

# THE AIRPORT OPERATOR

THE OFFICIAL MAGAZINE OF THE AIRPORT OPERATORS ASSOCIATION

## LONDON CITY AIRPORT

*Robert Sinclair's plan*

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THE VOICE OF UK AIRPORTS  
**SPRING 2018**

### *Features*

**DISRUPTIVE PASSENGERS**  
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**Jeff Bevan**  
Policy & Public Affairs Officer

**AIRPORT OPERATORS ASSOCIATION**

3 Birdcage Walk,  
London SW1H 9JJ  
United Kingdom

T: +44 (0)20 7799 3171  
E: info@aoa.org.uk  
F: +44 (0)20 7340 0999  
W: www.aoa.org.uk

**Michael Burrell**  
Editor

**THE AIRPORT OPERATOR  
MAGAZINE IS PRODUCED BY**

**genium**

**Shimon Speigel**  
Creative Director

**Jessica Horton**  
Graphic Designer

**GENIUM**  
Studio 27  
Quadrant Business Centre  
135 Salusbury Road  
London NW6 6RJ

T: +44 (0)20 7089 2622  
E: hello@geniumcreative.com  
W: www.geniumcreative.com

## ED ANDERSON

### *Introduction to the Airport Operator*



*A very warm welcome to the spring edition of The Airport Operator, published to coincide with our 2018 Annual Dinner at London's Grosvenor House Hotel.*

We are delighted to have so many distinguished guests from across the aviation sector at what is the largest networking dinner in the aviation calendar and especially pleased to have secured the new Aviation Minister, Baroness Sugg, as our keynote speaker.

She joins us at a time when Government policy has rarely been so important for the continuing success of UK airports, with two big issues dominating her and our agenda: Brexit and the Government's consultation on a new Aviation Strategy.

On Brexit we have been liaising closely with the Department for Transport where there is a clear understanding of the important issues at stake, both in terms of traffic rights and air services agreements and aviation safety, where the key issue is whether and how the UK could continue to participate in the work of the European Aviation Safety Agency.

Our approach to the subject is to urge both sides of the negotiations to have at the front of their mind not the interests of airlines or airports, but of our customers, the passengers. It is by continuing to put their interests first, as the EU and the UK together have done so successfully in the past, that we will secure the right outcomes.

The principles may be clear, but the devil is in the detail and it is all quite complicated, but we are here to help. So, in this issue you will find a handy guide to Brexit and UK aviation by the AOA's in-house expert, Henk van Klaveren. Henk seeks to answer all the questions that you have on the subject but were afraid to ask.

The next few months will be crucial for the development of the Government's Aviation Strategy, with a series of consultations, beginning with one this summer on the consumer journey, safety and security, followed by an autumn consultation on sustainability issues, including noise, and a consultation early next year on trade and market access.

We look forward to hearing more about emerging Government thinking during the early summer and we will be responding in detail to each of the consultations to ensure that the Strategy is based on a detailed understanding of the challenges and opportunities facing UK airports.

One of the points that we will certainly be emphasising is that the Strategy needs to take proper account of perspectives reflecting the whole range of our airports, from the largest to the smallest, from passenger to freight and including General Aviation. It is a point that is underlined elsewhere in this issue by one of our Board members, Andrew Bell, Chief Executive of Regional and City Airports, who stresses the vital role that smaller airports play in our overall aviation eco-system.

At the other end of the airport scale, you can read the inside story on the consultation exercise on expanding Heathrow.

Elsewhere in this issue you will find articles about recent developments at some of our world-leading airport suppliers. I hope that you will find much that is of interest to you and I look forward to seeing many you at our 2018 Annual Dinner.

*Ed Anderson, AOA Chairman*

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# A GROWING LONDON AIRPORT FOR THE 21ST CENTURY

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*Robert Sinclair may only have been in post as CEO at London City Airport for four months, but he is already planning “a bolder, more ambitious vision” to take the airport to the next level*

**H**is precise and measured language during an interview at London City's Aviation House fails to disguise his excitement at the "scale of the opportunity" presented by the airport's £480 million four-year investment plan.

Work has already started on the development programme – "the largest development ever in the history of the airport". Crucially it will include a new parallel taxiway, as well as new aircraft stands, that will enable the airport to increase flight frequency and open the possibility of longer-range destinations using quieter, more fuel-efficient next generation aircraft. Extensions to the airport terminal will add space (including for possible new Border arrangements post-Brexit) and create world-class terminal facilities, but without compromising London City's prized speedy check-in and arrival – which Sinclair characterises as "a core part of our USP".

In parallel, work will proceed on the installation of a digital air traffic control tower, the first in the UK,

which will be operational from 2019. State-of-the-art cameras on a newly constructed tower will deliver live views of the airfield via super-fast secure fibre connections to a new NATS control room in Swanwick, Hampshire.

It is 30 years since London City's first full year of operation, when total passenger numbers were just 133,000. Today 11 airlines carry four and a half million passengers a year to 45 destinations, with Sinclair anticipating numbers rising above five million by 2020 and the development programme enabling the airport to accommodate six and a half million passengers.

With an additional runway at Heathrow still several years' away, London City's expansion will bring new capacity into the London market at a crucial time. Initially the focus will be on adding connectivity to key European destinations, but in the longer term the airport expects to target new destinations on the US East Coast, in the Middle East and Russia. For now, thanks to KLM, Amsterdam is London City's single busiest route, closely followed by Edinburgh, Dublin, Zurich, Milan and Frankfurt.

That destination mix reflects the close connection between the airport's success and the health of

*"Airport CEOs are largely figureheads. They may be the public profile of an airport, but an airport's success is very much delivered by all of the staff and business partners coming together as one team to provide a seamless service for the passenger"*



the UK's financial services market, particularly those parts of it based in Canary Wharf, just ten minutes from the airport, and the City of London, with Bank station only 22 minutes from the airport on the Docklands Light Railway. The metaphor that Sinclair uses is that "our very close proximity to the financial services market means that if it sneezes we will catch a cold, although on the other hand the establishment of new offices in the key financial centres in Europe could well deliver a major boost for our business traffic".

Not surprisingly, in that context, Sinclair is keeping a very close eye on the progress of the Brexit negotiations and especially on the possible implications for financial services. It is against that background that he continues to campaign to persuade the Government to cut Air Passenger

Duty, which he describes as "a major brake on connectivity for both the leisure and business market".

His mention of the leisure market reflects recent developments which are beginning to transform the passenger mix at London City. Taking the whole of 2017, about 48% of passengers were leisure passengers, but in the third quarter, for the first time in the airport's history, there were more leisure than business passengers. Sinclair attributes this growth in both outbound and inbound leisure traffic to a combination of growth in the route network and the increasing take-up by key airlines of off-peak slots for leisure destinations.

He joined London City Airport from Bristol, which, like many regional airports, has a higher dependence

on leisure traffic. Asked for his first impressions of London City, he says: "You study airports for their differences and London City is more different than most. The scale of the opportunity here to bring new capacity into the London market is immense, even though we face some constraints because of the position of our runway (between the Royal Albert and King George docks) and our built-up neighbourhood, which imposes operational and noise restrictions".

Airport operations are limited on weekdays to between 06.30 a.m. and 10 p.m. and at weekends the airport is closed between lunch-time on Saturday and lunch-time on Sunday. Although this can have



the effect of limiting the operations of some airlines and current destinations, Sinclair is confident that growth can be achieved thanks in part to a new generation of quieter aircraft.

Another first impression that Sinclair is keen to mention is the depth and breadth of the airport's connections to its local authority, the London Borough of Newham, and to the local community. The airport is the Borough's largest private sector employer and, of the 2,000 employees working at the airport, almost two thirds live in East London.

He also emphasises how grateful he is for what he has inherited from his predecessor as CEO, Declan Collier, who secured planning permission for the airport's development and recruited and retained the high-quality team that will execute the development programme. Sinclair says that he has his own style ("I consider myself as a Jack-of-all-trades and master of none, with a great deal of interest in all of the aspects of an airport and I am a big believer in the importance of building great teams and airports having a really clear vision of what

they stand for") but is also conscious that "airport CEOs are largely figureheads. They may be the public profile of an airport, but an airport's success is very much delivered by all of the staff and business partners coming together as one team to provide a seamless service for the passenger".

Looking ahead, he picks out two possible changes which could benefit the airport and be welcomed by passengers. The first is the opportunity that Brexit presents to reintroduce duty-free sales for intra-European travel, suggesting that "it would make perfect sense for duty-free to be offered for flights from the UK to the EU27" and that this would represent "a significant opportunity for the airport and its customers".

The second is around further improvements to the airport's surface access, crucial for London City, where 70% of passengers already arrive by public transport. Plans are in place to improve Docklands Light Railway capacity over the next three to four years and the opening of the Elizabeth Line (otherwise known as Crossrail) in December will cut journey times

from central London to less than half an hour – 17 minutes from Paddington to Canary Wharf and a further 10 minutes to London City. Frustratingly, even though the new line passes close to the airport, there will initially be no stop at the airport. Instead passengers will have to transfer at Customs House or at Woolwich, which are both five minutes' away. Sinclair says that securing an Elizabeth Line station at the airport is "on our to-do list" and the airport is currently carrying out a feasibility study. He seems optimistic that success will eventually be achieved, while acknowledging that this will be several years' away.

Concluding the interview, Sinclair re-emphasises how much he is looking forward to helping to achieve the transformation of London City to "a truly 21st century airport that serves the best city in the world". To the suggestion that it sounds like a lot of fun, he settles instead for "exciting", as the best description of how he feels right now about his new role as CEO of the closest airport to central London with the greatest opportunity for rapid growth. ■





# AIRPORTS ACT TO DEAL WITH DISRUPTIVE PASSENGERS

*Evidence is emerging that action by UK airports to deal with disruptive passengers is starting to have a positive effect.*

The most recent data from the Civil Aviation Authority indicates that, while passenger numbers at UK airports rose by 6% in 2017, the number of disruptive incidents remained stable. In 2016 there were just over 400 incidents nationally across 268 million passengers.

Airports reporting and sharing success credit pro-active campaigns, a team approach (involving airlines, retailers, caterers and police) and early reporting of incidents.

Gatwick Airport, for example, says that its evolving proactive campaign, Operation Disrupt, has led to a sharp increase in the early reporting of incidents from front line staff which has enabled preventative action to be taken. The results have been a decrease in reported on-board incidents of disruptive passengers and a safer working environment for both staff and passengers, with incidents of disorderly or drunken behaviour equating to just 0.0003% of total passenger numbers.

The pace, scale and effectiveness of activity to deal with the problem has increased considerably since the publication in 2016 of the UK Aviation Industry Code of Practice on Disruptive Passengers. Airport staff across the country are working every day with food and beverage operators, duty free operators, handling agents, airlines and the police, with problem passengers tracked from the terminal entrance to the boarding gate.

*“A crucial element in implementing the code of practice is the education, training and support of all staff who interact with passengers. Conflict management training helps staff to identify, pre-empt, de-escalate and manage any disruptive passenger behaviour they may encounter.”*

Examples of good practice include intelligence-led and high visibility patrols to enable early intervention, with staff across the airport encouraged to report the details of any potential incident to a central control room. As a result, information including passenger description and flight details can be easily shared with staff across the airport. Airport staff and police patrol the drop-off area and visit boarding gates ahead of potentially problematic flights.

A crucial element in implementing the code of practice is the education, training and support of all staff who interact with passengers. Conflict management training helps staff to identify, pre-empt, de-escalate and manage any disruptive passenger behaviour they may encounter. Senior staff members work on shifts before higher risk flights.

On the sale and consumption of alcohol, airports are communicating the detail and significance of the

Code to all retail partners, with duty free staff being required to remind passengers that the alcohol they buy is for export only and cannot be consumed either at the airport or on board an aircraft. Airport concessionaires are required to report any behaviour that may be cause for concern immediately. World Duty Free are using stickers to seal the bags of passengers on high risk flights. For some routes boarding cards of those passengers buying alcohol are stamped to allow the checking of the purchase at the gate so it can be placed into the aircraft hold.

All of this is backed up with programmes to educate and communicate with passengers what disruptive behaviour is and why it is unacceptable. Clear messaging on the consequences of disruptive behaviour are displayed across airports, from bars and restaurants to forecourts and gate rooms – helping to ensure a safe and enjoyable journey for the great majority of passengers. ■



# LEONARDO PROMOTES UNIQUE BAGGAGE HANDLING SYSTEM TO UK AIRPORTS

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*Italian high tech giant, Leonardo, is launching a new push to sell its revolutionary baggage handling system to UK airports following its success at Rome Fiumicino.*

**T**he system, able to handle both outbound baggage and baggage in transit fully automatically, is one of the most advanced in Europe in terms of automation and baggage inspection capacity. Installation of the company's cross-belt system at the Alitalia and international terminals at Italy's largest airport has cut costs, enhanced security and catapulted Fiumicino to the top of the continental Europe league table for speed of baggage delivery.

Leonardo has plans for a major promotional campaign at this year's passenger terminal expo in Stockholm from 20 to 22 March.

Ahead of the Swedish conference and exhibition, Leonardo gave Airport Operator a tour of the

*“The new system is based on an innovative technological infrastructure that receives a bag when it is accepted at check-in and allows airport staff to follow its progress constantly until it is passed on to the designated airline handler”*

giant new baggage handling systems installed in 2016 at the Alitalia-Etihad Terminal 1 and the international Terminal 3.

The most striking features are the sheer scale, capacity and accuracy of the automated systems that rely on a unique cross-belt handling proprietary technology where lack of friction is the key to both high performance and low cost.

The new system is based on an innovative technological infrastructure that receives a bag when it is accepted at check-in and allows airport staff to follow its progress constantly until it is passed on to the designated airline handler. The giant system in Terminal 1, home to Alitalia, Air France, Delta, Etihad and KLM, is nine kilometres long and covers 40,000 square metres. It can easily reach the overall capacity of



*“The most striking features are the sheer scale, capacity and accuracy of the automated systems that rely on a unique cross-belt handling proprietary technology where lack of friction is the key to both high performance and low cost.”*

10,000 bags per hour required by Aeroporti di Roma, thanks to the 6,000 bags per hour capacity of each of the three sorters. On an average day it handles over 22,000 bags. It also includes an Early Baggage Storage system for 2,400 bags.

The security check technology is also particularly advanced, combining the automatic X-ray analysis of baggage with visual analysis by an operator to whom the machine provides a high-resolution 3D image. It allows

detailed examination of the baggage without slowing down sorting times. EU legislation requires all hold baggage screening in Europe to be equipped with European Civil Aviation Conference (ECAC) Standard 3-approved explosive detection systems by 1 September 2020.

Alberto Galli, airport sales manager at Leonardo, takes particular pride in the key benefits of the system, mainly the very high sorting throughput with ultimate precision, the significant energy savings, the very low maintenance and the extremely high reliability, which

ensure very low life cycle costs. It is very evident that the innovative technology ensures optimum and gentle handling for all types of bags, including those that are fragile, have high friction or sticky surfaces, prominent wheels or irregular shapes.

Asked what he thinks is the unique selling proposition of Leonardo's baggage handling technology, Galli singles out low OPEX cost: "The key point of our technology, which is the only cross-belt sorter currently installed in the market, is the low cost of operation and maintenance. There is no question that it is the most advanced in terms of energy saving and maintenance costs".

While those factors were important for Aeroporti di Roma, their spokespeople also highlight the passenger benefits, including the huge increase in the speed of

*"The key point of our technology, which is the only cross-belt sorter currently installed in the market, is the low cost of operation and maintenance. There is no question that it is the most advanced in terms of energy saving and maintenance costs"*

baggage delivery. In two years Fiumicino has leapt from the bottom of the continental Europe league table for speed of baggage delivery to the very top.

The total investment made by Aeroporti di Roma in the new baggage handling system was €30 million. It was part of a wider infrastructure investment programme designed to improve the passenger experience at Fiumicino. Prior to the investment, the airport was in last

place among large European airports in ACI's official quality rankings, which are based on passenger interviews. Since 2016, following the investment, the airport has for the first time ever taken first place in those quality rankings, ahead of Paris, Munich, Madrid and London.

Leonardo's baggage handling systems already operate in Geneva and Basel-Mulhouse and are currently being deployed in Paris Orly, Lyon, Kuwait and Islamabad. ■

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# THE NORTH'S GLOBAL GATEWAY

*Manchester Airport CEO, Andrew Cowan,  
answers questions from Airport Operator*

## HOW IS RUNNING MANCHESTER AIRPORT DIFFERENT FROM RUNNING STANSTED?

They're both big airports that have their own individual challenges and I hugely enjoyed my time at Stansted. Where Manchester differs though is the scale of the operation with three terminals, two runways and a wider variety of carriers. It's great to be back leading Manchester at one of the most exciting times in its 80-year history as we continue to develop our long haul network and also transform the airport through our £1bn programme.

## CAN YOU GIVE AN UPDATE ON THE PROGRESS OF THE MANCHESTER AIRPORT TRANSFORMATION PROGRAMME?

Six months into the building work and progress is already quite evident across the site. The western side of Terminal 2 has been demolished and the steelwork for the first pier is now complete, as well as progress on groundworks for the airfield extension to create new stands and taxiways. As the year continues we'll start to see the pier being fitted out and connected to the terminal, the steelwork for the new terminal extension being erected, airfield works to deliver new stands and a new multi-storey car park all progressing.

## WHAT DO YOU FORESEE FOR THE AIRPORT'S PASSENGER NUMBERS?

We're confident that passenger numbers will continue to grow over the coming years at Manchester. We have seen the likes of Jet2.com, Ryanair, Thomas Cook Airlines, TUI and easyJet backfilling the lost capacity from Monarch's collapse. We're also continually speaking to new airlines who see the potential to fly from Manchester with over 22million people in our catchment area. We have also seen a massive growth in long-haul from Manchester in the last few years, with the addition of San Francisco, Boston, Beijing and Seattle. Long haul is a key growth market for us and one we will continue to pursue.

## HOW IS THE MANCHESTER - BEIJING ROUTE DOING?

The Beijing route has surpassed all expectations so far and Hainan Airlines is delighted with its performance. Passenger numbers in the first year of operation were already 15% up on what was predicted and during the summer months it went to a daily service.

After the one-year anniversary of the route we conducted a wider study into the benefits the Beijing route has brought to the region. The study revealed that in its first year of operation the Manchester-Beijing air route, operated by Hainan Airlines, has driven a significant increase in exports,

inward investment, and international student numbers into the North.

In addition, the direct flights have delivered a substantial increase in the number of inbound tourists to the North, with many lured by the region's natural and historic attractions, luxury shopping sites and Premier League football teams.

## THOMAS COOK AIRLINES WILL LAUNCH A NEW ROUTE FROM MANCHESTER TO SEATTLE IN MAY. HOW IMPORTANT IS THAT AND YOUR OTHER US DESTINATIONS TO MANCHESTER?

The new route to Seattle further opens up the West Coast of America for our passengers after the launch of San Francisco and LA flights over the last couple of years. The USA continues to be hugely popular and we have seen that the launch of more direct services has really driven demand.

## HOW IMPORTANT IS THE LONDON HEATHROW LINK TO MANCHESTER AND WHAT IMPACT WOULD EXPANSION AT HEATHROW HAVE ON MANCHESTER?

We know that passengers would always rather fly direct from their local airport, and that's why we work so hard to develop our network of long haul routes. That's probably the biggest factor behind the steady decline in the number of passengers using the Heathrow link.

As the Secretary of State for Transport, Chris Grayling MP, said when he visited us last year, Manchester Airport is the North's global gateway and plays a huge role in driving the Northern Powerhouse forward. The next 10 years will be crucial for the UK economy and for rebalancing economic growth. So we need Government and politicians to focus on what they can do now to support growth and improved connectivity – and be willing to take an active and hands-on approach to working with airports right across the UK to connect Britain to the world. For too long now, the political focus has been on expanding Heathrow and that has to change

### **WHAT ARE YOUR PRIORITIES FOR FUTURE ROUTE DEVELOPMENT?**

We know that there is significant demand for further routes to China, Asia, India and the USA, and we will continue to work with airlines to connect Manchester to key strategic markets across the globe. But as a country we need to do something about APD, which is essentially a tax on connectivity. At a time when Britain is looking to become more global, we need to be encouraging more new services not taxing them in a way that pushes airlines to take their planes elsewhere.

### **WHY HAVE YOU PLACED SO MUCH EMPHASIS ON THE AVIATION STRATEGY AND WHAT WOULD YOU LIKE TO SEE INCLUDED IN IT?**

It has never been more important for people and businesses across the whole country to have easy access to global markets. We are demonstrating our commitment to providing this with our £1 billion investment in transforming Manchester Airport, which is underway now.

At the same time, it is vitally important that the Government plays its part in unlocking the North's full potential. Better international connectivity into and out of the region will plug investors directly into the Northern Powerhouse –

stretching from Liverpool to Leeds and Sunderland to Stoke – and offer great access to global markets.

As well as a solid commitment to infrastructure investment across the North, we need Government to continue to see the strategic opportunity to develop Manchester as a key part of its National Aviation Strategy – one that would be capable of making a profound contribution to the vision of a globally competitive Northern Powerhouse.

The Government has for far too long concentrated on Heathrow and needs to look at airports like Manchester with spare capacity to play their part. It'll be at least ten years before any additional runway capacity is built in the South, so the Government needs to make the most of the airports who already have it in the short term. For example, Manchester is currently on 27.8m passengers, however we have the capacity for 55m. So with real Government focus and commitment we can make a difference right now, not in a decade when a new southern runway might be built.

### **HAS BREXIT HAD AN IMPACT ON THE AIRPORT AND ARE YOU CONCERNED ABOUT ITS IMPACT OVER THE NEXT FEW YEARS?**

We've not seen any dip in demand for flights from Manchester since the referendum. European destinations represent roughly 70% of Manchester's traffic and demand remains strong – just as importantly though we're seeing an expansion of non-EU flights including long haul, with the North of England becoming an increasingly important inbound destination from China, the Middle East and America.

What we, along with every other UK airport is looking for, is some certainty for our passengers and our airlines that they will enjoy the same benefits of access to Europe post-Brexit, that they do today. We want passengers to book with confidence and airlines to continue growing their routes into the UK.

What we need is an interim deal on aviation as soon as possible. This would see us through a transitional period post Brexit and allow time to find a final solution. Unlike other industries, we don't have an equivalent to World Trade Organisation rules to fall back on.

### **HOW WOULD YOU DESCRIBE THE AIRPORT'S ROLE IN THE ECONOMIC DEVELOPMENT OF THE NORTH OF ENGLAND?**

Manchester Airport is the UK's global gateway in the North and is now one of Europe's top 20 airports, at a time when the North is increasingly competing strongly with the world's most significant economic powerhouses.

We offer flights to more than 210 destinations as airlines from all corners of the world embrace the strength and diversity of the Northern market. That means people within our catchment – stretching from North Wales to Humberside, and from the Midlands to the Scottish Borders – have more choice than ever before, whatever their reason for travel. And it means businesses are being given better access to the global markets that will unlock their full potential, by exporting to new customers and satisfying the demand for great British products in emerging economies.

This direct connectivity from the North is breaking down barriers for international investors, who recognise the potential of the Northern Powerhouse proposition, and for tourists hungry to sample our natural beauty and rich cultural and sporting heritage.

It is for these reasons that a thriving Manchester Airport is key to the growth prospects of the North, as it seeks to maximise the potential of high value sectors like technology, advanced manufacturing, energy and life sciences, all of which rely on quick and easy access to global centres of excellence – whether that's Berlin, Boston or Beijing.

It is also for these reasons that unlocking the full potential of



Manchester Airport goes hand-in-hand with creating a UK economy that is both balanced and truly competitive on the global stage.

### **WHY ARE TRANSPORT INVESTMENTS LIKE NORTHERN POWERHOUSE RAIL AND HS2 SO IMPORTANT FOR MANCHESTER AIRPORT?**

Manchester Airport needs to be integrated into plans for major road and rail investment in the North.

Doing so will ensure people and businesses in all parts of the North benefit from better access to global markets. At the same time, reduced journey times to and from the major Northern towns and cities widens Manchester Airport's catchment area, drastically increasing the demand for long haul services in the eyes of airlines.

The scheme that will arguably have the biggest impact in this regard is Northern Powerhouse Rail. Manchester Airport has been identified as a key node of the planned NPR network, with high speed direct links to the cities of Liverpool, Manchester, Sheffield, Leeds and Newcastle envisaged.

The journey time savings being aspired to with NPR will more than treble the number of people living

within two hours of the airport by public transport to around 10m.

That, in turn could lead to between 20-30 long haul routes becoming viable. If each of those brings the benefits we have seen with new services to the likes of Beijing, San Francisco and Hong Kong, then a major contribution will be made to the vision of a fully firing Northern Powerhouse that is closing the UK growth gap. It is vital plans for the design and delivery of NPR are committed to and set out at the earliest opportunity.

### **TRAVEL AGENTS HAVE AGAIN VOTED MANCHESTER "THE UK'S BEST AIRPORT". WHAT DO YOU THINK ARE THE MAIN REASON FOR THE AIRPORT'S SUCCESS?**

We were delighted to win all four of the key travel trade best UK airport awards last year. We work hard with travel agents to ensure they feel fully informed of what's going on at the airport in terms of route developments, new products and the terminal transformation.

We also run hugely popular trade events and incentives which are hugely popular with the travel trade.

### **THE ISSUE OF DISRUPTIVE PASSENGERS CONTINUES TO BE A FOCUS FOR MEDIA ATTENTION, ESPECIALLY IN THE SUMMER. HOW IS THE AIRPORT DEALING WITH THIS?**

We are firmly committed to implementing the guidance set by the UK Aviation Industry Code of Practice on Disruptive Passengers, becoming signatories to this voluntary code in July 2016. We've seen some real progress over the last two years, with closer working between all parties to address the issue.

Thankfully, instances of anti-social behaviour are rare and involve only a small number of our 27.8 million passengers and affect a tiny proportion of the hundreds of flights we handle each day.

We continue to work closely with our airlines, retailers, handling agents and Greater Manchester Police to ensure that we enforce the code of conduct and that the actions of the minority do not spoil the airport experience for the majority of our customers. ■



# BREXIT AND UK AVIATION – AN AOA GUIDE

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*While Brexit may mean Brexit, many in the aviation industry have been trying to work out what the impact could be on aviation.*

**T**he most important area of potential change is in our rights to fly to 44 other countries. Aviation is legally unique: separate from trade agreements and outside the World Trade Organisation system. Instead, countries negotiate air services agreements to provide airlines with the legal rights to fly. These are based on what are called “aviation freedoms” (see picture) and they can be very restricted (e.g. one flight a week to a specific airport only) or very liberal (anytime, anywhere).

Air transport used to be a highly regulated industry, dominated by national flag carriers. The UK was a leader liberalising this market, with success: the creation of the Single Aviation Market in the 1990s removed all commercial restrictions for EU airlines, such as restrictions on routes, the frequency of flights or the setting of fares. That means EU airlines can fly between any two points within the EU. This includes between, say, Germany and France, or between two UK cities.

So, we will need a new agreement with the EU, but not just with the EU. The Single Aviation Market extends to European Economic

*“The EU’s liberal aviation market was the catalyst for the creation of many new routes as well as the rise of low-cost carriers. Passengers can now fly to more destinations than ever for lower fares. Maintaining these benefits for passengers and the UK economy is vital for UK prosperity.”*

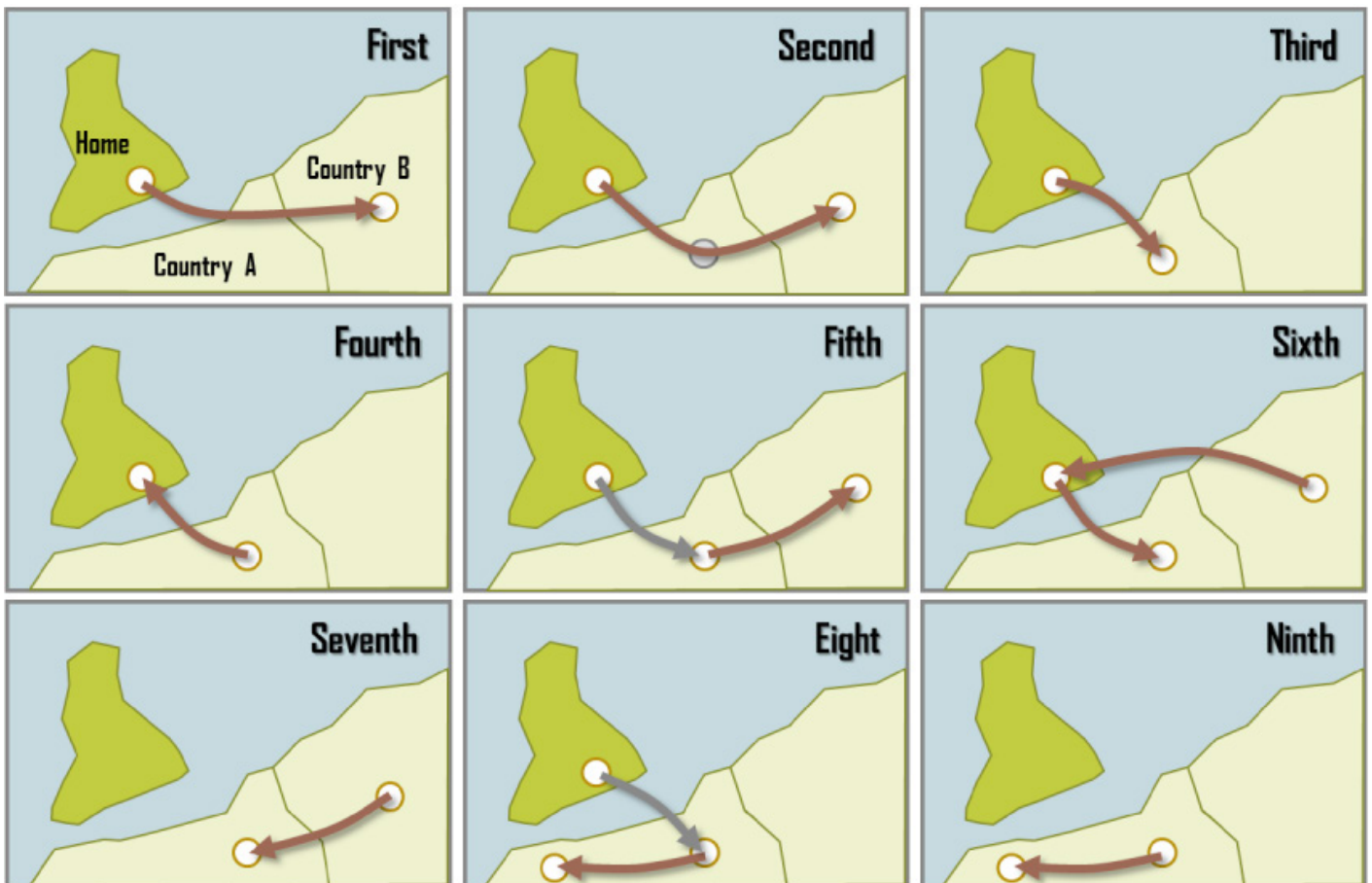
Area (EEA) countries Norway and Iceland (and Liechtenstein, but they only have a heliport). The EU has also done a deal with Switzerland, created the European Common Aviation Area to bring candidate EU-countries in the western Balkans closer on aviation, concluded European-Mediterranean Aviation Agreements with Israel, Morocco and Jordan and agreed third-country deals with the US, Canada, Moldova and Georgia. Together, these 44 countries account for 85% of the UK’s air traffic.

For all other countries that we can fly to from UK airports (111 in total), we have bilateral UK-only deals and they are all fine.

The EU’s liberal aviation market was the catalyst for the creation of many new routes as well as the rise of low-

cost carriers. Passengers can now fly to more destinations than ever for lower fares. Maintaining these benefits for passengers and the UK economy is vital for UK prosperity. That is why the AOA and European trade association ACI EUROPE want to see a deal as close as possible to today’s arrangements.

That may be a challenge: no other country outside the EU/EEA has the traffic rights we enjoy today. Switzerland gets closest; they only lack rights to fly domestically within an EU country – but, in return, they are signed up to fully implementing EU aviation rules, without a say over them. That may be too far for the UK Government. For the EU, the UK signing up to just aviation rules but nothing else may also be too far. The EU has vowed not to let the UK “cherry-pick” the good bits of EU membership.



The next big issue is the UK's role in the European Aviation Safety Agency (EASA), which, together with the US Federal Aviation Administration, is one of the dominant rule-making bodies for aviation safety globally. The UK needs to have an adequate safety regime in place and have that recognised by other countries. For example, our pilot licences or aircrafts' airworthiness need to be recognised by the countries to which we're flying.

The easiest way to achieve that is by remaining part of EASA. Otherwise the UK Civil Aviation Authority would have to set up new systems, hire more people and create UK standards. That would take time and create additional costs for UK businesses, particularly for aerospace manufacturers.

There is precedent for this: EEA countries and Switzerland are members of EASA, though they do not have voting rights. While it's

important to maintain influence over future rules, with the UK's respected expertise this may not require having a formal vote. It was welcome that the Prime Minister supported this approach in her speech on Brexit last week.

Aviation security is unlikely to be affected, as we operate more stringent measures than the EU baseline. Air traffic services are slightly complicated, given the role of EUROCONTROL, which is not an EU body. The Single European Sky is, however, an EU project, but we'd expect to align to much of it in any event. Beyond that, the issues are very similar to the rest of the UK: getting the customs regime right for air freight – an important part of long-haul routes' commercial viability and vital for freight-heavy airports like East Midlands, access to skills, etc.

Are there opportunities in Brexit? There could be, but some involve diverging from EU rules – and if we

want the traffic rights, accepting those rules may be the price to pay. Where that is not the case is the return of Duty Free shopping to EU destinations. That's currently possible for the EEA, so will be for the UK. If we can deviate from EU rules, then the end of charging APD on both legs of a domestic journey is an opportunity for regional airports. Similarly, more support for smaller airports for route-development, such as Public Service Obligations, could be possible under more relaxed state-aid rules.

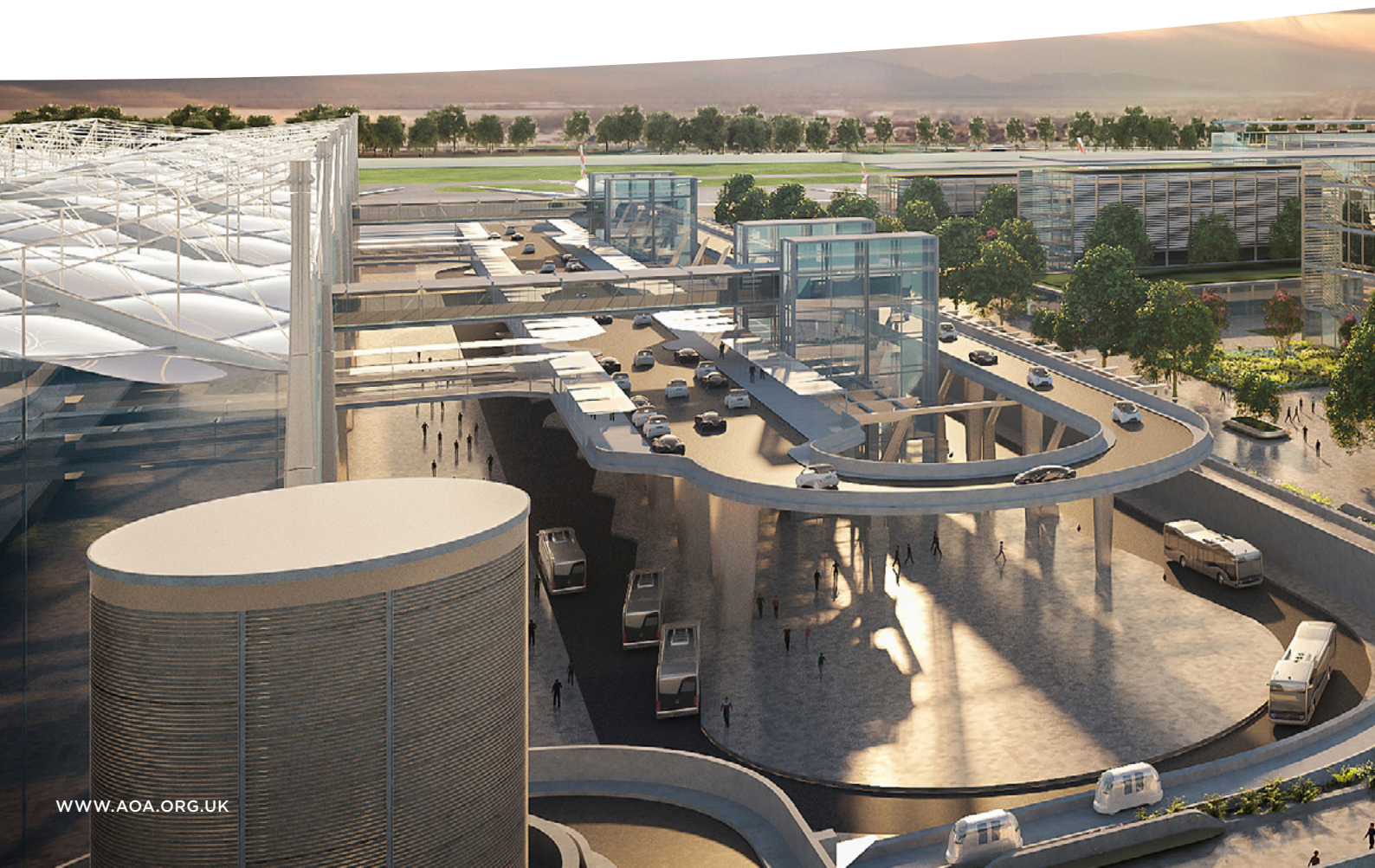
These are some of the most important areas for aviation in the upcoming negotiations. With so many factors and political and economic pressures on both sides of the negotiations, where we will end up is too difficult to predict. ■

**Henk van Klaveren** is Senior Public Affairs and PR Manager at the AOA.

# HEATHROW EXPANSION - ONE OF THE UK'S BIGGEST PLANNING CONSULTATIONS EVER SEEN

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*With Brexit on the horizon and a renewed focus on the UK's place in the world, Heathrow's **Emma Gilthorpe** says that it is more important than ever to get on with expanding Heathrow, the nation's gateway to the world*



In January, Heathrow took a major step towards delivering the extra hub capacity and launched one of the country's biggest planning consultations ever seen. The milestone was the latest in the programme that will see future generations in Britain better connected to the world and prospering, whilst making sure our plans work for our local communities and the environment. The 10-week consultation launched on the 17th January and is running until the 28th March – giving the public an early opportunity to help shape Heathrow's future and how the airport will serve local communities and the UK economy. With 40 events taking place across London, we encourage everyone to come along and learn more, making sure their voices are heard, ensuring the plan to expand is the best it can be.

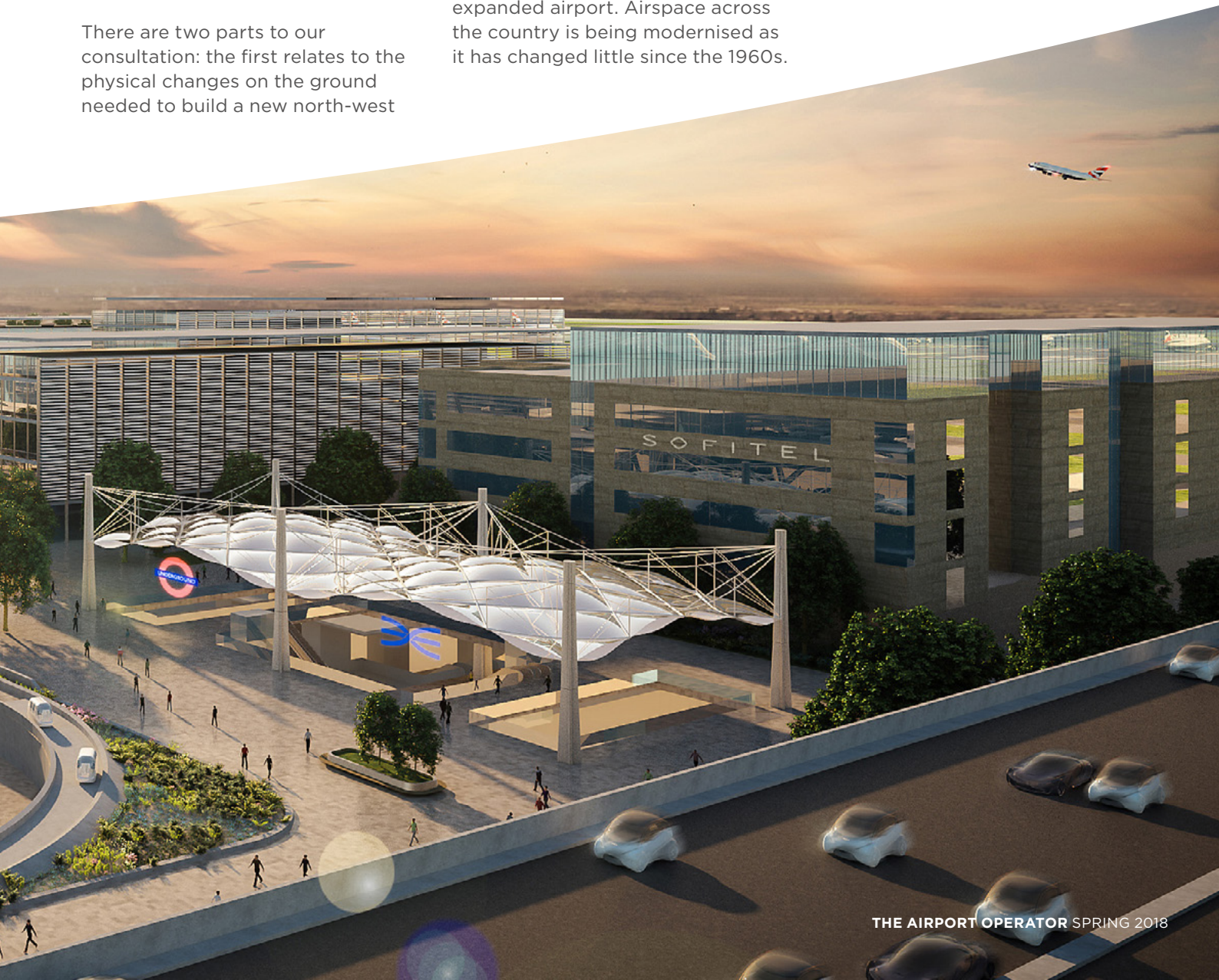
There are two parts to our consultation: the first relates to the physical changes on the ground needed to build a new north-west

*“It is about more than just a runway. It is about opportunities for our local community, inside and outside the airport's boundary. It is about securing the country's economy and connecting the whole of the UK to global growth.”*

runway and operate an expanded airport – including options on the location of terminals and aprons, the realignment of the M25 and local roads, as well as on our proposed approaches to important topics, including noise, air quality and surface access.

The second part of the consultation relates to potential principles that could apply when designing the new airspace required for an expanded airport. Airspace across the country is being modernised as it has changed little since the 1960s.

Changes to airspace will ultimately improve resilience and punctuality for passengers while reducing noise, emissions and the number of late-running flights for local communities. This is a once in a lifetime opportunity for our communities to work with us to transform the airspace around Heathrow and help to reduce noise, delays and emissions by accommodating the latest technology.





*“When the Government announced its support for Heathrow expansion it made a clear commitment to keeping Britain open for business. We want an expanded Heathrow to be the world’s best airport, ensuring that our country and its future generations have the infrastructure they need to thrive.”*

Our multi-stage consultation process is a central part of delivering our plans. This is the first opportunity for the public to feedback on our proposals since the Airports Commission and it is important that everyone has their say. It is an opportunity for anyone to share views on the options for how we expand. We’ll use this feedback to develop a preferred masterplan on which we will then seek further views in a second planning consultation, next year. We’ve used a range of methods to communicate with the public and airport stakeholders including mail-outs to 2.4 million households with information on our events, as well as setting up a dedicated phonenumber, Twitter and website. We’ve informed local councillors and MPs of our events and have arranged more in-depth briefings, on request. Heathrow has also begun engaging with a number of you on how best we can work together as an industry to modernise our airspace.

Any infrastructure project of this size inevitably will create some impacts and disruption locally, and for that, we are sorry. Heathrow is working to be a better neighbour to the communities around the airport, and wherever possible, we want to minimise the negative effects that expansion could have both during and after construction. While we’ve been working hard with local stakeholders and our airlines to reduce the cost of expansion by £2.5bn, we will not compromise on the commitments

we have made to local communities – including a world class property compensation scheme, the pledge to introduce a 6.5 hour ban on scheduled night flights and the promise to only release new capacity if air quality limits can be met.

But it’s important not to forget the reason we’re expanding Heathrow. It is about more than just a runway. It is about opportunities for our local community, inside and outside the airport’s boundary. It is about securing the country’s economy and connecting the whole of the UK to global growth. And it is about legacy – building the infrastructure today that our children will need for tomorrow.

Today, businesses across the country, from Scotland to the South West depend on the global connections Heathrow creates. With 204 routes to over 85 countries, we connect the whole of Britain to the world and drive investment back into and across the country.

Heathrow expansion will give us the opportunity to open up our airport with up to 30 new airlines currently in the queue and add up to 40 new long-haul destinations.

Expanding Heathrow is essential to ensure future generations can compete for global trade. It will create up to 180,000 new jobs and up to £187 billion in economic benefits across the country. We will double cargo capacity, support British exporters and leave an infrastructure skills legacy.

But expanding in the national interest must not come at the expense of our local communities. We want our local communities to share in the benefits of Heathrow’s growth. Expansion will create up to 40,000 jobs in the local area and create a wealth of new opportunities for local businesses. Thousands of young people will have a chance to launch their careers at Heathrow as we double the number of apprenticeships, giving the opportunity to end youth unemployment in the areas around the airport. Our Skills Taskforce, led by Lord Blunkett, will help shape our future workforce, leave a skills legacy behind, and help make Heathrow a role model for diversity and social mobility.

When the Government announced its support for Heathrow expansion it made a clear commitment to keeping Britain open for business. We want an expanded Heathrow to be the world’s best airport, ensuring that our country and its future generations have the infrastructure they need to thrive.

We need feedback – including from the aviation industry – to help deliver this opportunity responsibly and to create a long-term legacy both at a local and national level. Heathrow is consulting to ensure that we deliver benefits for our passengers, businesses across the country but also, importantly, for those neighbours closest to us too. Expanding Heathrow doesn’t have to be a choice between economic growth or the environment – we can deliver for both. This consultation is an important step in delivering expansion fairly, unlocking opportunities which will secure a prosperous future for generations while delivering our commitments. Please get involved. ■

**Emma Gilthorpe** is Executive Director, Expansion at Heathrow Airport

# NEW OWNER OF BOURNEMOUTH AIRPORT URGES GOVERNMENT TO BACK REGIONAL AIRPORTS

*Andrew Bell, Chief Executive of Regional & City Airports (RCA), is lobbying the Government to deliver an aviation strategy that recognises the key role that smaller regional airports play both in their regional economies and in “the overall aviation eco-system”.*

**R**CA, which already owned Norwich, Exeter and Coventry airports, bought Bournemouth from MAG (owner of Manchester, Stansted and East Midlands airports) last December.

Explaining RCA's decision to acquire Bournemouth, Bell said: “We have a very simple vision to develop regional airports that serve the needs of the regional community and the economy and that provide a catalyst for development. We want our passengers to experience a consistent and good quality service. We really try to focus on convenience and speed of transit.

“Our strategy for the business is to focus on helping smaller regional airports to reach their potential. Bournemouth was one that we felt had a lot going for it. It is a very important asset in the region and its attributes sit perfectly with our business model. Bournemouth was a natural and very good fit for our group”.

Bell said that Bournemouth has “huge potential that remains untapped” and forecast that improved connectivity to European destinations would drive the airport's passenger numbers from 700,000 to over a million, with more passengers choosing their local airport for leisure and business travel and to visit friends and relatives. Exeter and Norwich airports have both grown by an average of 5% per year over the last three years, with domestic and international routes, and both are profitable.

Bournemouth airport currently offers flights to 22 destinations across Europe and is a base for Ryanair and TUI, supporting 900 jobs and contributing £24 million to the local economy. It also provides a home for flight training, maintenance, repair and operations businesses and General Aviation.

Bell described the airport as “one of the South's flagship aviation hubs” and said it could look forward to

an expansion in operations under RCA ownership. He said that while Bournemouth operates in a very competitive environment, “it has strengths that other airports lack and we are going to play to those strengths”.

In addition to the airports that it owns and operates, RCA, which is the airports management division of Rigby Group plc, also holds management contracts for Solent, City of Derry and Blackpool airports. Bournemouth would be able to benefit from the division's ability to use the critical mass of the largest regional airport group in England and Northern Ireland to deliver economies of scale and specialist skills, like route development and car parking yield management, that a smaller airport would be unlikely to be able to access alone.

Bournemouth and other smaller regional airports could make an even greater contribution to UK



*“Bournemouth is a very important asset in the region. It was a natural and very good fit for our group and has huge potential that remains untapped”*

success in the future, Bell said, if the Government takes the opportunity of its consultations on a new Aviation Strategy to put right the “historic lack of recognition for smaller airports”.

With congestion both at larger airports and getting to them, smaller airports could offer a more convenient and speedy alternative. That would be good news for customers, the environment and regional economic development. In addition, regional airports across the country could become an even more important element in the wider “eco-system” of UK aviation, not least by providing a home for vital aviation businesses, such as pilot training, for which larger airports no longer have room.

There are many issues, such as Brexit and business rates, that affect UK airports of all sizes, but Bell believes that Air Passenger Duty, the cost of regulation and planning are particularly important for the future health of smaller airports.

He said that Air Passenger Duty “represents a huge challenge and is an enormous burden to overcome in the context of the viability of regional routes and particularly for domestic routes where it is charged twice”. Bournemouth currently has no domestic connectivity.

On regulation, he said that he would like to see a more tailored approach

that recognises the disproportionate impact of one size fits all regulation on smaller airports, citing the example of new security standards for baggage handling. As far as planning is concerned, he wants to see a presumption in favour of development at regional airports, recognising the broad value that airport development can bring to a region.

Bell concluded by emphasising how important it would be for smaller regional airports to lobby the Department for Transport over the coming months to make sure that the Government doesn’t focus only on aviation’s “big ticket items”. He said that Ministers and officials need to take proper account of the importance to the UK economy of airports of all sizes. Bell clearly hopes to provide one such lobbying voice for regional airports that will result in an Aviation Strategy written with the whole industry in mind. ■





# WILSON JAMES CELEBRATES SUCCESS

*Wilson James, one of the UK airport industry's major suppliers of security, business services and construction logistics, is celebrating one of the most successful years in its 25-year history.*

**W**ithin the space of twelve months, it has won a contract to provide airside security at Liverpool John Lennon Airport, become Gatwick's preferred supplier of special assistance services for passengers with restricted mobility and picked up a series of awards for its innovative logistics work at Heathrow.

Director of Aviation, Dee Thomas, attributed the firm's Liverpool triumph last September to investment in the senior management team,

lessons learned from Wilson James' customer experience at leading UK museums and a partnership approach with the airport. Another key factor, working on the basis that raising standards saves costs in the long term, has been the firm's decision to raise staff salaries, which has helped to ensure no staff departures since the new contract began last October (contrasting with the previous 6% staff loss per month).

New uniforms that are dual branded Wilson James and John Lennon

Airport also help the staff to feel part of the airport team. The partnership approach is reinforced by the firm's commitment to the issues that matter to the airport, including charity, skills training (linking to the new Wilson James Airport Security Academy in partnership with Derby College), environmental sustainability and airport safety (including the AOA's Airports Safety Week).

Since 1 February, Wilson James has been providing special assistance services at Gatwick, with the firm



having been chosen, according to Gatwick, “for its passion for service and its commitment to invest in the creation of a new and differentiating service culture for its colleagues”. Nick Barton, Head of Terminals and Passenger Service, said: “We are confident that Wilson James can deliver continued improvement in the quality of the airport’s special assistance services through investment in people, training and new equipment and also by using new technology”.

Wilson James has worked in partnership with Heathrow for 22 years and currently employs 200 staff at the airport. Its Colnbrook Logistics Centre is a vital part of the airport’s sustainability strategy and an important component in the airport’s security and logistics. The centre provides security checks for all construction vehicles going into the airport and a space for construction materials as well as reducing the number of vehicles in the airport through just in time

consolidation. It has recently upgraded its fleet of escort vehicles to 100% electric Nissan Leafs.

At the heart of the centre’s success is its state-of-the-art WJ Fulcrum delivery management system, which improves the efficiency of construction industry material delivery across the airside-landside boundary, with the result that 99% of all scheduled vehicles now make their deliveries on time or early. For every 3.6 vehicles delivering to the consolidation centre, only one goes out to the airport, which reduces construction traffic by 72%.

John Spottiswood, Wilson James Director of Heathrow Logistics Integration, says that the consolidation centre is unique to Heathrow, a symbol of the airport’s commitment to environmental sustainability and “gives Heathrow the edge on the customer experience.” He emphasises the importance that the airport places on ensuring that day-to-day construction work is, in effect, invisible to the passenger, which, he

says, means that “if we are doing our job well, no one knows about it”.

Fortunately, Heathrow knows about it, which explains why last autumn it awarded Wilson James the Heathrow Clean Vehicles Partnership’s first ever Leadership Award and made Wilson James its CVP Champion 2017, with Matt Gorman, Heathrow Director of Sustainability, commenting “We rely on the innovation of partners like Wilson James to keep driving forward sustainable change and to fulfil our ambition to reduce nitrogen dioxide emissions from airside vehicles by 50% by 2020.

The logistics centre is only one element of Wilson James’ work at Heathrow, which, in addition to security services, also includes running Heathrow’s VIP chauffeur service and its children’s play areas, where trained company supervisors ensure that a child’s play area experience is educational, entertaining and safe.

A few weeks’ after the awards for its logistics work, Wilson James also picked up the Partner of the Year at the Team Heathrow Partnership Awards, as well as the “Treating Everyone with Respect Award”. ■

*“We are confident that Wilson James can deliver continued improvement in the quality of the airport’s special assistance services through investment in people, training and new equipment and also by using new technology.”*

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## KEHOE JOINS REALTIMEKNOWLEDGE.COM

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Former Birmingham Airport CEO, **Paul Kehoe**, has joined airport operational reporting specialists, Realtimeknowledge.com, as Chairman.

Kehoe, who was CEO at Birmingham from 2011 to 2017, says that he will be a hands-on Chairman and will be actively involved in shaping the company's products and services to "provide robust and effective aviation solutions".

Managing Director, Matthew Pearson, notes that while Kehoe was at Birmingham he was "an early adopter of Realtimeknowledge.com, seeing the efficiencies we can bring to all areas of operational reporting. I look forward to working with Paul in the coming months to draw upon his extensive experience and through that generate more innovative solutions together".

Over the nine years that Kehoe was at Birmingham he oversaw a huge expansion in the number of routes and airlines served by the airport, with passenger numbers growing by 25% in the last three years alone. He also steered a range of complex infrastructure developments, including a significant runway extension and the construction of a new air traffic control tower. Before his time at Birmingham, he was CEO of Bristol, Luton and Belfast International airports.

A former Chairman of the AOA, Kehoe has also chaired Marketing Birmingham and the West Midlands Growth Company, as well as being President of the Birmingham Chambers of Commerce. He was awarded a CBE in recognition of his outstanding contribution to the West Midlands region and economy.

Realtimeknowledge.com says that as a changemaker and problem solver Kehoe shares the values of the company and that as innovators the two are a natural fit, with both having a reputation for challenging the status quo, driving efficiency and championing process improvement. The company anticipate that Kehoe's insights, derived from 30 years' experience in civil aviation operations, will enable it to further refine its world leading operational reporting tools.

The company's desktop tools and mobile apps are designed to capture information about people, places and things, live as they happen. They help airports to collect information from their workforce, no matter where they are located, bringing live visibility to all aspects of airfield operations.

## STANSTED SEEKS PERMISSION TO GROW

Stansted Airport has submitted a planning application to its local authority seeking to raise the cap on the number of passengers it is permitted to serve from 35 million to 43 million a year.

The application, submitted on 22 February to Uttlesford District Council following extensive consultation with the local community, commits the airport to remaining within current approved limits on aircraft noise and flight numbers.

Stansted says that unlocking further capacity will create more choice and competition for consumers and support 5,000 new jobs at the airport. Businesses across the UK and in the East of England will benefit from improved long-haul connectivity to China, India and the United States.

Analysis included in the planning application demonstrates how the introduction of the next generation of new quieter aircraft will ensure that future passenger growth can be achieved without increasing either the number of flights or the already permitted noise footprint.

In the five years since MAG acquired Stansted annual passenger numbers have increased by nearly 10 million to 26 million a year. During 2018 Stansted will see a rapid expansion of its long-haul route network, with services being added to New York, Boston, Toronto, Washington DC and Dubai. The airport anticipates reaching its current cap on passenger numbers by the early 2020s.

Stansted CEO, Ken O'Toole, said: "Approval of our planning application

will unlock Stansted's potential, enable us to add 8 million passengers a year over the next decade and extend the choice of airlines and destinations we serve. The enhanced choice and convenience of more long-haul connections available from the heart of the East of England will save passengers valuable time and money associated with flying from other London airports and help attract more companies to invest in the region.

"The word transformation is often overused, but in Stansted's case it's appropriate because we have the opportunity to do something truly remarkable over the next decade – to transform Stansted into a genuine global gateway, providing valuable new connectivity which will boost UK productivity in the period after Brexit".

## AOA RECRUITS NEW POLICY & PUBLIC AFFAIRS OFFICER



A new Policy & Public Affairs Officer has started work at the AOA to help the team to further enhance the effectiveness of its policy and public affairs work.

Welsh-born, Jeff Bevan, has joined the AOA from Institutional Investor, where he was a conference co-ordinator, having previously worked in

Brussels as a policy intern at the American Chamber of Commerce to the European Union. He has a BSc in Politics and International Relations from the University of Bath.

Bevan will work closely with Peter O'Broin, Senior Policy Manager, and Henk van Klaveren, Senior Public Affairs & PR Manager.



### WINNER

Team Heathrow Partnership Awards 2017  
Partner of the Year

### WINNER

Heathrow Clean Vehicles Partnership Awards 2017

### WINNER

Security & Fire Excellence Awards 2017  
Inspiration in HR Award



**Wilson James brings over 25 years' experience in the aviation industry working with some of the UK's largest airports.**

We deliver a diverse range of services to support the operation of major airports including construction logistics, specialists screening centres and airport security, VIP air-side movement and children's play supervisors.



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## NEW CHIEF EXECUTIVES AT THREE UK AIRPORTS

**Bristol, Glasgow and Liverpool John Lennon Airports have all announced the appointment of new Chief Executive Officers.**



**Dave Lees**, currently Managing Director of Southampton Airport, will take up his new role at Bristol on 1 August. His appointment follows the departure of Robert Sinclair in October 2017 to become CEO at London City Airport. Lees was previously Head of Service Improvement at Heathrow Airport.

Bristol Airport Chairman, Janis Kong, said: "I look forward to welcoming Dave to Bristol Airport. He brings with him a track record of success and wide-ranging

experience at major UK airports. Dave joins at an exciting time as we look to the future as part of the process of preparing a new Master Plan".

Currently the ninth busiest airport in the UK, Bristol saw passenger numbers grow by more than 8% to 8.1 million in 2017. A recent consultation began the process of developing a new Master Plan setting out how the Airport could serve 20 million passengers by the mid-2040s.

**Derek Provan**, currently Interim Chief Operating Officer at Heathrow, will take up his new role at Glasgow in April. He will succeed Amanda McMillan as both Managing Director of Glasgow Airport and Chief Executive Officer of the AGS Group, which also includes Aberdeen and Southampton Airports. Prior to Heathrow, he spent three years as Managing Director at Aberdeen, having started his aviation career at Glasgow in 1998.

Provan said: "Very few people are afforded the opportunity to lead the airport at which they started their career. Glasgow has enjoyed remarkable success in recent years and starts 2018 having recorded its busiest year on record. I'm excited at the prospect of returning home to build on everything that has been achieved to date".



**John Irving**, currently Chief Commercial Officer at Newcastle Airport, will take up his new role at Liverpool John Lennon on 12 March. Prior to his two and half years at Newcastle Airport, he held senior commercial and financial positions at Newcastle United Football Club and Procter & Gamble.

Irving said: "I am very excited at being given the opportunity to take this business forward at a time when the Peel Group's continued investment in the airport has seen Liverpool become one of the UK's stand-out regional airports".

Liverpool John Lennon handled almost 5 million passengers in 2017, when passenger numbers grew by almost 3%, generating the airport's highest annual passenger figures since 2011.



## AIRPORTS SAFETY WEEK ATTRACTS GROWING INTEREST

*“The flagship event, now in its third year, was a national statement to an international community of airport professionals and to other industry safety experts.”*

The AOA's UK Airports Safety Week, to be held this year from 14 to 20 May, is attracting growing interest across other industries and internationally.

AOA Operations & Safety and Commercial Director, Roger Koukkoullis, said that the flagship event, now in its third year, was a national statement to an international community of airport professionals and to other industry safety experts.

The primary objective of the week is for airports to lead a coordinated

endeavour with stakeholders and business partners to create an environment where everybody contributes to a sharing of values, beliefs, knowledge and experience. The principal aims are safety culture development and inclusivity, with all stakeholders and business partners feeling able to participate and contribute.

Emphasising the importance of inclusivity, Koukkoullis said: “Airport roles, functions and activities are complimentary, requiring cooperation. This shared responsibility is a critical component to produce highly effective operations. Operations can

only be effective when they are safe. Our greatest ambition is that every journey start and end safely and that all our staff, passengers and visitors continue to operate in the safest surroundings, enveloped by a culture determined to deliver this”.

The AOA's objectives in co-ordinating the event across its member airports are to promote and improve the excellent UK safety culture, to enable every airport to participate and to ensure the event is valuable to all participants.

On how he would measure the success of the week, Koukkoullis said: “A good outcome is an airport environment where people experience new ideas to improve and influence their jobs. A great outcome is where a new initiative is adopted, taking safety performance to the next level”.



## DIARY DATES 2018/19

### 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 2018

Monday 29 – Tuesday 30 October

### AOA Annual Dinner 2019

Tuesday 5 March



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

## LOST YOUR BOARDING PASS? NEVER MIND - YOUR FACE WILL DO

British Airways passengers flying from Los Angeles to Heathrow are piloting state-of-the-art face recognition boarding technology.

Following testing of the equipment late last year, Los Angeles Airport is running a pilot programme to demonstrate the technology's capabilities on its two nightly British Airways flights to Heathrow from the Tom Bradley International Terminal.

Lisbon-headquartered multinational technology company, Vision-Box has developed the advanced biometric self-boarding solution, which allows passengers to board their aircraft in just

a few seconds simply by looking into a high-resolution face capture system at the boarding gate. The system captures a live, high quality image of the passenger's unique biometric facial traits, for US Customs and Border Protection to match it against the passenger's file containing an image captured at the initial immigration process.

British Airways is the first airline to begin expediting boarding procedures using the new contactless technology.

Justin Erbacci, the airport's chief innovation and technology officer, said: "This industry-first deployment shows the amazing potential of using biometrics

to speed up the boarding process while maintaining safety and security. We have been very impressed with the results thus far, and love to see the passengers' excitement at being some of the first in the world to use facial recognition".

Vision-Box Chief Executive Officer, Miguel Leitmann, said: "We are very proud to have come up with an industry-changing solution that all stakeholders involved in the process rely on. In the end, it's about collaboratively raising the security and efficiency standards while eliminating obstacles from the traveller's way, offering frictionless interactions and the best experience to guests until they're comfortably sitting in the aircraft".





## FOCUS ON AVIATION SECURITY AT AOA CONFERENCE



Aviation security industry veteran, Philip Baum, will head the list of guest speakers at this year's AOA Aviation Security Conference.

The conference will take place on 30 April and 1 May at Slaley Hall, a hotel that sits in the middle of a thousand acres of tranquil Northumberland countryside near Hexham. The hotel was the subject of a £1 million refurbishment in 2016 and includes luxury spa facilities.

Baum, a specialist on passenger profiling techniques, will give a keynote address. He is Managing Director of Green Light, a London-based global provider of security training and consultancy services, whose airport clients include Brussels Airport, Sofia Airport and the Israel Airports Authority. He is also Editor of Aviation Security International. There will also be a keynote address from the Department for Transport.

Other subjects on the conference agenda this year include explosive detections systems for cabin baggage, explosive detection dogs and an update on Security Management Systems, as well as updates on the EU and on the General Data Protection Regulation, which will come into force on 25 May.

The conference, which will feature a smaller airports panel, should be particularly attractive to small airports with less than two million passengers a year, as those who book before 11 April will benefit from a unique "early bird" booking rate, held at the 2017 rate. Organisations who book places for three or more people from their organisation will receive a 10% discount. To register for the security conference email [clairehumphries@aoa.org.uk](mailto:clairehumphries@aoa.org.uk) or call 020 7799 3171.

Slaley Hall will also be the venue for the AOA's 2018 Ops & Safety Conference on 18 and 19 June, where the agenda will focus on the challenges and opportunities of airport growth and expansion.



## AOA ANNUAL AWARDS PUT THE SPOTLIGHT ON INDUSTRY SUCCESS

London Gatwick Airport was the clear winner at the AOA's annual awards ceremony on 30 October, picking up three of the evening's eleven awards at London's Royal Lancaster Hotel.

As well as picking up the award for best airport over 10 million passengers, Gatwick also won awards for best overall campaign in the UK's 2017 Airports Safety Week and best solution provider for becoming the first airport in the world able to dispose of Category 1 airline waste on site and convert it and all other organic waste into energy to heat the airport.

Gatwick's Chief Operating Officer, Chris Woodroffe, said: "Since new ownership in 2009, Gatwick has set itself on course to be one of the world's best airports. There is still work to do, but the awards we have picked up this year show that we are making progress toward this ambition".

Belfast International Airport was named best airport in the 3 to 10 million passenger category. Northern Ireland's principal airport welcomed 5.8 million passengers last year, up 13.5% on 2016.

Cardiff Airport picked up the award for best airport under 3 million passengers. Its 1.46 million passenger total last year represented a 9% increase on 2016. Passenger numbers at Cardiff are up 50% since the airport came under public ownership in 2013.

Airlines UK members decide on the best airport awards, while the Aircraft Owners and Pilots Association decide on the best general aviation airport, with the 2017 award in that category going to Denham Aerodrome.

Air traffic control services provider, NATS, had reason to celebrate too, winning the best environment initiative award, which acknowledged the delivery of NATS' Environmental Management



System across UK airport control tower operations over the previous 18 months, setting objectives to reduce energy consumption and water use and improving waste management. NATS was closely associated also with the best innovator award, which went to London City Airport for its plans to become the first UK airport to install a digital air traffic control system.

Other awards went to Doncaster Sheffield Airport for the best single activity in the UK's Airports Safety Week and to George Best Belfast City Airport for the best community engagement in the UK's Airports Safety Week. The award for best exhibition stand went to Telecom Liechtenstein.

Congratulating the winners, AOA Chief Executive, Karen Dee, said: "Our awards are a showcase for the best in the aviation and airport sectors. The 2017 awards showed the vibrant and innovative work going on across the country, improving efficiency, reducing the impact of aviation on the environment and delivering an ever-improving passenger experience".

ICTS UK & Ireland sponsored the 2017 AOA awards dinner. ICTS has been a leading supplier of aviation security services for over 25 years and more recently has expanded its portfolio to include a wide range of customer-related services.

The 2018 awards will be presented at an awards ceremony in London's County Hall on 29 October. Following feedback from members, some changes have been made to the AOA awards categories for 2018.

AOA airport members will be eligible for entry in the following categories: Best General Aviation Airport, Best Airport (under 3 million passengers), Best Airport (3 to 10 million passengers), Best Airport (over 10 million passengers), Best Environmental Initiative, Best Exhibition Stand and the UK Airports Safety Week Best Airport Campaign.

Non-airport members will be able to submit entries for Best Solution Provider, Best Innovator, Best Business Partner, Best Environmental Initiative, Best Exhibition Stand and the UK Airports Safety Week Best Safety Partner categories.





**AIRPORT OPERATORS ASSOCIATION**

3 Birdcage Walk,  
London SW1H 9JJ  
United Kingdom

T: +44 (0)20 7799 3171  
E: [info@aoa.org.uk](mailto:info@aoa.org.uk)  
F: +44 (0)20 7340 0999  
W: [www.aoa.org.uk](http://www.aoa.org.uk)