ms McMillan is responsible for leading and developing a high profile, national business that operates 24 hours a day, 365 days a year, and supports over 8,200 jobs.

In addition to her role as CEO, Amanda is also the Managing Director of Glasgow Airport – a position she has held since 2008 after joining what was then BAA in October 2005. Prior to that, Amanda also worked for worldwide drinks business Diageo, and global accountancy firm KPMG.

In June 2013, Amanda received an OBE (Order of the British Empire) in recognition of services to business and tourism. Her success as Managing Director was further recognised in 2016 when Glasgow Airport picked up three major industry accolades – Scottish Airport of the Year, the Airport Operators Association's (AOA) Best Airport (3-10 Million Passengers) and Airport Council International (ACI) Europe's Best Airport (5-10 Million Passengers).

Amanda also holds a number of positions out with AGS Airports Limited, including:

- Member of the First Minister of Scotland's Council of Economic Advisers
- Non-Executive Director of utilities firm Business Stream
- Member of the University of Glasgow Business School Advisory Board
- Ambassador for the Prince and Princess of Wales Hospice



CHRISTINE OURMIERES-WIDENER, CHIEF EXECUTIVE OFFICER, FLYBE

Christine joined Flybe as Chief Executive Officer on 16th January 2017.

With extensive international experience across the aviation and travel sectors, immediately prior to joining the airline, she was Chief Global Sales Officer for American Express Global Business Travel, responsible for developing the company's strategy and driving business growth in major markets across North America, Europe and Asia with a strong focus on improving the customer experience.

Between 2010 and 2015, Christine was CEO and Accountable Manager with Cityjet – becoming the first female CEO of an Irish-licensed airline and one of only 15 across all commercial airlines. She had overall responsibility for all operations including network, distribution, finance, marketing, communications, quality assurance and airport operations; and she played an integral role in securing investors during the sale of the company to AF/KLM, latterly leading projects for the newly independent airline including its rebranding, re-fleeting and deep restructuring.

She previously worked her way up through the ranks of Air France to become the airline's first ever vice president/general manager of Air France-KLM, USA in New York, having held a number of increasingly senior roles including general manager (UK and Ireland), vice president of Air France global sales and vice president of international sales and, during her tenure as Commercial Director, was instrumental in the launch of Amadeus in France.

Christine possesses a Masters degree in Aeronautics from the Ecole Nationale Supérieure of ENSMA and an MBA from Essec Business School



DR RALF PASTLEITNER, DIRECTOR, INTERNATIONAL PUBLIC POLICY & EU AFFAIRS, TUI GROUP

Ralf Pastleitner, an Austrian national, studied law at the Karl-Franzens-University in Graz/Austria, where he also acquired his law doctorate. He worked as an associate for a law firm as well as in the legal department of an international tool steel company in Vienna before coming to Brussels in 2005 as parliamentary advisor to an Austrian MEP. After holding different senior positions in government and regulatory affairs with a focus on climate and energy policy, he joined TUI Group, the world's largest integrated travel and tourism company in 2017 as Director International Public Policy & EU Affairs. He also heads TUI Group's newly established EU corporate office in Brussels.

For more info on TUI Group: <https://www.tuigroup.com/en-en/about-us/about-tui-group>



MARTIN ROLFE, CHIEF EXECUTIVE OFFICER, NATS

Martin was appointed Chief Executive Officer of NATS, the UK's leading provider of Air Traffic Management services in May 2015. Martin is responsible for the 24/7 service operation employing c.4500 staff and providing an air navigation service in UK and North Atlantic airspace for 2.2m flights per year.

Previously Martin was the Managing Director of Operations responsible for delivering NATS' en-route regulated business.

Prior to joining NATS Martin worked for the Lockheed Martin Corporation where he was Managing Director of the UK Civil business, reporting to the UK CEO. In this role Martin was responsible for all Lockheed Martin business with UK government departments, as well as international air traffic business worldwide.

Martin's career started with the European Space Agency working in orbital mechanics. Since then Martin has worked in the Air Traffic Management domain for 18 years across a number of companies leading large multinational teams across Europe, the US, the Commonwealth of Independent States and the Far East, with customers including air navigation service providers, central government departments and military organisations.

Martin holds a Master's Degree with Merit in Aerospace Systems Engineering from the University of Southampton.



MARK TANZER, CHIEF EXECUTIVE, ABTA

Mark Tanzer has been Chief Executive of ABTA since 1 September 2005. Over that period, and following its amalgamation with the Federation of Tour Operators, ABTA has consolidated its position as the leading UK travel association with 1200 corporate members comprising tour operators, cruise companies and travel agents. In addition to providing a political and media voice for its members, ABTA offers a broad range of services including financial bonding, health and safety support and business guidance. In addition it has very wide consumer recognition through its customer support and alternative dispute resolution activities.

Before joining ABTA, Mark held senior strategy and corporate finance positions in a number of industry sectors. Immediately prior to ABTA, Mark was Group Strategy Director of Centrica plc., the parent company of British Gas and the Automobile Association.



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.



STEWART WINGATE, CHIEF EXECUTIVE OFFICER, LONDON GATWICK AIRPORT

Stewart Wingate joined London Gatwick Airport as Chief Executive Officer in December 2009. Stewart joined London 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.

DELEGATE LIST

NAME	JOB TITLE	ORGANISATION	NAME	JOB TITLE	ORGANISATION
Colin Abbott	Aviation Director	Galliford Try Infrastructure	Peter Farmer	Director	Chapman Taylor LLP
Per Ahl	Vice President, Head of Marketing and Sales	Saab Digital Air Traffic Solutions AB	PJ Fassam	Senior Land Surveyor	Paul Fassam Geomatics
Talal Ahmadmian	Sales Manager	SITA	Paul Fassam MRICS	Managing Director	Paul Fassam Geomatics
Mohammed Akhlaq	Chief Commercial Officer	dnata Ltd	Alex Finch	Assistant Director – Industry Partnerships	Border Force
Tim Alderslade	Chief Executive	Airlines UK	Lord Daniel Finkelstein	Political Columnist	Times & Conservative Peer
Tom Allett	Editor	Airports International Magazine	Ryan Finnigan	Business Development Manager	Vanderlande
Thomas Amend	Managing Director	Siemens Postal, Parcel & Airport Logistics	Andy Foster	Senior Lecturer, Air Transport Management	Cranfield University
Ed Anderson	Chairman	Airport Operators Association	Mark Foster	Divisional Director (Airports)	Dyer & Butler Ltd
Steve Anderson	Head of ANS Transformation	NATS	Martin Foster	Key Account Manager	Aebi Schmidt UK
John Andrews	Sales Manager	Rohde & Schwarz UK Ltd	Phil Forster	Aviation Development and Corporate Affairs Manager	Leeds Bradford Airport Ltd
Mark Ayers	Sales	SITA	Neil Garwood	Head of Operations	Southampton International Airport Ltd
Hardip Bansal	Technical Director	Hydrock	Scott Ghagan	Director – Industry Partnerships	Border Force
Deb Barber	Chief Executive Officer	Cardiff Airport	Steve Godfrey	Sales Manager	Eagle Airfield Equipment Ltd
Robert Barker	Business Development Manager	Centrica/British Gas	Andrew Goodenough	Development Director	Bristol Airport Ltd
Georgia Bateman	Student	Imperial College London	James Gore	Head of Government and Stakeholder Relations	Bristol Airport Ltd
Mark Beattie	Operations Director	George Best Belfast City Airport	Robert Graham	Operations Director	Birmingham Airport
Andrew Bell	Chief Executive	Regional & City Airports	Rt Hon Chris Grayling MP	Secretary of State for Transport	
Alessandra Bellioni	Aviation Market Director	One Works	Niclas Gustavsson	Vice President Business Development & Governmental Affairs	Saab Digital Air Traffic Solutions AB
Katherine Bennett	Senior Vice President	Airbus	Andrew Haines OBE	Chief Executive	Civil Aviation Authority
Carol Benzie	Managing Director	Aberdeen International Airport	Geoff Hall	Managing Director	Airport Energy Ltd
Wouter Berben	Service Development Manager	Vanderlande	Mark Hampson	Strategic Programme Manager – Customer Success	SmartDrive Systems Ltd
Eric Bird	Business Leader	Brock Solutions	Craig Harrison	Managing Director	Redline Assured Security
Ewart Birkett	General Manager, Contracting Major Projects	Tarmac	Chris Harvey	Luton Base Manager	AIRDAT
Spencer Birns	Commercial Director	Cardiff Airport	Rod Haskins	Operations and Security Manager	Belfast International Airport Ltd
Sarah Bishop	Deputy Director Aviation Policy	Department for Transport	Paul Haynes	Consultant	Innovative Business Software A/S
Tracey Boles	Business Editor	The Sun	Steven Hayward	Finance Director	Siemens Postal, Parcel & Airport Logistics
Jack Borthwick	Graduate	Thales UK Ltd	Daryl Heaselgrave	GM New Business	NATS
Andy Boyd	Managing Director Aviation and Gateways	OCS Group UK Limited	Soraya Heristchian	Sales Manager – Airport Solutions	Innovative Business Software A/S
Martin Brookman	Head of Automation Line of Business UK	Leonardo Security & Information Systems	Mark Hicks	Passenger Services Director	Wilson James Ltd
Gary Burn	Gatwick Manager	UK Power Networks Services	Steve Hodges	UK Sales Manager	Dallmeier UK
Justin Burns	Editor	Air Cargo Week	James Hogg	Operations Director	ICTS (UK) Ltd
Michael Burrell	Airport Operators Association Consultant	Michael Burrell Associates	John Holland-Kaye	Chief Executive Officer	Heathrow Airport
Paul Burroughs	Sales Director	SITA	Jon Horne	Chief Operating Officer	Stobart Aviation
Louise Butcher	Transport Policy Specialist	House of Commons	James Howson	Head of Expo	British-Irish Airports Expo
Matthew Butcher	Sales Manager	Smiths Detection	Nigel Huddleston MP	Parliamentary Private Secretary to Ministers in the Department for Digital, Culture, Media & Sport	
Simon Calder	Travel Correspondent	The Independent	Daniel Hultin	Key Account Sales	Asft Industries AB
Nicholas E Calio	President & Chief Executive Officer	Airlines for America	Claire Humphries	Events & Members Relations Manager	Airport Operators Association
Lord Callanan	Parliamentary Under Secretary of State for Aviation, International and Security	Department for Transport	Clare James	Group Customer Account Manager	NATS
Roger Cato	AOA Honorary Member		Olivier Jankovec	Director General	ACI Europe
Alice Chalmers	Non-traditional Development Consultant	Subway	Kurt Janson	Director	Tourism Alliance
Mike Christman	Managing Director	Vanderlande	Andy Jefferson	Programme Director	Sustainable Aviation
Oliver Clark	Senior Reporter	Flightglobal	Charles Johnson	Head of Planning Development	Leeds Bradford Airport Ltd
Paul Clarkson	Airport Operations Manager/Deputy Airport Director	Isle of Man Airport	Mark Johnston	Operations Director	Glasgow Airport Ltd
Nigel Cole	Director	MACE	Glyn Jones	Chief Executive Officer	London Southend Airport
Tracey Cole	Regional Sales Manager	Smiths Detection	Paul Jones	Group Customer Account Manager	NATS
Dedan Collier	Chief Executive Officer	London City Airport	Andy Judge	Principal Consultant	Osprey Consulting Services Ltd
Emma Connett	Aviation Business Manager	Met Office	Graham Keddie	Managing Director	Belfast International Airport Ltd
Kevin Cordell	Director Compliance & Governance	Securitas Transport Aviation Security	Dale Keller	Chief Executive	Bar UK
Gary Coward KBE CB	Chairman	Redline Assured Security	Chris Kelly	Director of Air Traffic Control Services	Liverpool John Lennon Airport
Gary Cox	Head of Aviation	Scottish Government	Juliet Kennedy	Operations Director	NATS
Stephen Creagh	Channel Marketing Manager	ZG Lighting (UK) Ltd	Richard Knight OBE	Operations Director	Newcastle International Airport
Fred Creighton	Chief Operating Officer	Dufry	Christian Knutson	Senior Civil Engineer / Programme Manager	Stanley Consultants
Ian Davies	Airport Technical Manager	Robson Handling Technology Ltd	Peter Kohl		Telecom Liechtenstein
Paul Davies	Operations Director	Bristol Airport Ltd	Martijn Koudijs	Automation Sales Manager	Leonardo Security & Information Systems
Benoit De Diolley		Telecom Liechtenstein	Roger Koukkoullis	Operations & Safety and Commercial Director	Airport Operators Association
Karen Dee	Chief Executive	Airport Operators Association	Zuzana Krasnanova	Quality Manager	Ifield Computer Consultancy Ltd
Daniel Deffley	Automation Business Development	Leonardo Security & Information Systems	Alexander Kuhnel	Chief Operating Officer	Deolan
Guy DeHavilland	Business Development Manager	Zurtohel Group	Mike Lambley	Regional Director	OCS Group UK Limited
Laurent Delétraz	Senior Manager Business Development	skyguide	Neil Lancefield	Transport Correspondent	Press Association
Gordon Dewar	Chief Executive	Edinburgh Airport Ltd	Kate Lang	Director, Europe, Africa & Middle East Office	US Federal Aviation Authority
Geoff Dewick	Accounts Manager	RPS Group	Bernard Lavelle	Sales Director	London City Airport
Alex Doisneau	Chief Operating Officer	dnata Ltd (LHR & LGW)	Luke Law	Political Affairs Manager	NATS
Caroline Droeser	Sales Director	SIB Products	Colin Le Ray	General Manager	Guernsey Airport
Graham Dunn	Editor	FlightGlobal	David Lees	Managing Director	Southampton International Airport Ltd
Nick Dunn	Chief Financial Officer	London Gatwick Airport			
Simon Earles	Planning and Sustainability Director	Bristol Airport Ltd			
Dan Eggington	Associate Electrical Engineer	Hydrock			
Amanda Fallbrown	Head of Marketing Communications	Babcock International Group			

NAME	JOB TITLE	ORGANISATION
Huw Lewis	Financial Director	Cardiff Airport
Tim Lonsdale	Sales Manager UK & Ireland	Smiths Detection
Terence Lopez	Chief Executive Officer	Gibraltar International Airport
Martin Luethi	Delegate of the CEO	skyguide
Tom Mackay	Chief Financial Officer and Senior Vice President	Virgin Atlantic Airways
Dr Adam Marshall	Director General	British Chambers of Commerce
Adrian Martin	National Sales Manager	Zumtobel Group
Ceri Mashlan	Director of Operations	Cardiff Airport
Janelle Mashru	Business Development Manager	British Gas
Graeme Mason	Planning and Corporate Affairs Director	Newcastle International Airport
Paul Mason	Chief Executive Officer	Redline Assured Security
Richard Matthews	Director, UKMEA Aviation Lead	ARUP
Jim McAuliffe	Finance Director	Bristol Airport Ltd
Brian McClean	Group Head of Communications	AGS Airports
Andy McDonald MP	Shadow Transport Secretary	
Carl McFarlane	UK Sales Manager	SmartDrive Systems Ltd
Jenny Mckeown	Senior Commercial Partnership Manager	VisitBritain
Nigel Milton	Director of Communications	Heathrow Airport Ltd
Antonia Molloy	Marketing and Communications Manager	Cranfield University
Mike Moore	Key Account Manager	Aebi Schmidt UK
Victoria Moores	European Bureau Chief	Air Transport World (ATW)
Gary Morgan	Chief Executive Officer	dnata Ltd
Abigail Morris	Head of Policy & External Affairs	Heathrow Airport Ltd
Shaun Mulholland	Senior National Business Development Manager	Tarmac
Dawn Nigli	Public Affairs Manager	London Gatwick Airport
Tim Norwood	Corporate Affairs, Planning and Sustainability Director	London Gatwick Airport
Peter O'Broin	Policy Manager	Airport Operators Association
Sam O'Dwyer	Associate Director, Aviation Advisory	ARUP
Patricia Page	Executive Assistant & Office Manager	Airport Operators Association
Martin Parker	Regional Sales Director	Smiths Detection
John Parkinson	Director – International & Regulatory Reform	Department for Transport
George Parobek	Director	Ifield Computer Consultancy Ltd
Katie Parobek	Program Director	Ifield Computer Consultancy Ltd
Dr Ralf Pastleitner	Director, International Public Policy & EU Affairs	TUI
Avni Patel	Accounts Executive	Airport Operators Association
Graeme Paton	Transport Correspondent	The Times
Stein-Erik Pettersen	Customer Support Manager	Overaasen AS
Simon Petts	Head of Fire & Rescue Services	London Gatwick Airport
Jason Piggott	UK Sales Manager	Dallmeier UK
Mark Povall	Strategy Director	Liverpool John Lennon Airport
Simon Preece	Commercial Director	Bristol Airport Ltd
Mick Rabet	Group Systems & Technical Services Manager (Air Traffic Systems)	Jersey Airport
Paul Rankin	Director, Fire & Safety	Securitas Transport Aviation Security
Chris Ray	Head of UK Service	Vanderlande
Paul Read	Technical Director	Redline Assured Security
Ann Reynolds	Airport Director	Isle of Man Airport
Jo Roberts	Head of Media	Heathrow Airport Ltd
Gordon Robertson	Director of Communications	Edinburgh Airport Ltd
Martin Rolfe	Chief Executive Officer	NATS
Henrik Rothe	Senior Lecturer, Airport Planning/Management	Cranfield University
Kevin Rozario	Correspondent	Jane's Airport Review
Howard Rudkin	Owner	H Rudkin Consulting
Paul Ruggles	Director	Pascall+Watson
Rob Rushmer	Principal	ICF
Mark Rutherford	Operations Director	Redline Assured Security
Nigel Scott	Business Development Director	Bristol Airport Ltd
Craig Sharp	Head of TCS UK Business Area	Leonardo Security & Information Systems
Mike Sharples	Business Development Manager	ATG Airports Ltd
Stacey Shortall	Chief Operating Officer UK Regions & Ireland	dnata Ltd
Liz Sian	Head of Sales and Marketing	Safeskys Ltd
Andy Smith	Sales Director	SITA
John Smith	Sales and Business Development Director	Thales UK
Nina Smith	Senior Advisor	CAA
Rebecca Smith		City A.M.
Ron Smith	Chief Executive Officer	Glasgow Prestwick Airport
Tristan Smith	Principal Engineer	Leonardo Security & Information Systems

NAME	JOB TITLE	ORGANISATION
Matt Sowter	South East Airports, Regional Air Connectivity Fund, Air Passenger Duty	Department for Transport
Adam Spurling	Aviation Security Auditor	CAA
Ben Stancliffe	Director, Airports	Babcock International Group
Michael Stoller	Director, Airports	NATS
Christopher Surgenor	Editor	GreenAir Online
Colin Swaine	Airport Operations Director	Liverpool John Lennon Airport
Mark Tanzer	Chief Executive	ABTA
Jim Termini	Commercial Director	Redline Assured Security
Dee Thomas	Director of Aviation and Specialist Services	Wilson James Ltd
Jane Thompson	Business Development – Aviation Consultant	ICF
Susan Thompson	Partner & Head of Aviation Practice	Ogden Berntson
David Thomson	Senior Director	RPS Group
Kevin Thornhill	Heathrow Programme Manager	Vanderlande
Al Titterton	Managing Director	Cornwall Airport Newquay
Yves Tuet	President	Deolan
Jennifer Tumbri	Projects and Business Support Manager	AIRDAT
Levent Ural	Head of Client Relations	ICTS (UK) Ltd
Adam Vaile	Sales Manager	Vanderlande
Henk van Klaveren	Senior Public Affairs & PR Manager	Airport Operators Association
Gary Walker	Sales Engineer	Rohde & Schwarz UK Ltd
Willie Walsh	Chief Executive Officer	International Airlines Group
Lawrence Ward	Stansted and London City Manager	UK Power Networks Services
Michael Wells	Heathrow Manager	UK Power Networks Services
Stuart Westley	Sales Director	Robson Handling Technology Ltd
Jane Wharmby	Business Development Director	Cranfield School of Management
Chris Wheeler	National Business Development Manager	Tarmac
Ben Whibley	Head of Strategic Partnerships	British-Irish Airports Expo
Jon Whitehouse	Operations Director	Dyer & Butler Ltd
Alan Whiteside	Operations Director	Belfast International Airport Ltd
Patrick Whyte	UK Editor	Skift
Chris Wilson	Head of Terminal Operations	Birmingham Airport
Glen Wilson	Head of Aerodrome Operations	Birmingham Airport
Stewart Wingate	Chief Executive Officer	London Gatwick Airport
David Winstanley	Chief Operating Officer	Birmingham Airport
Rick Wojcik	Business Development Director	SITA
Shaun Woods	Airport Manager	Durham Tees Valley Airport
Michael Woodworth	Area Manager	Cu Phosco Lighting
Nick Yell	Project Manager	Tarmac

*This list is correct of 17/10/17. Any delegates registered after this date will not be included on this list

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The Airport Operators Association & ITN Productions present

AIRPORT MATTERS 2017

The AOA and ITN Productions have produced a news and current affairs-style programme presented by national newsreader Natasha Kaplinsky. 'Airport Matters 2017' explores the challenges, procedures and future of aviation and airports as well as bringing to life the innovations that are pushing this industry forward.

Launching at the AOA Annual Conference, Exhibition & Awards Dinner 2017 on 30th October 2017 and playing throughout the event.

To watch the full programme visit:
<http://www.aoa.org.uk/>

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AOA BUSY AT PARTY CONFERENCES



Luton South MP, Gavin Shuker, at the Labour event.

AOA Chief Executive, Karen Dee, was part of a panel of speakers at both events. She discussed the Aviation Strategy, surface access, airspace modernisation and Brexit at the Conservative fringe. The Labour event had a greater focus on the Brexit negotiations, though she also dealt with Air Passenger Duty, airspace modernisation and the need for the Government to publish updated growth forecasts.

The autumn 2017 party conferences gave the AOA a good opportunity to lobby Conservative, Labour and Liberal Democrat politicians on Brexit, the Aviation Strategy, Air Passenger Duty and airspace modernisation.

Joining forces with ABTA, the travel association, the AOA organised dinners at the Labour and Conservative conferences, which brought together MPs, peers and representatives of airports, airlines and tour operators. Aviation Minister, Lord Callanan, and Tourism Minister, John Glen, both attended the Conservative conference dinner.

“Joining forces with ABTA, the travel association, the AOA organised dinners at the Labour and Conservative conferences, which brought together MPs, peers and representatives of airports, airlines and tour operators.”

The two organisations also teamed up to organise fringe events on the theme of aviation and tourism, with Mid Worcestershire MP, Nigel Huddleston, attending the Conservative event and

In addition to a series of meetings with Shadow Ministers and other MPs, she also attended separate fringe events organised by Gatwick, Heathrow, London City and Manchester Airports Group.



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DIARY DATES 2018

AOA Annual Dinner

Tuesday 6 March 2018

Security Conference 2018

Monday 30 April – Tuesday 1 May

UK Airports Safety Week 2018

Monday 14 – Sunday 20 May

Operations & Safety Conference 2018

Monday 18 – Tuesday 19 June

AOA Annual Conference, Exhibition & Awards Dinner

Dates TBC



For information on any of the above please email:
clairehumphries@aoa.org.uk or telephone 020 7799 3171

CAMILLA OPENS ABERDEEN DEVELOPMENT

HRH, The Duchess of Rothesay (as Camilla, Duchess of Cornwall is officially known in Scotland), has officially opened **Aberdeen Airport's** new extension building.

Declaring the new building open on 4 October, she said: "This is a beautiful part of the world and, I may be biased, but I'd say it is my favourite airport. The service is always fantastic for my family and friends. It is an enormous pleasure to be here and congratulations on all the hard work that has gone into the transformation".

"This is a beautiful part of the world and, I may be biased, but I'd say it is my favourite airport."

The Duchess was given a guided tour of the new extension, including the new Northern Lights Executive Lounge and the 50% increased space for international arrivals.

Airport Managing Director, Carol Benzie, said: "The completion of this extension marks the most significant milestone in our history since the current terminal building was opened in 1976. At completion in 2019 the terminal transformation project will deliver an international airport facility from which all in the North East region of Scotland and beyond will benefit".

A bigger and improved central search security area and new retail space will open in summer 2018 and 2019 will see the opening of more retail and catering outlets and a more spacious departure lounge.



TOURISM PARTNERSHIP FOR BRISTOL AIRPORT

Bristol Airport has announced a three-year partnership with the UK's national tourist agency, Visit Britain, to promote South West England to overseas visitors.

The South West features globally famous tourism destinations including Stonehenge and the World Heritage City of Bath. The joint marketing fund being created will initially focus on France, reflecting the airport's scheduled services to 13 French cities.

Nigel Scott, Business Development Director at the airport, said: "Research tell us that visitors flying directly to the South West stay in the region for longer and spend more money than those who arrive through other gateways".



Visit Britain Commercial Director, Carol Dray, said: "Having invested more than £160 million in new infrastructure and facilities since 2010, Bristol Airport is well-positioned to promote positive first impressions to passengers visiting the UK".

Bristol Airport has been celebrating 60 years on its current site this year and will shortly be launching an updated Master Plan for the airport that will cover its plans for the next two decades.



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GATWICK HOSTS RECORD-BREAKING ROUTE



The world's longest route operated by a low-cost airline has been launched at **Gatwick Airport**.

On 28 September **Norwegian** launched its first Asian route from Gatwick, the 6,764-mile link to Singapore. A brand-new Boeing 787-9 Dreamliner aircraft

will operate the 12 hours 45 minutes flight four times a week with fares as low as £150 one-way.

Gatwick's CEO, Stewart Wingate, said: "Norwegian has raised the bar by introducing the world's longest low-cost long-haul route between Gatwick and

Singapore. Singapore is a significant addition to Gatwick's 60-strong long-haul route network. Services in both directions are likely to be very popular both with tourists and business travellers flying between two of the world's top financial centres".

APD CUT IN SCOTLAND DELAYED

The **Scottish Government** has announced an indefinite delay in its plans to cut Air Passenger Duty in Scotland.

Finance Secretary David Mackay said that the Government could not move forward with a plan to cut the tax by up to 50% in Scotland from next April because of legal concerns relating to the need to secure European Commission approval for the continuing exemption

from the tax of journeys from airports in the Highlands and Islands.

He blamed the "mess" on "foot-dragging" by Ministers at Westminster, who need to apply for a State Aid exemption, but Opposition politicians in Scotland said that was an excuse to avoid trying to move forward on a plan which the Scottish Greens, whose support is needed at Holyrood for votes on Budgets in Scotland, oppose.

Edinburgh Airport Chief Executive, Gordon Dewar, said it was his understanding that the Highlands and Islands exemption was unlikely to be challenged by the European Commission, adding: "We are naturally frustrated, as this is a conversation we have been having for far too long without any meaningful outcome and the tourism industry continues to miss out on the benefits of this cut".

NEW RESEARCH CENTRE TO “SHAPE THE FUTURE OF AIRPORTS”

A new £65 million **Digital Aviation Research and Technology Centre** is to be built at **Cranfield University**, providing research facilities unrivalled in Europe.

The Centre will, among other things, look at how to increase the efficiency of airports through technological advances.

Funding will be provided by a consortium of leading aviation and aerospace companies, including Thales, Raytheon, SAAB and Boeing, as well as the University. The centre will also benefit from £15.5 million of Government funding.

University Vice-Chancellor, Professor Peter Gregson, said: “This is a fantastic example of business, academia and government coming together to create world-leading research facilities. The construction of the centre will see Cranfield offering the leading aerospace and aviation research facilities in Europe which will develop solutions for the aviation sector in the 21st century”.

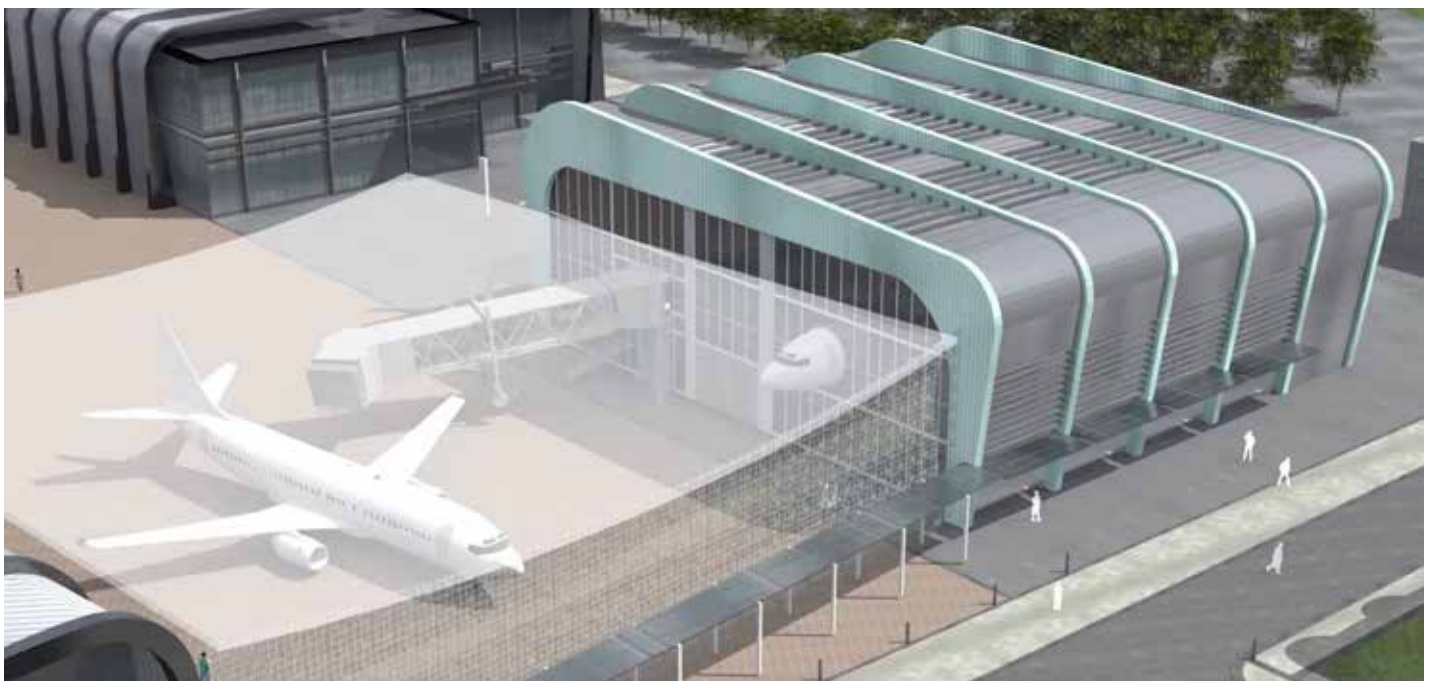
Director of Transport Systems, Professor Peter Braithwaite, said: “The centre will greatly advance the application of new innovative technologies within the air transport sector. Here at Cranfield we are shaping the future of airports through the power of our research capabilities. The implementation of new novel technologies has the capacity to transform the way air transport operates, bringing greater efficiency and heightened safety”.

He explained that digital aviation means in essence “harnessing the power of the data we can take from sensors and from people to make aviation more efficient. It is everything from, at one end, trying to make maintenance a process that is much easier to do, to diagnosing faults on aircraft – we can do that much more

efficiently and much more quickly – to, at the other end of the spectrum, improving the passenger experience as they travel through the system. I don’t think there is anywhere else you can do something like this in Europe and possibly the world. I think we are really building something here that is unique. Globally it puts Cranfield in a hugely strong position”.

Meanwhile, the Vice-Chancellor and Johan Klintberg, CEO of Saab Digital Air Traffic Solutions, have also confirmed that Saab will deliver a state-of-the-art digital control tower for Cranfield Airport. The cutting-edge technology will offer a live feed of panoramic views across the airfield to serve the airport and to enhance the University’s research capabilities.

“Cranfield is a fantastic example of business, academia and government coming together to create world-leading research facilities.”



GREEN LIGHT FOR UNIQUE AIRPORT COLLEGE



Stansted Airport and Harlow College have received planning permission for a new £11 million technology skills college at the airport.

The two-storey facility, the first of its kind at a major UK airport, has received £3.5 million in grants from the South East Local Enterprise Partnership and Essex County Council.

Courses offered will be designed to bridge the general skills gap in science, technology, engineering and maths, as well as aircraft and airport engineering, hospitality and customer service.

To achieve its growth plans over the next decade Stansted will need skilled on-site workers with the type of qualifications

“Securing, developing and retaining the right talent and skills at a growing airport like Stansted is critical to our business.”

offered by Harlow College. Each year more than 500 people are expected to train at the college, which is due to open in autumn 2018.

Stansted CEO, Andrew Cowan, said: “Securing, developing and retaining the right talent and skills at a growing airport like Stansted is critical to our business, our 200-plus on-site business partners and the long-term prosperity of the region. This facility will help

to address the growing skills gap in engineering and customer service and develop a pipeline of employees fit for growth at the airport over the next decade”.

Councillor Kevin Bentley, Deputy Leader of Essex County Council, said: “The technical college will be a beacon of hope and education in West Essex and will set a standard and example to the rest of the UK”.



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