

THE AIRPORT OPERATOR

THE OFFICIAL MAGAZINE OF THE AIRPORT OPERATORS ASSOCIATION



THE AOA ANNUAL CONFERENCE 2018

FULL PROGRAMME INSIDE



AOA
THE VOICE OF UK AIRPORTS
WINTER 2018

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- Exclusive access to the Patrons Lounge at our London site
- 20 places at our London annual 'Hendon Happy Hour' networking event
- One curator-led tour of the Museum
- Acknowledgement as a Gold Corporate Member on our website, newsletters and annual review
- Access to selected RAF Museum events.

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ED ANDERSON

Introduction to the Airport Operator



*I am very
pleased
to extend
a warm
welcome to
this edition*

*of The Airport Operator,
published to coincide with
our 2018 AOA Conference.*

We chose "The Airport of the Future" as the theme of this year's conference to provide all of us with an opportunity to raise our sights beyond today's challenges and opportunities and to consider what may lie ahead for UK airports. We are a key part of what the Aviation Minister, Baroness Sugg, has described as: "an ambitious, innovative and rapidly evolving aviation industry that has a clear understanding of its importance to Britain's prosperity".

Our conference theme also reflects the fact that the Government is now working towards the delivery of a new Aviation Strategy that will set out the long-term direction for aviation policy to 2050 and beyond. Already the Government has made it clear that it is supportive of airports beyond Heathrow making best use of their existing runways and we appreciate that clear statement of principle.

The successes of our airports this year, with many having recently broken their own record for the number of passengers handled in a single day, give us grounds for optimism about the future. Over the next two days we will be looking in detail at the likely shape of the growing aviation market, the passenger experience of the future, the airspace of the future, sustainable airports and the workforce of the future. We will hear from the leaders of airports and airlines, as well as keynote speakers, including the Secretary of State for Transport, Chris Grayling, the Shadow Minister for Aviation, Karl Turner, Immigration Minister, Caroline Nokes, and NATS CEO, Martin Rolfe.

You will find that many of the subjects that our conference will cover also echoed in this issue of The Airport Operator. It includes an interview with the new CEO of Bristol Airport, which experienced the busiest month in its history in August, and with the new Managing Director of Southampton Airport, which has announced plans for a runway extension that would enable new routes and could more than double passenger numbers. There is also a look into the future by Martin Rolfe who explains why efficient airspace design is key to staying connected in the modern world.

By the time we meet again next year we assume that that the UK will have left the European Union and we will all be operating in a new environment. Given the importance of our aviation links for international trade and business, I am confident that, once the fog of Brexit clears, the long-term outlook for our airports remains bright. That said, I know from conversations with airport CEOs across the country that they share concerns about the potentially damaging effects of short-term uncertainty on passenger, airline and investor confidence as the Government negotiates the terms of our departure.

These are issues that the AOA team, led by Karen Dee, have raised on many occasions with Ministers and officials and, although they have not always been able to give us the detailed answers to questions that we would like, I would like to thank the Department for Transport for their openness and understanding during this rather unsettling period. We look forward to continuing engagement with the Department over the coming months on both Brexit and the Aviation Strategy.

Meanwhile, I hope that you will enjoy our upbeat focus on the future in the magazine and the conference and I look forward to seeing many of you during the next two days.

Ed Anderson, AOA Chairman

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NEW HEATHROW RUNWAY SET TO OPEN IN 2026

Heathrow's Emma Gilthorpe gives Airport Operator details of the airport's new runway plans

On the 25th of June, Parliament backed Heathrow expansion by an overwhelming majority.

415 MPs from across all parties – that's a majority of 296 – joined forces to support the Government's Airport National Policy Statement (NPS). In doing so, they ended decades of political debate on one of our country's most pressing infrastructure issues. They joined businesses, trade unions, over 40 UK Chambers of Commerce and the UK Government in backing Heathrow's plans to deliver a new runway for the UK.

Their message was loud and clear: the world is waiting for Heathrow

expansion. It is waiting for the once in a generation opportunity to strengthen existing connections and create new routes to exciting markets across the world. It is waiting for the new domestic links from Heathrow to other UK airports; and it is waiting for the tens of thousands of new skilled jobs and nationwide economic boost.

The vote was a huge milestone for our aviation industry and our country's future as an outward-looking, trading nation. Now that the NPS is in place, we have the green light to continue through the planning process and prepare our Development Consent Order application, which will contain

consents and powers that we need to build and operate an expanded airport. The preparation of this application will involve further public consultation and continuous engagement with our neighbouring communities, local authorities, airlines, and other interested parties. Their feedback is already helping us improve our plans and balance different requirements. We plan to submit our DCO application in 2020 and remain on track for runway opening in 2026.

Since the vote a few short months ago we have already made some exciting progress. Designing an airport that meets the needs of future





passengers whilst driving savings and efficiencies and, to achieve this, we have set out to work with the best and brightest Britain has to offer.

Heathrow is one of the country's most experienced infrastructure investors. Over the last decade we've spent £11bn on Terminal 2 and Terminal 5 - both delivered on time and on budget. Because of this, passengers have named us Best Airport in Western Europe. But expansion is so much more than building a new runway and terminal capacity and we know we don't have all the answers or ideas which is why we have set up the Innovation Partners Programme. The programme is our way of encouraging potential partners to share their ideas how to deliver expansion better and how we can meet our promises to the environment, our neighbours, and the whole of the UK.

The appetite from businesses up and

down the country to get involved was extremely positive. We received over 150 submissions in the first round, over 86% of which came from outside our current supply chain. Last month, we announced a longlist of 37 businesses that have progressed to the next phase. Ideas range from efficient cargo management systems to state-of-the-art IT programmes and come from a wide range of sectors. We are really looking forward to the next stage of business pitches.

We are relying on talent and resources from across the UK—and we want expansion to benefit the whole of the country. Since June, we've completed site visits to 65 of our potential logistics hub locations, which will eventually be whittled down to four final locations. These regional centres for construction and manufacturing will help keep costs down, reduce congestion and carbon by consolidating loads coming to the airport and boost jobs and growth

nationwide. The shortlist of potential sites will be announced next year.

We must though go beyond creating jobs – our focus is on growing sustainable careers. Heathrow expansion is a unique opportunity to equip Britain with a legacy of skills for generations to come, with social mobility, diversity and inclusion at the core of our plans. To make sure we make the most of this opportunity, we asked former Secretary of State for Education and Employment Lord David Blunkett to chair an independent Skills Taskforce, uniting experts from across education, local government, unions, voluntary and private sectors. The Taskforce recently published a set of ambitious recommendations and practical actions for us, our commercial partners, and our supply chain to implement. Their report is a crucial step in challenging us to go beyond "business as usual", and we will

respond to these recommendations in early 2019.

Of course, an infrastructure project of this size inevitably will have impacts—but building Britain's new runway is not a choice between the economy and the environment.

Our Heathrow 2.0 strategy for sustainable growth sets out how we will lead by example and collaborate with others in tackling the big issues in aviation. In addition to making Heathrow a great place to work, we want the area surrounding Heathrow to be a great place to live. In terms of aircraft noise, we have been working with our airlines, our air traffic controllers, the Government and local communities to manage and reduce the impact for those living around the airport. Even with expansion, fewer people will be affected by

noise than in 2013, thanks to quieter planes, quieter airport design, quieter operations, and an extended night flight ban.

We also have a responsibility to lead the way towards a more sustainable future of air travel. We've just announced our £100,000 investment into a peatland restoration project near Salford, which will help us offset the carbon emissions of almost 64,000 passenger flights to New York – and we're looking at other potential locations as well. Our aim is to become a carbon neutral airport by 2020, with an aspiration that growth from our new runway is carbon-neutral. At the end of this year, we'll release a roadmap showing the steps we're taking to achieve this.

As you can see, it's been a busy few months at Heathrow. We're excited about what's to come over the coming months and years. The world really is waiting for Heathrow expansion and the trade, inward investment, tourism, innovation and opportunity it will bring. As our plans progress, we remain committed to working with our communities, airlines and wider stakeholders, at each stage, to improve our plans and ensure we get the best scheme for everyone. ■

Emma Gilthorpe is Executive Director, Expansion at Heathrow Airport.





GATWICK CONSULTS ON PLAN TO BRING STANDBY RUNWAY INTO ROUTINE USE

Gatwick Airport has launched a 12-week consultation on a plan to spend £500 million to widen its emergency runway and bring it into daily use.



Its 15-year draft master plan, published this month, considers how Gatwick could grow by the early-2030s to accommodate 70 million passengers a year.

At the heart of the plan is a proposal to widen the emergency runway by 12 metres so that it would comply with safety rules and make it possible for an additional 10 to 15 short-haul flights an hour to take off. If planning permission is secured it could be open by 2025.

Under its current planning

agreement, which comes to an end in 2019, Gatwick's existing standby runway is only used when the main runway is closed for maintenance or emergencies. The draft master plan sets out for the first time how Gatwick could potentially bring its existing standby runway into routine use for departing flights, alongside its main runway, by the mid-2020s. Gatwick says that the plan would meet all international safety requirements, would be delivered without increasing the airport's noise footprint and would provide greater operational resilience.

Stewart Wingate, Gatwick's Chief Executive Officer, said: "From using new technologies on our main runway, to the innovative proposal to bring our existing standby runway into routine use, our draft master plan offers agile, productive and low-impact ways of unlocking much-needed new capacity and increased resilience from within our existing infrastructure".

The Gatwick plan won early support from politicians and business groups. London's Mayor, Sadiq Khan, said: "I've always been clear that the

"From using new technologies on our main runway, to the innovative proposal to bring our existing standby runway into routine use, our draft master plan offers agile, productive and low-impact ways of unlocking much-needed new capacity and increased resilience from within our existing infrastructure".

“The draft master plan sets out for the first time how Gatwick could potentially bring its existing standby runway into routine use for departing flights, alongside its main runway”

South East needs additional airport capacity. These new and innovative proposals from Gatwick in their masterplan could make a substantial contribution, creating the runway capacity so desperately needed in and around London”.

Local MP, Henry Smith, also voiced his support, saying: “I have always supported the airport growing within its existing boundaries and welcome their exciting new vision for incremental growth”.

CBI Director-General, Carolyn Fairbairn, said the CBI welcomed Gatwick’s “highly productive proposals to deliver increased capacity” and Tim Wates, Chairman of the Coast to Capital Local Enterprise Partnership, offered “wholehearted support for Gatwick’s vision for future growth”. ■



*Dave Lees, CEO,
Bristol Airport*



BRISTOL SMASHES PASSENGER RECORDS AS NEW CEO JOINS

Nearly a million passengers passed through Bristol Airport in August this year, making it the busiest month in the airport's history.

It was a great start for new Chief Executive Officer, Dave Lees, who began work on 1 August, joining from Southampton Airport, which also achieved record passenger numbers during his time as Managing Director there.

Lees said that his first impressions of Bristol were “incredibly positive”, attributing its current success to “a highly engaged team” who are dedicated to supporting the airport’s ambitious growth plans, which will form the basis of a new planning application to be submitted to North Somerset Council later this year. The application, described by Lees as “vitally important for the sustainable growth of the airport”, will seek to lift the current 10 million a year cap on passenger numbers to 12 million.

The record passenger numbers in August reflected a particularly strong performance by the charter sector, up 23% on last year, with TUI and Thomas Cook doing especially well. Meanwhile, Bristol’s biggest airline, easyJet, celebrating the 15th anniversary of its base at the airport, also enjoyed double digit growth. These successes should help to ensure that Bristol reaches its target of 8.7 million passengers for 2018 and give it a good chance of exceeding 9 million next year,

which will be the airport’s busiest year in terms of capital investment. A new state-of-the-art hold baggage system has already been completed, a new fire station is being developed and there will be a new 1,000-space multi-storey car park, as well as a new consolidated car rental facility and the construction of two new aircraft stands – all to be completed by next summer.

Asked what he hopes to achieve as CEO, Lees says his aim is that Bristol Airport should be “the number one choice for passengers in our area”, suggesting that the airport is currently losing around four million passengers a year to the London airports, attracted by both their

broader menu of flight destinations and greater frequency of flights.

Lees is convinced that Bristol has a good chance of attracting many of these passengers if it can work with airlines to develop new routes – for example, to Germany, Scandinavia and eastern Europe – and offer higher frequency on existing routes. Delivering on those route development aspirations would, he says, have a significant positive impact on both leisure and business traffic. While the core focus of the airport will continue to be Europe, it will also be looking for possible opportunities on the eastern seaboard of the United States and in the Middle East.





Maintaining and enhancing the airport's reputation for excellent passenger service will also, Lees says, be a vital element in enabling sustainable and profitable growth over the next five to ten years. Earlier this year ACI Europe presented Bristol with its Best Airport in Europe (5 to 10 million passengers) award, which Lees attributes to the airport's high levels of service (including for passengers with reduced mobility) and capital investment.

Despite what he sees as well-founded optimism about the airport's bright future, Lees accepts that there are some clouds on the horizon and areas where changes in Government policy could make a big difference, citing three in particular: Brexit uncertainty, surface access challenges and continuing high levels of Air Passenger Duty.

On Brexit, Lees says he remains

optimistic that there will be a deal, but he added: "We do see it as a risk and we are treating it as a risk". He acknowledged that continuing uncertainty was unhelpful for airlines and could also start to undermine consumer confidence, concluding that "the sooner a deal can be concluded, the better it will be for customers and airlines".

On surface access, Lees notes that while Bristol is a significantly bigger airport than Southampton, it has nothing approaching the same quality of surface access that Southampton enjoys, including an adjacent railway station and direct motorway links. By contrast, Bristol doesn't even have a dual carriageway. In the summer Bristol launched a public consultation on its expansion plans and Lees said that responses were dominated by concerns about surface access both from Bristol and the wider

catchment area, with many calls for improvements to the road system. He said that the airport is working with North Somerset Council and regional bodies to study the future options for the A38 to the south of Bristol, with a report due by the end of the year. In the medium term, he said that what was really needed was "some kind of mass transit system from Bristol". While acknowledging that the capital outlay involved would be "hugely expensive", he said that the airport still hopes to act as a catalyst for broader discussion of the socio-economic benefits that such a system would bring to the region.

On Air Passenger Duty, Lees says it is "an unhelpful tax on aviation that holds the UK back in terms of its competitive position with other European countries". For Bristol, he said that its reduction or ultimate removal would undoubtedly have a positive benefit, particularly for

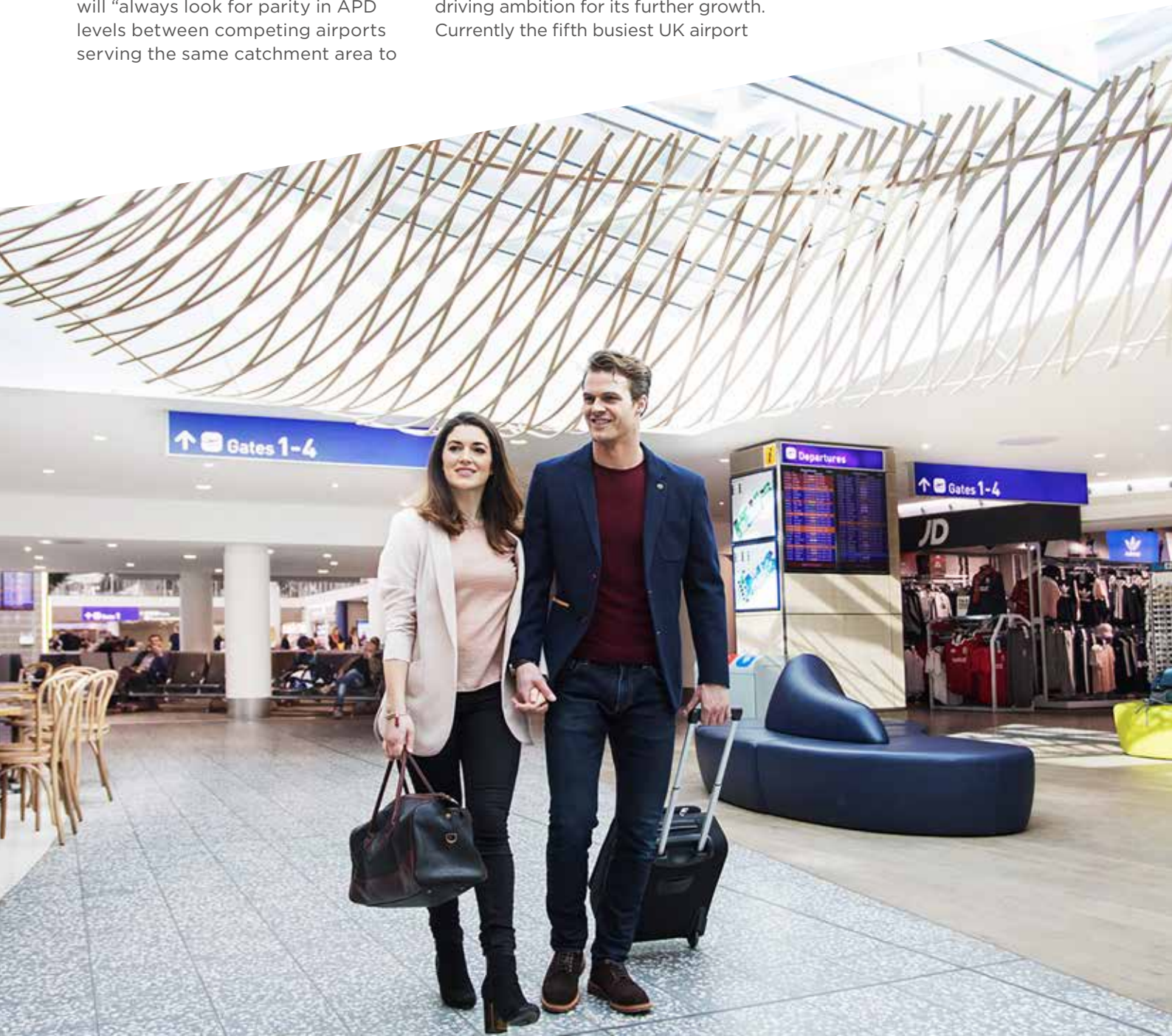
“An unhelpful tax on aviation that holds the UK back in terms of its competitive position with other European countries.”

in-bound tourism, with Bristol and Bath being attractive destinations for tourists coming from Europe, especially from the Netherlands and Germany. Reflecting continuing concerns about any possible move to introduce a lower level of APD in Wales, Lees says that Bristol Airport will “always look for parity in APD levels between competing airports serving the same catchment area to

ensure that the market can operate freely and doesn't get distorted”.

Listening to Lees check off these concerns, it becomes clear that his approach to his new CEO role seeks to balance a recognition of the real challenges that his airport faces with a driving ambition for its further growth. Currently the fifth busiest UK airport

outside London, the scale of Bristol's long-term aspirations is evidenced by the fact that work has now started to develop a new Master Plan that will set out how the airport could serve 20 million passengers a year by the mid-2040s. It is, Lees concludes, “an exciting opportunity”. ■





LONGER RUNWAY COULD TRANSFORM SOUTHAMPTON AIRPORT

Southampton Airport has announced plans for a vital runway extension that would enable new routes and could more than double passenger numbers.

A consultation on the plans closes at the end of this month and, if all goes well, the airport could publish its final Master Plan before the end of the year and submit a planning application to Eastleigh Borough Council next year.

New Mediterranean leisure destinations and cities like Madrid, Rome and Copenhagen would be viably within reach of the airport for the first time. Passenger numbers could grow from the current two million to five million by 2037.

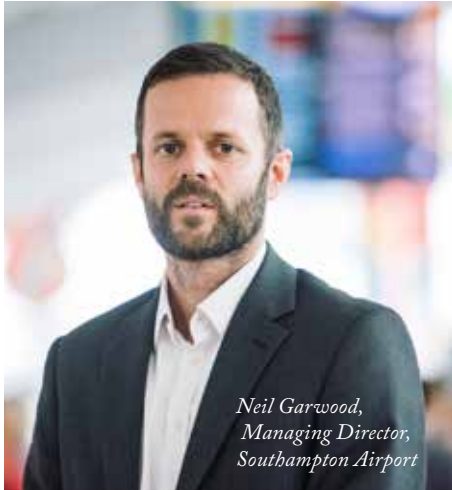
The airport's new Managing Director, Neil Garwood, who started work on 1 June in succession to Dave Lees, now Chief Executive at Bristol Airport, said: "Southampton Airport has one of the shortest runways in the UK and is

unable to provide the same breadth of European services that other regional airports can offer. We are keen to address this to allow us to provide an enhanced choice of air services to European destinations".

The proposed 170-metre extension to the northern end of the runway could be constructed on land already owned by the airport. It would mean that existing aircraft could carry heavier loads and more fuel and so allow them to fly further, bringing more Mediterranean destinations within reach. It would also allow larger narrow-bodied aircraft (such as the Airbus A319/320 and the Boeing 737-800), with 150 to 190 seats, to use Southampton without weight restrictions.

Garwood said that delivering the Master Plan, which also includes a proposal for the expansion of the existing terminal building, would enable him and his team to realise their vision that Southampton Airport should be "the best possible example of what a regional airport can be on an operational level, on a reputational level and on a level of success for our shareholders and our local community".

The airport is a key driver of the Hampshire economy and aims to support over 1,500 jobs and contribute £400 million a year to the economy by 2037. Central to the achievement of these objectives will be giving greater choice to the three and a half million people who live within an hour of the airport and



*Neil Garwood,
Managing Director,
Southampton Airport*

persuading more of them to fly from their local airport, rather than from Gatwick or Heathrow.

At present Southampton's principal airline partner is Flybe, Europe's largest regional airline, with whom the airport has what Garwood describes as "a symbiotic relationship". The two have been working together for nearly 20 years and Garwood says that the Flybe fleet make-up is perfectly aligned with Southampton's current offer. The airline recently announced that it is boosting frequency on its 2018-19 winter schedule and will offer 20 routes and well over 200 flights a week.

Another key airline relationship for Southampton is with KLM. It is, says Garwood "a really solid relationship that we absolutely cherish", since its route to Amsterdam provides onward connections to the world to add to Southampton's 40 direct European destinations.

One of the airport's most important advantages is its unusually good surface access, with Southampton Airport Parkway train station "only 99 steps" from the terminal, providing an eight-minute link to the centre of Southampton and a one-hour journey to London. Southampton also has two motorways, the M23 and M27, on its doorstep. The airport could benefit, Garwood suggests, from improvements to local roads and better east-west rail links to Portsmouth.

Garwood began his career in the

rail sector before becoming Head of Operations at Southampton. Reflecting on differences between rail and aviation, he said that aviation in the UK exists much more exclusively in the private sector, is less concerned with heritage issues and is more internationally focussed. Nevertheless, he thought there were lessons that aviation could learn from rail, particularly relating to how easy it is for people to board a train compared to boarding an aircraft. Acknowledging that aviation faces regulatory constraints, he said he still thought that airports need to recognise that they are competing with rail and should examine how they could further streamline the airport passenger experience.

On the move from Head of Operations to Managing Director, he said that the principal difference is that his focus has now switched from internal issues across the airport to a more outward-facing role, where he spends far more of his time working with the local community and other external stakeholders to achieve the airport's objectives. One of Garwood's most important external stakeholders is the UK Government and he cites three areas of Government policy that have the potential to help or hinder the airport's development: the planned Aviation Strategy, Brexit and Air Passenger Duty (APD).

Garwood said that he had been pleased to see the Government expressing support for regional

airport growth and wanted to see that maintained in next year's Aviation Strategy. He hoped that the Strategy would spell out the Government's belief that growth at regional airports is supportive of regional development and include a commitment to improved surface access for airports.

On Brexit, he said that the airport is "in a contingency planning phase, planning for an outcome that we hope won't happen" (a "no deal" Brexit). He said that the current uncertainty is unsettling for investors, airlines and passengers and that the sooner it can be resolved the better.

On APD, "the highest tax on flying in the EU", he said that he was in no doubt that its current levels place UK airports at a disadvantage compared to other EU airports and were "detrimental to growth". There was, he suggested, "a real opportunity post-Brexit to make a clear statement of intent" about the UK's global outlook by either reducing APD or abolishing it altogether.

But Garwood's optimistic conclusion, despite these challenges and uncertainties, is that Southampton Airport has "a really exciting future and a real growth opportunity" that could deliver huge benefits for the local region over the next 20 years. His fingers are clearly firmly crossed for the successful delivery of the Master Plan on which so much now depends. ■



NEW AOA DIRECTOR PLANS TO HELP UK AIRPORTS GROW AND DELIVER GREATER CONNECTIVITY

The AOA's newly-appointed Operations, Safety & Commercial Director, Tania Roca, is on a mission to ensure that the association gives its members relevant, value adding support and strategic guidance.

Roca, who started work at the beginning of September, is intent on giving equal emphasis to all three aspects of her job title's role and to using her 15-year experience and relationships in the aviation sector to assist all the Association's airport members, including smaller airports and General Aviation.

Exuding enthusiasm about her role and about the "exciting times ahead" at the AOA, Roca says that she hopes to contribute towards taking the Association the next level by adopting a strategic, policy-driven approach to operations and safety that will play a part in helping UK airports to deliver commercial success. She says that the position is "a dream job" and that she could not have been more honoured to have been trusted with such a key role.



While Roca is full of new ideas, she is also keen to emphasise her determination to protect and build on the legacy of UK Airports Safety Week and promises to work hard to ensure that it is a continuing success.

Central to achieving her ambitions for the AOA will be a renewed emphasis on attracting new non-airport members to achieve what she describes as "The Optimal Membership Mix". Working with Chief Executive, Karen Dee, she hopes to introduce new members from all spectrums of the industry, with relevant experience in new technologies, operational service development, research and innovation that will make them attractive potential new partners to the airport members. Her expectation is to introduce partnerships that can support airports to reach their full market-share growth potential whilst implementing new government policies and maintaining business as usual. Thus, could be of special benefit to the Association's smaller airports, adding that that one of her objectives she will be focusing on is "how we

best engage with all of our members, specially with smaller airports and making sure their voices are always heard”.

Making good use of the multiple and varied professional relationships that she has worked hard to build up during her career in the aviation sector should help her to achieve her membership mix goals. Roca’s first air transport-related job was in her home island of Mallorca, when she joined the information desk at Palma Airport. Recognising that, in her words, *“aviation is my calling”* she made UK her home after relocating here over twenty years ago to seek new opportunities in the sector, beginning by obtaining a degree in Transport Management and Planning, with an aviation specialisation, at Loughborough University.

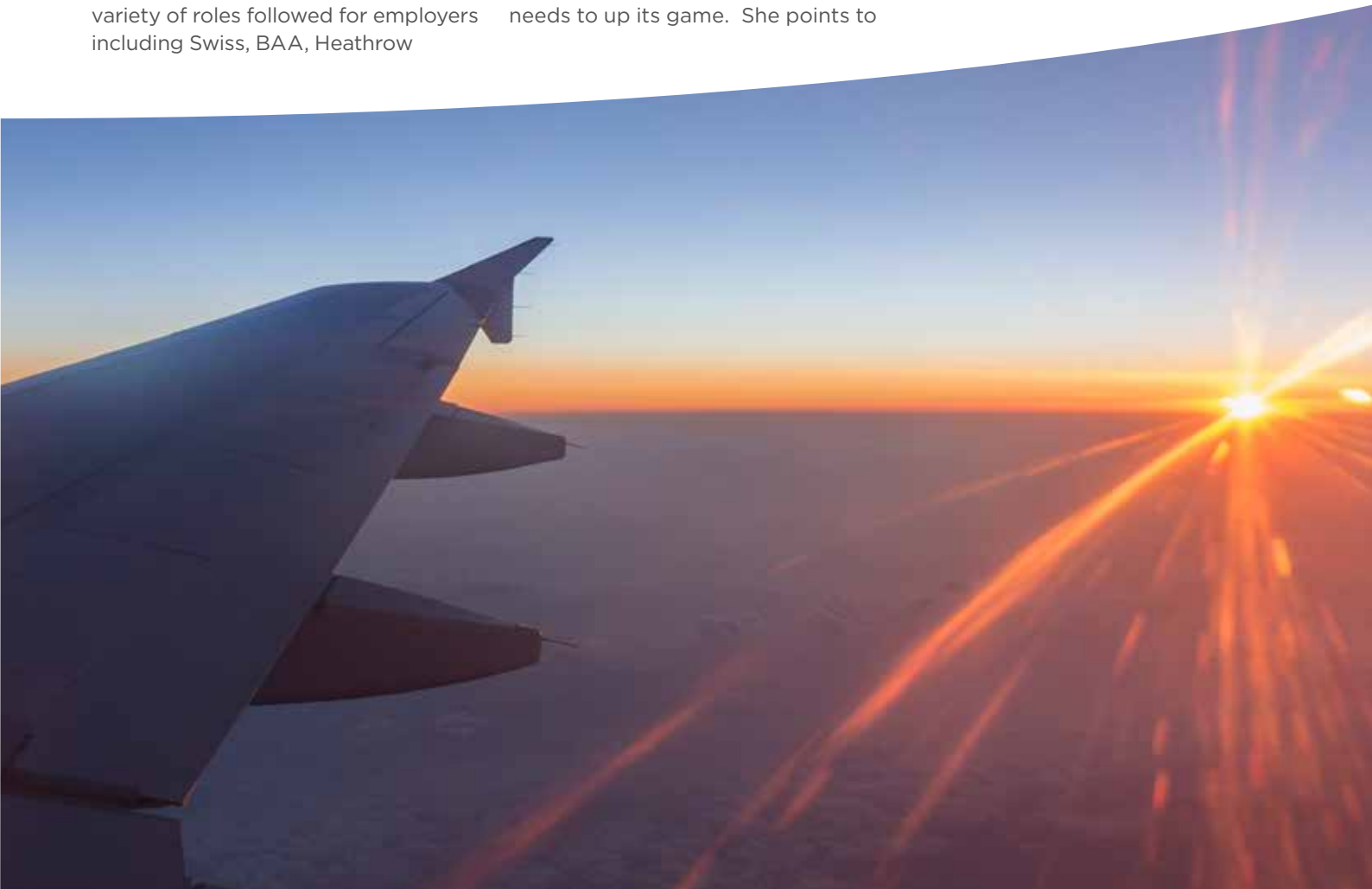
Her first UK job was for the former Britannia Airways (originally the world’s largest holiday airline), based at East Midlands Airport, for which she retains a special fondness. A variety of roles followed for employers including Swiss, BAA, Heathrow

“a great opportunity for us to represent our airports’ views, seek new initiatives and influence policy development”

Airport and regulatory bodies, as well as, a period as a consultant where she worked at international level. These gave her experience in air services development, commercial strategy, policy engagement, operations, safety and security.

Her work at BAA and Heathrow, including a period as Head of Airline Relations, provided her with an enduring interest (which then became her specialisation) in slot strategy, network development and connectivity and she notes that the latter is an area where the UK needs to up its game. She points to

the 2018 ACI Europe report which shows the UK right at the bottom of the league table for connectivity, as the only country in Europe which saw a reduction in its direct links with the rest of the world. Airspace Modernisation Strategy is another area of focus for Roca, who has already been asked to join Civil Aviation Authority’s Investment Board for Future Airspace Strategy – *“a great opportunity for us to represent our airports’ views, seek new initiatives and influence policy development”*, she concludes. ■



UK AIRPORTS URGED TO ACT ON ENCROACHMENT ISSUES

Airports in the UK face new challenges within and beyond their perimeters and should be addressing them proactively, according to a senior airport planning consultant.



Howard Rudkin, independent senior planner with Stanley Consultants, says that airports need to begin to plan for and address encroachment concerns to maintain service, reduce risks and maximise efficient use of resources. He warns that encroachment can impact flight patterns, result in increased noise complaints and lead to unexpected increases in costs.

Encroachment is defined by the dictionary as “something that intrudes and has the power to influence whatever it encounters” and, in airport terms, has traditionally referred to housing development near airports. Rudkin says that airport operators need to consider a much

“airports need to begin to plan for and address encroachment concerns to maintain service, reduce risks and maximise efficient use of resources”



Stanley Consultants are launching their own encroachment management action plan (EMAP) process in the UK to provide individual airports with a consistent approach for addressing airport encroachment issues, tailored to meet the unique and specific needs of each airport. The process includes detailed geographic information system mapping to provide visual analysis of challenges and opportunities and a comprehensive SWOT analysis looking both inside and outside the airport's gates at all possible issues facing airport operations.

The EMAP process, which can run from two months to multi-year engagements, begins by identifying and prioritising the encroachment challenges facing an airport. It then moves to the development of a comprehensive and detailed action plan which identifies viable solutions



“At a time of increasing concern with environmental impacts, UK airports should be paying special attention to environmental issues such as land use, water supply, protected natural and cultural resources and regional planning processes.”

wider range of encroachment issues – including not just urban growth patterns, but also solar energy development and construction, endangered species and habitat protection, as well as critical traffic congestion and catastrophic weather events.

He suggests that, at a time of increasing concern with environmental impacts, UK airports should be paying special attention to environmental issues such as land use, water supply, protected natural and cultural resources and regional planning processes.

Rudkin says that airport managers should have a structured process to proactively assess all facets of airport operations, including events occurring outside airport boundaries that may be unknown to airport managers and executives. Such a process can identify strategic vulnerabilities and help in both the management of current risks as well as the mitigation of future risks by illuminating those issues that will cause encroachment challenges or opportunities. Managing risks in this way will minimise service interruption, maintain competitiveness and enable the provision of consistent and reliable service.

to enable airport operations teams to deal with those challenges. The plan is informed by interviews with internal and external stakeholders and media monitoring to capture external communications about the airport.

Rudkin, who formerly worked at the UK's Ministry of Defence, says that the assessment and evaluation methodology has been tried and tested in military and civil aviation across the US and Europe, but that the Stanley Consultants EMAP process offers “a ground-breaking assessment for the UK airport industry”. ■

EFFICIENT AIRSPACE DESIGN IS KEY TO STAYING CONNECTED IN THE MODERN WORLD

With more than 3 million flights a year expected in the UK by 2030, a dramatic restructure of our airspace is essential if we are to avoid restrictive flight timetables and soaring delays. Limited airspace capacity is an existential threat both to the aviation industry and to UK plc itself – and a thriving aviation industry connecting us to the rest of the world has never been more important to our island nation, says NATS CEO Martin Rolfe.

Ever since aviation took off in the modern world, the United Kingdom has been an industry pioneer. From the invention of the jet engine and the origins of air traffic control at Croydon Airport that enabled international air travel routes to India, South Africa, Australia and New Zealand in the 1920s and 1930s, to today's modern age of mass tourism, the UK has stretched its imagination to widen the boundaries of international travel and trade.

The aviation industry has a pivotal part to play in the development of our economy and our society as

a whole – underpinning the whole aviation industry is the airspace above us, which constantly requires highly-structured and clearly-defined management to ensure increasing volumes of air traffic can continue to fly safely.

Last year, more than 2.5 million aircraft carried over 270 million passengers through UK airspace – and this summer has been the busiest ever with almost 737,000 flights during June, July and August, marking six consecutive years

“This also means modernising the low level departure and arrival routes for airports across the UK. NATS has already embarked on a £700m investment programme”

of growth since traffic levels fell following the global financial crisis.

Sitting at the confluence of major intercontinental trading routes, the UK is the gateway between Europe and North America.

But today's airspace was designed more than fifty years ago and for a different age, when aircraft like the VC-10, the Vanguard and the Hawker Siddeley Trident ruled the skies and, compared with today, fewer than half the number of flights competed for routes through controlled airspace.

And there are an ever growing number of users of our airspace – from commercial and recreational drones, to General Aviation and the continuing race for space. If the UK is to keep up with the ever-increasing demand for all types of flying, safely and efficiently, we must address airspace infrastructure design to ensure it is fit-for-purpose in the 21st century.

If we continue as we have in the past of segregating each type of airspace user we will see the airspace itself being divided into smaller and smaller chunks, restricting everyone's freedom to make use of it. Ultimately this will serve no one. Instead, we need to turn our attention to creating a single expanse of airspace.

Access to this would be determined on the basis of the technological capability of the vehicles in the air, including precise information on the location and intentions of all users. This would allow us to create a single shared picture of airspace use, maximising the benefits for all users, and, most importantly, keeping everyone safe. To be acceptable and achievable, this new world will need to consider those on the ground as well as those in the air particularly from a noise and privacy perspective

This also means modernising the low level departure and arrival routes for airports across the UK. NATS

has already embarked on a £700m investment programme that includes developing next-generation Single European Sky air traffic control technology for the en route network, and we are working hand-in-hand with airports across the UK to make sure that this knits into an overall plan that will modernise our airspace for the next generation.

“Modernising our airspace will enable the capacity, environmental, safety and economic benefits we know all airspace users, local communities and the travelling public – indeed, the nation as a whole – want to see, and we must remain committed to finding collaborative ways forward in this most urgent of tasks.”

Of course, change can be challenging but it is necessary and urgent. Airspace, our invisible infrastructure, is equal in importance to the roads, railways and runways that keep the UK moving in today's fast-paced world. But, as with many things invisible, it is easily taken for granted – or worse, forgotten – and with the inexorable expansion of air traffic and the demand this places on the UK's creaking airspace design, it can no longer be ignored.

Modernising our airspace will enable the capacity, environmental, safety and economic benefits we know all airspace users, local communities and the travelling public – indeed, the nation as a whole – want to see, and we must remain committed to finding collaborative ways forward in this most urgent of tasks. The decisions we make today will shape our industry for decades to come. ■



AOA WELCOMES INTERNATIONAL AVIATION LEADERS INTO MEMBERSHIP

Four leading international aviation companies have joined the AOA as non-UK airport members recently, offering an impressive range of aviation services to UK airports.



Baines Simmons, an Air Partner plc company, are world leaders in aviation safety, specialising in aviation regulations, compliance and safety management. They work with the world's leading civil and defence aviation organisations to improve safety performance.



Cyrrus are a leading international consultancy, providing a range of specialist aviation support services. They help airports and developers to manage and overcome the complex technical requirements associated with the running of an airport as well as delivering development projects on or adjacent to airports. Among other things, they offer expertise on the new UK Civil Aviation Authority airspace change process.



Dubai Airports Company is the airport authority that owns and manages Dubai's two airports: Dubai International (DXB), the world's busiest international airport, serving nearly 90 million customers annually, and Dubai World Central (DWC), which, when completed, will become the world's largest international airport, with an ultimate capacity of more than 160 million passengers.



Serco, who are among the exhibitors and award sponsors at the 2018 AOA conference, are the largest provider of air traffic services in the world and one of the world's largest independent air navigation service providers. They offer a range of airport support capabilities to ensure 24/7 operations, from air traffic control to airport fire and rescue services. Serco operates the UK's most northerly airport, Scatsta in Shetland, and owns and operates the International Fire Training Centre, providing fire and rescue services to ten airfields around the UK.

 #AOACConf18



Annual Conference 2018

29-30 OCTOBER 2018
COUNTY HALL // WESTMINSTER

**THE
AIRPORT
OF THE
FUTURE**



WELCOME



Karen Dee
Chief Executive,
AOA



Welcome to the AOA's 2018 Annual Conference, whose theme is "The Airport of the Future".

We meet after another successful summer when airports again broke passenger records and are looking forward to continuing growth, despite short-term uncertainties around Brexit. The Government too is looking to the future, as it puts the finishing touches to a Green Paper on Aviation Strategy that will outline the long-term direction for aviation policy to 2050 and beyond. We look forward to hearing more about the Aviation Strategy from our opening speaker, Transport Secretary, Chris Grayling MP, and gaining an Opposition perspective from Shadow Aviation Minister, Karl Turner MP.

While Brexit will have wide-ranging implications for our sector, one of the most important relates to what effect we can expect it to have on our Border and on immigration. We are therefore delighted that we will also be hearing from the Immigration Minister, Caroline Nokes MP.

Airspace change is a key part of airport planning for future growth. We look forward to hearing from NATS CEO, Martin Rolfe, on how his organisation is working to deliver the modernised airspace design that will ensure that we stay connected to the rest of the world.

Senior players from across our sector will gaze into the crystal ball for us to see what lies ahead in terms of a growing aviation market, the passenger experience of the future, sustainable airports and the workforce of the future.

In the hot seat for our big interviews will be two of the most senior women in UK aviation, Emma Gilthorpe, Executive Director Expansion, Heathrow and Christine Ourmieres-Widener, the CEO of Flybe.

Thanks to this impressive array of speakers, the AOA Annual Conference 2018 promises to be one of our most informative conferences yet and I hope that you will greatly enjoy it.



Claire Humphries
Events & Member
Relations Manager,
AOA



In addition to the first-rate speaker line-up that Karen has described, there will be much else for you to enjoy at this year's conference, which has its focus the airport of the future.

We are delighted to be meeting for the first time at London's iconic County Hall, on the south bank of the River Thames, next to the London Eye and opposite the Houses of Parliament. Designed by architect Ralph Knott, County Hall was officially opened in July 1922 after construction began prior to the First World War in 1911. For 64 years, County Hall served as the headquarters of local government for London, initially the London County Council and later the Greater London Council.

We are very pleased to welcome back as our conference moderator, journalist and broadcaster, Mishal Husain, who will be familiar to many of you from her appearances on radio and television.

As always, we have an impressive selection of exhibitors this year who represent some of the most forward looking and impressive suppliers to our industry. I would like to encourage you to visit their stands over the two days of the conference, to see how these companies could help your business.

I am also pleased to welcome you to our conference dinner and awards ceremony on the evening of 29 October, when Simon Calder, Senior Travel Editor at The Independent will help us to celebrate the successes of our sector in 2018.

The AOA team and I look forward to meeting many of you over the two days of our conference and I hope that you will greatly enjoy it.

CONFERENCE PROGRAMME

Day 1 - Monday 29 October

Moderator: Mishal Husain

9.00 Registration, Networking and Exhibition opens

10.00 Welcome and Introduction: Ed Anderson, Chairman, Airport Operators Association

10.10 Keynote speech: The Rt Hon Chris Grayling MP, Secretary of State for Transport

10.40 Keynote speech: Karl Turner MP, Shadow Minister for Aviation

11.10 Panel discussion: Meet the new Chief Executive Officers:
John Irving, Chief Executive, Liverpool John Lennon Airport
Dave Lees, Chief Executive Officer, Bristol Airport
Derek Provan, Chief Executive Officer, AGS Airports
Karen Smart, Managing Director, East Midlands Airport

12.00 Lunch

13.15 Scene-setter: Martin Bowman, Director of Aviation Technology, Deloitte

13.40 Panel discussion: A Growing Aviation Market
Andrew Bell, Chief Executive, Regional & City Airports
Martin Bowman, Director of Aviation Technology, Deloitte
Sophie Dekkers, UK Country Director, easyJet
Bob Schumacher, Managing Director UK & Ireland, United Airlines
Stewart Wingate, Chief Executive Officer, London Gatwick Airport

14.40 Coffee break sponsored by Airport Lounge Development

15.10 Scene-setter: Anthony Smith, Chief Executive, Transport Focus

15.25 Panel discussion: The Passenger Experience of the Future
Nick Barton, Chief Executive Officer, London Luton Airport
Ibrahim Ibrahim, Managing Director, Portland Design
Robert Sinclair, Chief Executive Officer, London City Airport
Andy Smith, Business Development Director, SITA
Anthony Smith, Chief Executive, Transport Focus

16.15 Keynote speech: The Rt Hon Caroline Nokes MP, Minister of State for Immigration

16.50 Networking and Exhibition

17.30 Day 1 close

19.00 Pre-Dinner Drinks Reception

20.00 The AOA Annual Awards Dinner 2018



Day 2 - Tuesday 30 October

9.30 Keynote speech: Martin Rolfe, Chief Executive Officer, NATS

10.00 Scene-setter: Sustainability Progress - Neil Robinson, Chair, Sustainable Aviation

10.10 Panel discussion: Sustainable Airports and Aviation
The Rt Hon the Lord Deben, Chair, Committee on Climate Change
Gordon Dewar, Chief Executive, Edinburgh Airport
Paul Everitt, Chief Executive Officer, ADS Group
Simon McNamara, Area Manager UK & Ireland, IATA
Neil Robinson, Chair, Sustainable Aviation
Paul Stein, Chief Technology Officer, Rolls Royce

11.00 Coffee

11.30 Scene-setter: The National Skills Picture - Matthew Fell, Chief UK Policy Director, CBI

11.45 Panel discussion: The Workforce of the Future - Skills & Diversity
Karen Dee, Chief Executive, Airport Operators Association
Matthew Fell, Chief UK Policy Director, CBI
Ken O'Toole, Chief Executive Officer, London Stansted Airport
Dr Andrew J Timmis, Air Transport Lecturer, Loughborough University
Al Titterton, Managing Director, Cornwall Airport Newquay

12.45 Big Interview: Emma Gilthorpe, Executive Director Expansion, Heathrow Airport

13.15 Big Interview: Christine Ourmières-Widener, Chief Executive Officer, Flybe

13.45 Closing remarks & Close

13.50 Lunch, Networking & Exhibition

14.45 Day 2 Close

*This Agenda is correct at 18 October 2018. Speakers and topics are subject to change.

WIFI



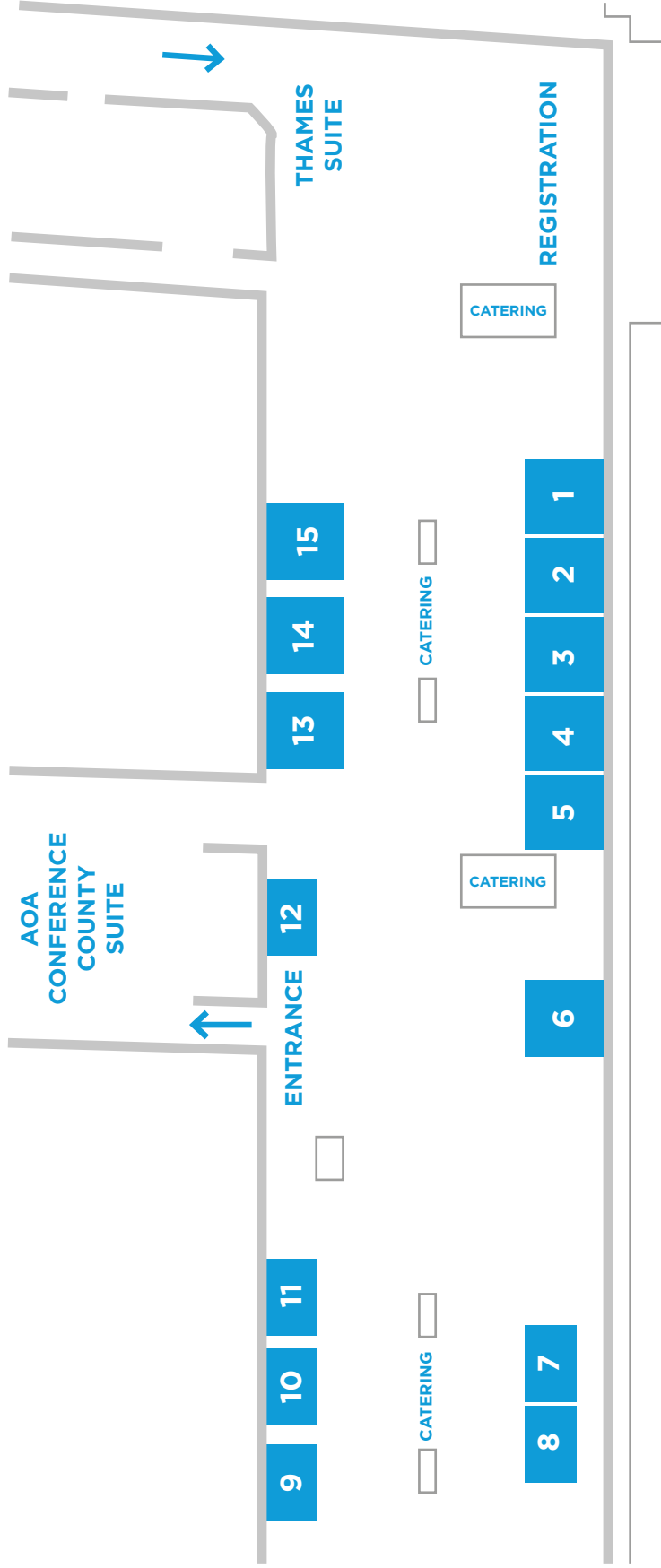
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1. Robson Handling Technology
2. Ideagen
3. NATS
4. Innovative Business Software A/S
5. Dallmeier UK
6. Civil Aviation Authority (CAA)
7. Airbiz
8. Radiocomms Systems
9. Serco
10. Stanley Consultants
11. Blighter Surveillance Systems
12. Rohde & Schwarz UK
13. Thales UK
14. SmartDrive Systems
15. UK Power Networks Services

COMPANY PROFILES



AIRBIZ

Airbiz specialises in international aviation consultancy. Our clients include airport owners, operators, investors, airlines, government agencies and other aviation stakeholders. The Airbiz team consists of airport and terminal planners, business analysts, aviation environmental and sustainability advisors, aviation marketing specialists, project facilitators, simulation experts and creative strategists. Team members are renowned for their lateral thinking resulting in innovative and cost effective outcomes. The Airbiz team has accumulated over 30 years' experience in the aviation industry and has successfully completed over 2000 projects in 50 countries, on six continents.

Airbiz is an active contributor and World Business Partner of Airports Council International (ACI). Airbiz is recognised globally as a specialist aviation industry advisor that delivers tailored solutions for aviation clients.



BLIGHTER SURVEILLANCE SYSTEMS LTD

Blighter Surveillance Systems Ltd is a UK-based radar and surveillance solution provider delivering an integrated multi-sensor package to systems integrators comprising Blighter radars, cameras, thermal imagers, trackers and software solutions. Blighter radars combine patented solid-state technology with advanced Frequency Modulated Continuous Waves (FMCW) and Doppler processing to provide a cost-effective, robust and persistent surveillance capability ideally suited to monitoring airport zones and their perimeters. Successful airport installations include London Heathrow, Stansted and airports in North America, Europe, Africa and South America.

AUDS Anti-UAV Defence System is a fully integrated and proven system to defend against the malicious use of commercial UAVs (drones). AUDS has been specifically engineered to detect, track and if necessary disrupt the threat of a hostile UAV, and is based upon mature technologies developed in the UK. AUDS capability is a major step forward in mitigating the growing threats being seen by the malicious operation of commercial UAVs.



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 6.



DALLMEIER

Modern video surveillance in airports requires flexible solutions which fulfil stringent quality and security demands. Dallmeier offers specialist video surveillance solutions for all areas of application around your airport including perimeter, runway, apron and in-terminal. Connecting with live data from flight systems, integrating with ground based RADAR detection, 3D people counting and back-track detection our products are truly solution inspiring. Dallmeier's video surveillance solutions are already used at several airports worldwide, including Naples, Milan, Frankfurt, Domodedovo, Madrid and Copenhagen as well as in the UK; Liverpool John Lennon, Bristol International and London City Airports.



IDEAGEN PLC

Ideagen Plc is a global supplier of compliance based Information Management software with operations in the UK, US and Middle East. Our products, solutions and services are proven to deliver operational efficiency, reduce exposure to risks, drive compliance and protect brands.

We are the leader in providing safety and reporting software to the global aviation industry with more than 350 customers in the sector. Clients include tier one airlines such as British Airways, Ryanair, Emirates, Air Transat, then our airport community with the likes of Schiphol Airport, Jersey Airport, Bahrain Airport, FRAPORT (14 Airports across Greece) and Wellington Airport.

Our solutions combine the disciplines of Quality, Safety and Risk Management with real time Performance Monitoring to ensure you can demonstrate a completely proactive and anticipative approach to operational activities across the entire airport.

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.



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 2.6 million flights in 2017, covering the UK and eastern North Atlantic from its centres at Swanwick, Hampshire and Prestwick, Ayrshire. NATS also provides air traffic services at 13 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



RADIOCOMS

As the UK's largest radio communications company, Radiocomms is a key supplier to the Aviation Industry, providing complex digital multi-site radio systems. This includes hand portables, mobiles and data applications as well as fully managed services and 24/7 telephone and on site support.

Radiocomms has installed and maintained systems for national and regional airports as well as third party operators for more than twenty years.

With the increased importance on security and safety, Radiocomms is aware of the ever increasing demands for system capacity, enhanced coverage and command and control solutions in the Unified Communications space.

Radiocomms is proud to announce the recent deployment of a multi-site Motorola Capacity Max system within the Aviation arena. The Motorola Capacity Max system provides a highly efficient digital radio system which is fully scalable, allowing a single radio network across the Airport Group. The radio system was installed on time and on budget in September 18, providing instant, reliable voice and data communications

For more information about Radiocomms' Systems Limited please visit our website at www.radiocomms.co.uk.



ROBSON HANDLING TECHNOLOGY LTD

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.



ROHDE & SCHWARZ UK LTD

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.



SERCO

Serco is one of the world's leading commercial Air Navigation Service Providers (ANSP), delivering Air Traffic Control (ATC) for small regional airports through to the largest commercial air hubs on the globe. We provide a range of critical Air Navigation Services and build domestic air traffic control capacity to support air traffic growth in partnership with our aviation customers, in both civilian and military environments. We are the only commercial provider to encompass the three disciplines of tower operations, approach control, and en-route centres to ensure 24/7 operations. Looking to the future beyond traditional ANSP services, Serco and Kongsberg are also collaborating to bring the world leading 'Ninox' Remote Tower technology to the UK market. Additionally we provide Fire and Rescue services at 10 aerodromes around the UK and Serco's International Fire Training Centre (IFTC) is renowned for delivering authentic fire fighter training to the UK military and civilian clients around the world.

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.



STANLEY CONSULTANTS

Stanley Consultants is a consulting engineering firm. We are ranked as one of the world's largest firms and are recognized for our commitment to client service and our passion to make a difference. With a focus on transportation, energy, water and the environment, we bring global knowledge, more than a century of experience, and multi-disciplinary engineering and planning capabilities to serve our private and public clients. Throughout its history, Stanley Consultants success has been a result of its member expertise, flexibility and willingness to "go where our clients need us", and as a company that collaborates across more than 30 offices globally, we field the best team to serve our clients and are proud to have performed work in 118 countries.

Our Service Capabilities: We offer a wide range of services and capabilities in planning, studies, design, architecture, environmental, program management and construction administration services.

Our Mission: Stanley Consultants puts client needs first. Our professionals provide engineering and related services worldwide. We do this ethically, with a focus on developing and maintaining long-term client relationships.

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.



UK POWER NETWORKS SERVICES

We are experts in distributed energy solutions and power distribution, optimising your existing assets and integrating new technologies to deliver improved performance and commercial benefits. We provide energy technology consulting, asset financing, major project delivery, design and build, operations and maintenance, and asset management. We integrate new technologies, such as electric vehicle infrastructure, battery storage and microgrids.

Through the delivery of end-to-end energy solutions, we help our clients increase the productivity of their assets, decarbonise their infrastructure and enable them to realise their infrastructure as a strategic asset.

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 is Lord-Lieutenant of West Yorkshire.



NICK BARTON, CHIEF EXECUTIVE OFFICER, LONDON LUTON AIRPORT

Nick Barton FRICS, FRAeS is the Chief Executive Officer of London Luton Airport.

Nick is a Fellow of the Royal Institution of Chartered Surveyors and Fellow of the Royal Aeronautical Society. Over the last 30 years he has built his career planning, developing and managing investment in commercial and transport infrastructure projects throughout the UK. He is an experienced airport manager having held a number of directorships within airport operator BAA Plc including roles as managing director at both Stansted Airport and Aberdeen Airport.



ANDREW BELL, CHIEF EXECUTIVE, REGIONAL & CITY AIRPORTS (RCA)

Andrew Bell is Chief Executive of Regional & City Airports (RCA), the leading regional airport operator in the UK, which is owned by the Rigby Group.

RCA owns Bournemouth, Exeter, Norwich and Coventry Airports, and operates City of Derry, Blackpool and Solent Airports on behalf of their owners. RCA also operates XLR Executive Jet Centres ("XLR"), the boutique FBO business which has centres at Birmingham, Liverpool and Exeter Airports. Last year RCA welcomed 2.3m passengers and handled over 215,000 flights. RCA's strategy is to enable regional airports to unlock their potential through effective management and collaboration, accessing economies and specialist services traditionally only available to larger airports.

Andrew was formerly CEO of Norwich Airport. Prior to this he trained as a Chartered Accountant before moving into a senior finance role with an airport management company with interests in the UK and the Netherlands. Andrew serves on the Board of the AOA.



MARTIN BOWMAN, DIRECTOR OF AVIATION TECHNOLOGY, DELOITTE

Martin joined Deloitte in February 2017 as Director of Aviation Technology. A seasoned and well regarded industry professional, Martin has spent nearly 20 years in aviation technology, working across airlines, airports and air traffic control to enhance industry collaboration and increase efficiency and effectiveness.

Martin was previously Sector Director for Airports at Scottish-based Amor Group, then owners of the Chroma Airport Operational Database used across many of the UK's airports. Martin has worked across a broad range of aviation clients including Heathrow Airport, Manchester Airport Group, NATS, Dubai Airports and Edinburgh Airport, with his knowledge and expertise spanning multiple areas including airport operations, airport technology, aviation safety and airworthiness, stakeholder collaboration, compliance management and complex systems integration.

Martin is an active member of the Air Traffic Control trade association CANSO and sits on their Strategy and Operations Committee.



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.



THE RT HON, LORD DEBEN, CHAIRMAN, COMMITTEE ON CLIMATE CHANGE

The Rt Hon John Gummer, Lord Deben, set up and now runs Sancroft, a Corporate Responsibility consultancy working with blue-chip companies around the world on environmental, social and ethical issues. Lord Deben is Chairman of the Committee on Climate Change, Valpak Limited, and the Personal Investment Management & Financial Advisers Association. He was the longest serving Secretary of State for the Environment the UK has ever had (1993-97). His sixteen years of top-level ministerial experience also include Minister for Agriculture, Fisheries & Food, Minister for London, Employment Minister and Paymaster General in HM Treasury. He has consistently championed an identity between environmental concerns and business sense.



SOPHIE DEKKERS, UK COUNTRY DIRECTOR, EASYJET

Sophie has led easyJet in the UK as UK Country Director for the last 4 years. In this role she is responsible for driving the airline's commercial success and strategic direction in the UK, including over 140 aircraft and £2.8bn revenue.

Sophie has been with easyJet since 2007 in a variety of roles including UK Commercial Manager, working alongside BCG when Carolyn McCall joined to review the company strategy, and then as Head of Change Management leading the delivery of the strategy. Following this she took on the role of Head of Business Proposition providing the strategic direction for attracting more business passengers to easyJet.

Sophie started her career as a graduate at Millward Brown before moving on to be a Director at Cambridge Market Research, focusing on retail strategy.

Sophie is a founding member of easyJet's Women's Network, mentors a number of women, and is passionate about inspiring school pupils to achieve more than they thought possible.



GORDON DEWAR, CHIEF EXECUTIVE, EDINBURGH AIRPORT

Gordon Dewar took up the post of Chief Executive in July 2012, with the airport experiencing 50% growth in passengers from 9m to 13.4m passengers in 2017 - a record for any Scottish airport. Edinburgh has also gone from one long-haul route to 12 long-haul routes in 2018 including the first ever Scottish connection to China.

Rebranding the airport as the place where 'Scotland meets the world', Gordon has overseen significant capital investment in capacity, productivity improvements and customer service enhancements that have been recognised through airport and wider business awards in Scotland, the UK and internationally.

Gordon spent 4 years with BAA running Glasgow and Edinburgh airports through periods of extensive investments in terminal capacity and passenger growth from 2007 to 2010, followed by 2 years as Chief Executive at Bahrain International Airport.

Gordon is a Board Member of the Scottish Police Authority, the Scottish Tourism Alliance, and the AOA.



PAUL EVERITT, CHIEF EXECUTIVE, ADS GROUP

Paul Everitt is Chief Executive of ADS Group and Chairman of Farnborough International. ADS is the national trade association for the UK's aerospace, defence, space and security industries and has a growing membership of more 1000 companies. He is well known across Westminster, Whitehall and Brussels for his work championing UK manufacturing and the strategic importance of ADS members. Paul is a member of the Aerospace, Defence and Security & Resilience Growth Partnerships. These cross industry/Government collaborations are helping to shape UK industrial policy, promote exports and encourage inward investment.

Farnborough International is the wholly owned subsidiary of ADS and is best known for the world famous Farnborough International Airshow. It also provides consultancy support to other international airshows and hosts exhibitions and conferences in its purpose built facilities on its secure Farnborough site.

Paul is chairman of the CBI's Trade Association Council and a board member of ASD, the European trade association for Aerospace, defence, space and security. He was previously Chief Executive of the Society of Motor Manufacturers and Traders.



MATTHEW FELL, CHIEF UK POLICY DIRECTOR, CBI

As Chief UK policy director Matthew is responsible for developing and shaping the CBI's domestic policy agenda, including on People and Skills, Infrastructure and Innovation. He also leads the CBI's work on industrial and regional policy.

Matthew is the CBI's key spokesperson and has responsibility for political relationships and influencing across these areas of UK policy.

Matthew joined the CBI in 1999 and has covered a range of business sectors including manufacturing, small business and financial services. As director for competitive markets Matthew led the CBI's work on competition, regulation and corporate governance as well as campaigns to champion the UK's mid-market and the "Great Business Debate" to build public confidence in business. Immediately prior to taking up his current role, Matthew was Chief of Staff with responsibility for the CBI's strategy, people and governance.

Matthew has considerable experience of engaging with government, regulators and senior business leaders. He is a member of the CBI's senior leadership team and sits on its Executive Committee.



EMMA GILTHORPE, EXECUTIVE DIRECTOR EXPANSION, HEATHROW AIRPORT

Emma is the Executive Director for Expansion at Heathrow. She moved to this role in October 2016, her previous role was the Strategy Director. She is a member of the Executive Committee. Prior to joining Heathrow, she held a number of senior positions within the telecoms industry, latterly Group Director of Industry Policy and Regulation with BT Group plc. Emma's career began in commercial and marketing roles for Cable & Wireless before moving into the regulatory arena in 1992 whilst at Hong Kong Telecom.

Emma is a qualified Barrister, called to the Bar in 1996 and holds a degree in Law and Marketing. She also sits on the Board of BBA Aviation.



THE 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.



MISHAL HUSAIN, 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.



IBRAHIM IBRAHIM, MANAGING DIRECTOR, PORTLAND DESIGN

Ibrahim is the Managing Director of Portland Design. Based in London and established in 1987, Portland is part of the global Perkins + Will architecture and design network.

Ibrahim originally trained as an aeronautical engineer and is a post graduate of the Royal College of Art and Imperial College London and a Fellow of the Royal Society of Arts. He is a regular speaker at conferences and a frequent contributor to journals and trade press. He has written regular pieces for The Economist 'Insights'.

During his 29 years in design consultancy he has worked with clients globally including Mondelez, Nestle, Diageo, Albert Heijn, Bugaboo, Pernod Ricard, Le Pain Quotidien, CNN, SSP, Heathrow Airport, Schiphol Airport, Dubai Airport, TfL, Inter Ikea, ECE, Corio, Hammerson, Mubadala, Nakheel, TDIC, JAFZA, Westfield, British Land, Coach, Lagadère, Wolford, David Clulow, Selfridges, Harrods, Luxottica, Travelex, Arcadia, ADNOC.



JOHN IRVING, CHIEF EXECUTIVE, LIVERPOOL JOHN LENNON AIRPORT

John was appointed as Chief Executive of Liverpool John Lennon Airport on 12th March 2018.

Prior to joining the Airport John held the role of Chief Commercial Officer at Newcastle Airport for three years overseeing the relationships with all key commercial and airline partners and driving the growth strategy for the airport.

John is a qualified accountant and spent 8 years as Finance Director of Newcastle United Football Club where he had responsibilities for Finance, Commercial and Operation. John led a turnaround program to deliver a strong and sustainable business model at the football club during his time at the club.

John previously worked for Procter & Gamble across many financial and project management roles over a 9 year period after graduating from Loughborough University.



DAVE LEES, CHIEF EXECUTIVE OFFICER, BRISTOL AIRPORT

Dave Lees joined Bristol Airport as its new CEO in August 2018, after several years as Managing Director of Southampton Airport, and previously as the airport Operations Director and Planning and Development Director. During his time as MD, Southampton achieved record growth in both passenger numbers and service level achievements. Dave has also had a successful aviation career across a range of roles at other UK Airports including; Heathrow, Gatwick and Stansted.

Dave has a BSc in Transport Management from Loughborough University where his passion for aviation developed.

He recently moved to the South West, and his interests include, travel, running, power boating and photography.



SIMON MCNAMARA, AREA MANAGER UNITED KINGDOM & IRELAND, IATA

Simon McNamara is IATA's Area Manager for the United Kingdom & Ireland leading its local regional activities and supporting the wider IATA team in its work to represent, lead and serve the airline industry. Previous to his current role he was Director of Communications at Flybe and formerly Director General of the European Regions Airline Association leading their advocacy, communications, events and publications activities.

A graduate of City University, London, in Aeronautical Engineering, McNamara also holds an MSc from Cranfield University in the UK in Air Transport Management.



THE RT HON CAROLINE NOKES MP, MINISTER OF STATE FOR IMMIGRATION

Caroline was born in Lyndhurst in June 1972 and has lived in the immediate Romsey area all her life. She attended various local schools, including Romsey Abbey Primary School, Romsey School and La Sagesse Convent. Caroline studied for her A Levels at Peter Symonds' College, Winchester and then read Politics and International Relations at the University of Sussex.

Caroline served as a councillor on Test Valley Borough Council, representing the Romsey Extra ward between 1999 and 2011 and was the Portfolio Holder for Leisure for nine years.

Caroline got her first job in politics, using her academic background to good effect, working as a policy adviser for her father Roy Perry, a local MEP, and gained a wide understanding of public policy development, the legislative process, and international issues. After a decade working in politics, Caroline became Chief Executive of the National Pony Society, an organisation dedicated to looking after the welfare of the British native breeds of pony, including the much loved New Forest ponies who roam free in the South Western corner of her constituency.

Caroline first stood for Parliament in Southampton Itchen in 2001 and for the Romsey constituency in 2005, before being elected to represent Romsey and Southampton North in May 2010. Caroline is the Chair of the Speaker's Committee on the Arts and became a Parliamentary Private Secretary in the Department for Transport in December 2015.

In July 2016 Caroline was appointed to the Department for Work and Pensions as Minister for Welfare Delivery, before moving to the Cabinet Office as Minister for Government Resilience and Efficiency in June 2017.

In January 2018 Caroline was promoted to Minister of State for Immigration, a role which includes attending Cabinet and appointment to the Privy Council.



KEN O'TOOLE, CHIEF EXECUTIVE OFFICER, LONDON STANSTED AIRPORT

Ken was appointed as Chief Executive Officer of London Stansted Airport in August 2017. Prior to this he was Divisional Chief Executive of Manchester Airport. Ken was appointed to the MAG Board in January 2012, on joining the Group as its Chief Commercial Officer. Prior to joining MAG he spent six years with Ryanair Holdings Plc, initially as Head of Revenue Management and latterly as Director of New Route Development. A Fellow of the Institute of Chartered Accountants, his previous experience includes Musgrave Group, a leading Irish based retailer, and Credit Suisse First Boston.



CHRISTINE OURMIÈRES-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 had 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. During her tenure as Commercial Director, she 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.



DEREK PROVAN, CHIEF EXECUTIVE OFFICER, AGS AIRPORTS

Born in Glasgow and with 20 year's experience in Aviation Derek has held various Director roles in UK and international Airports. Derek joined Heathrow in 2013 from his position as Managing Director at Aberdeen International Airport.

He has a BSc in Fire Risk Engineering, Master's Degrees in Risk Management and Business Management and Research. In his recent role of Future Heathrow, Director, he was responsible for the future design of an expanded Heathrow to include surface access, terminals, airfield and airspace design and the creation of Heathrow's master plan and future operating models. Further to being Heathrow's Interim Chief Operating Officer, Derek took up the role of CEO of AGS Airports in April.

Derek is active in numerous aviation forums within the UK and is a founding member of the Performance Based Regulation Industry Group working with the CAA to ensure that the industry forms an integral part of future regulation in UK Aviation.



NEIL ROBINSON, CHAIR, SUSTAINABLE AVIATION

Neil has 20 years' experience working in the airport sector.

As Corporate Social Responsibility (CSR) Director for Manchester Airports Group, he has leadership responsibility for all aspects of the Group's wide-ranging CSR programme. Neil also chairs, the industry coalition Sustainable Aviation, which brings together airports, airlines, manufacturers and air traffic control to work in partnership to address the major sustainability challenges facing the UK aviation industry.

With a background and strong personal interest in sustainability, Neil is a chemistry graduate with a post graduate degree in environmental management and an MBA from Birmingham Business School. Prior to joining Manchester Airports group Neil held senior positions with a number of companies including London Underground and Jaguar Cars.



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. NATS employs around 4500 staff and provides air traffic control services 24 hours day, 7 days a week in UK and North Atlantic airspace for over 2 million flights per year. NATS also provides air traffic services and expertise to countries and airports around the world

Previously, Martin was the Managing Director of Operations at NATS responsible for delivering NATS' regulated UK air traffic business.

Prior to joining NATS Martin worked for the Lockheed Martin Corporation where he was Managing Director of its £350M UK Civil business. In this role Martin was responsible for Lockheed Martin business with UK government across a wide range of critical national services, as well as being responsible for Lockheed Martin's global air traffic business.

Martin's career started with the European Space Agency working in orbital mechanics. Since then, Martin has worked in the aviation domain for more than 20 years across a number of companies leading large multinational teams across Europe, the US, and Asia with customers that include central government departments, military organisations and air navigation service providers.

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



BOB SCHUMACHER, MANAGING DIRECTOR SALES, UK & IRELAND, UNITED AIRLINES

Bob Schumacher is Managing Director Sales, United Kingdom & Ireland for United. In this role, which he assumed in January 2011, he is responsible for the sales and marketing activity of United in the two countries; as well as European trade contact centres and Marketing.

Previously, Schumacher was Senior Director of the UK & Ireland for the former Continental Airlines subsidiary, a position which he held from 2004. Schumacher joined Continental in 1994 as Airport Business Manager at Gatwick and became Cargo Director Sales & Service for EMEA in 1997, before becoming Director Passenger Sales for the UK and Ireland in 2000.

Prior to joining Continental, Schumacher worked for UK charter airline Air 2000 (now renamed and a part of the First Choice/TUI Group), and previous to that for British Midland at the then newly-opened London City Airport.

Schumacher is Chair of the Board of Airline Representatives, BAR-UK, and a recent chair of the STAR Alliance Country Steering Group in the UK & Ireland.

Schumacher is a BSc Hons graduate in Geography/Economics from Keele University. He lives in Surrey and is married with two children.



ROBERT SINCLAIR, CHIEF EXECUTIVE OFFICER, LONDON CITY AIRPORT

Robert Sinclair joined London City Airport (LCA) as Chief Executive Officer (CEO) on 30th October 2017, bringing a broad range of airport management and general business experience with him to the role.

Prior to his role at LCA, Robert was CEO of Bristol Airport for nine years between 2008 and 2017. Prior to his role at Bristol Airport, Robert was Chief Financial Officer at Auckland Airport with responsibility for the finance, strategy, corporate affairs and IT divisions at New Zealand's international gateway airport.

Robert is a qualified lawyer and chartered accountant. He is a Board member of the Airport Operator's Association, the UK's airport trade association, and Airport's Council International Europe, Europe's airport trade association.



KAREN SMART, MANAGING DIRECTOR, EAST MIDLANDS AIRPORT

Karen joined East Midlands Airport as Managing Director in April 2018. She previously held several senior operational roles at London Stansted Airport. Joining Stansted in June 2014, she was appointed as the Customer Services and Security Director, responsible for over 800 people and one of the busiest airport terminals in the country, helping to ensure that 60,000 passengers a day have the best possible customer experience at the airport. Karen became the Asset Management Director in 2016, responsible for ensuring that the Airport infrastructure meets the demands of both our B2B and B2C customer; quite a challenge at one of the fastest growing UK airports.

Karen started her career in the Royal Air Force initially as an aircraft engineer before retraining as an air traffic controller. After over 20 years in the RAF she joined Serco, carrying out numerous roles culminating as Partnership Director of their Defence and Aviation business.



ANDY SMITH, BUSINESS DEVELOPMENT DIRECTOR, SITA

Andy Smith has been delivering IT and Telecommunications solutions to the aviation sector for 14 years. Joining SITA in 2007, Andy has focused on driving innovation and collaboration for airlines, airports and government bodies.

Since 2012 Andy has represented SITA's Government, Security and Border Management business. In addition to promoting the effective use of passenger data, pre-clearance, risk assessment, border management and biometric solutions, Andy continues to champion the collaboration of all stakeholders within the transport industry, with a particular focus on the passenger experience. Andy has a Bachelor of Science Degree from De Montfort University (Leicester, UK) in Physics with Management Science. He is based in London.



ANTHONY SMITH, CHIEF EXECUTIVE, TRANSPORT FOCUS

Chief Executive of Transport Focus the independent statutory consumer watchdog for Britain's rail passengers, users of the Strategic Road Network and bus, coach and tram passengers outside London.

Transport Focus uses its substantial evidence base to drive change for all transport users. Anthony qualified as a solicitor then worked for five years as principal consumer lawyer for the Consumers' Association, publishers of Which? This was followed by a year as the legal consultant for Consumers International, a worldwide federation of consumer groups.

Prior to joining Transport Focus, Anthony was deputy and acting director of ICSTIS, the then regulator of premium rate telephone services. Anthony is a member of the Civil Aviation Authority's Consumer Panel.



PAUL STEIN, CHIEF TECHNOLOGY OFFICER, ROLLS ROYCE

Paul joined Rolls-Royce in 2010 as Chief Scientific Officer, before being appointed Research & Technology Director and last year as Chief Technology Officer. Previously he was Director General, Science and Technology at the UK Ministry of Defence, responsible for national investment in defence science and technology. Prior to that role, Paul was Managing Director of Roke Manor Research, at that time owned by Siemens and was a member of the Siemens UK executive management board, leading on technology and contributing to business strategy.



DR ANDREW TIMMIS, AIR TRANSPORT LECTURER, LOUGHBOROUGH UNIVERSITY

Dr Andrew Timmis is a Lecturer in Air Transport at Loughborough University and Executive Committee Member of the UK Universities' Transport Study Group. His interdisciplinary research focuses on the sustainable development of aviation and consumer experience. Based on his research expertise he has undertaken collaborative work with major manufacturers (Boeing and Jaguar Land Rover) and contributed to the evidence base supporting the new UK Aviation Strategy.



AL TITTERINGTON, MANAGING DIRECTOR, CORNWALL AIRPORT NEWQUAY

Al Titterington was appointed as Managing Director of Cornwall Airport Newquay in 2010. He has significant experience in airport management and operations having worked at other UK regional airports and on a number of aviation projects in Europe, Asia and the Caribbean. As well as the day to day management, Al also leads on the commercial development of the Airport.



KARL TURNER MP, SHADOW MINISTER FOR AVIATION

Born in Kingston upon Hull, Karl Turner was educated at Bransholme High School and left school at the age of 16, becoming an antique dealer. He earned a law degree as a mature student at the University of Hull. He became a barrister in 2005 after passing the Bar Vocational Course at Northumbria University and went on to practice criminal law for the Max Gold Partnership in Hull. Karl then went onto Wilberforce Barrister Chambers where he remains a non-practising Barrister. Karl is a visiting fellow of Leeds Beckett University.

He was elected to the House of Commons as the Labour Member of Parliament for Kingston upon Hull East in the 2010 General Election. Karl has held a number of positions in the Labour Party including Shadow Minister for Legal Aid, Shadow Solicitor General and Shadow Attorney General. Karl was appointed as Shadow Transport Minister with responsibility for aviation, ports and road safety in June 2017.



STEWART WINGATE, CHIEF EXECUTIVE OFFICER, LONDON GATWICK AIRPORT

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

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

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
Colin Abbott	Aviation Director	Galliford Try Infrastructure
Nick Ackroyd	Aviation Sector Lead	OCS Group UK
Andy Albery	Technical Service Director	L3 Security & Detection Systems
Ross Allam	Airport Sales Engineer	Robson Handling Technology
Tom Allett	Editor	Airports International magazine
Ed Anderson	Chairman	Airport Operators Association
John Andrews	Sales Manager	Rohde & Schwarz UK
Clare Armstrong	Head of Passenger Services	London Luton Airport
Richard Atkin	Accounts Executive	Airport Operators Association
Andrew Austin-Worthy	Aviation Policy Advisor	Department for Transport
Jonathan Baldwin	Chaplain	London Gatwick Airport
Deryck Balgobin	Senior Safety Advisor	dnata
Jasmine Banghard	Head of Regional Airports	Department for Transport
Deb Barber	Chief Executive Officer	Cardiff Airport
Nick Barton	Chief Executive Officer	London Luton Airport
Debbie Basnett	European Airport Facilities	Enterprise Holdings
Rob Beckwith	Sales & Marketing Executive	Blighter Surveillance Systems
Andrew Bell	Chief Executive Officer	Regional & City Airports
Alessandra Bellioni	Director of Aviation	One Works
Jeff Bevan	Policy & Public Affairs Officer	Airport Operators Association
Ewart Birkett	General Manager - Major Projects	Tarmac
Jack Borthwick	Sales & Business Development Executive	Thales UK
Myriam Boufersen	Safety and Compliance Manager	dnata
Martin Bowman	Director, Aviation Technology	Deloitte
Alice Brightwell	Business Development Manager - Europe	Airbiz
Martin Brookman	Head of Automation	Leonardo
Justin Burns	Associate Editor	Eva International Media
Michael Burrell	Airport Operators Association Adviser	Michael Burrell Associates
Louise Butcher	Transport Policy Specialist	House of Commons Research Service
Matthew Butters	Aviation Director	Pascal+Watson
Jack Carey	Bids And Business Development Manager	Babcock International Group
Simon Calder	Travel Correspondent	The Independent
Oliver Clark	Senior Reporter	Flightglobal
Gill Clark	GM Safety	NATS
Jason Clark	Chief Financial Officer	Bristol Airport
Gary Clarke	Regional Sales Manager	SmartDrive Systems
Jonathan Clay	Aviation Security Compliance Auditor	Civil Aviation Authority
Zuzana Coleman	Customer Solutions Support	Vanderlande
Jacqueline Conway	Founding Director	Collective Mind
Kevin Cordell	Governance and Compliance Director	Securitas Transport Aviation Services
Paul Couchman	Principal Engineering Manager	Amey Consulting
Jonathon Counsell	Group Head of Sustainability	International Airlines Group (IAG)
Paul Cresswell	Associate Director	Steer Group
Declan Cronin	Client Delivery Manager	UK Power Networks Services
Marc David	Key Account Manager	Met Office
Ian Davies	Airport Technical Manager	Robson Handling Technology
Judith Davis	Operations Manager	George Best Belfast City Airport
Eve De Clerk	Junior Editor - International Airport Review	Russell Publishing
The Rt Hon, Lord Deben	Chairman	Committee on Climate Change
Karen Dee	Chief Executive	Airport Operators Association
Daniel Deffley	Business Development	Leonardo
Sophie Dekkers	UK Country Director	easyJet
Gordon Dewar	Chief Executive	Edinburgh Airport
Geoff Dewick	Aviation Director	RPS Consulting Services

NAME	JOB TITLE	ORGANISATION
Jeremy Dunn	Director Airports	NATS
Toby Eccles	Head of London Airport Policy	Department for Transport
Ian Elston	Head of Airport Policy & Competition	Department for Transport
Joanne Evans	Commerical Manager	George Best Belfast City Airport
Paul Everitt	Chief Executive Officer	ADS Group
Rachael Farrington	Senior Policy & Public Affairs Executive	VisitBritain
Matthew Fell	Chief UK Policy Director	CBI
Alex Finch	Assistant Director - Industry Partnerships	Border Force
Mary Fitzpatrick	Marketing Lead	L3 Macdonald Humfrey
Dave Ford	General Manager	Goodwood Aerodrome
Phil Forster	Aviation Development & Corporate Affairs Manager	Leeds Bradford Airport
Mark Foster	Aviation Director	Dyer & Butler
Keith Fowler	Manager UK Accounts	Nav Canada
Giles Francis	Director, Air, Defence	Serco
Graeme Gamble	Group Customer Account Manager	NATS
Neil Garwood	Managing Director	Southampton International Airport
Sally Gethin	Editor	Gethin's Inflight News
Scott Ghagan	Director, Industry Partnerships	Border Force
Mark Gibb	Airfield Operations Manager	Goodwood Aerodrome
Kevin Gibbs	Partner	Womble Bond Dickinson
Andrew Gibson	Aviation Sector Lead	Jacobs UK
Keith Gillespie	Senior Account Manager	SITA
Emma Gilthorpe	Executive Director Expansion	Heathrow Airport
Malcolm Ginsberg	Editor in Chief	Business Travel News
Robert Graham	Operations Director	Birmingham Airport
Rt Hon Chris Grayling MP	Secretary of State for Transport	Department for Transport
Mark Gregory	Aviation Services Director	OCS Group UK
Stig Hallvard Jenssen	Director Strategic Programs	Kongsberg
Mark Hampson	Strategic Engagement Manager EMEA	SmartDrive Systems
Peter Hanlon	Area Sales Manager	Blighter Surveillance Systems
David Harvey	Technical Sales Manager	Aebi Schmidt UK
Rod Haskins	Operations Manager	Belfast International Airport
Chris Hayton	Head of Corporate Affairs	East Midlands Airport
Soraya Heristchian	Sales Manager - Airport Solutions	Innovative Business Software A/S
Mark Hicks	Director, Passenger Services	Wilson James
Adam Hill	Managing Director	Siemens Postal, Parcel & Airport Logistics
Steve Hodges	UK Sales Manager	Dallmeier UK
Paul Hogan	Director British-Irish Airports Expo	PPS Publications
Chris Horner	Capital Projects & Engineering Manager	George Best Belfast City Airport
James Howson	Head of British-Irish Airports Expo	PPS Publications
Tracey Hulse-Jones	Account Executive	Serco
Claire Humphries	Events & Members Relations Manager	Airport Operators Association
Mark Hunt	Finance Director	Newcastle International Airport
Ibrahim Ibrahim	Managing Director	Portland Design
John Irving	Chief Executive	Liverpool John Lennon Airport
Clare James	Group Customer Account Manager	NATS
Oliver Jaycock	Head of Marketing & Strategic Affairs	London Luton Airport
Paul Jenkins	Business Development Manager	Radiocomms Systems Limited
Linda Jennings	Senior Marketing Manager	Met Office
Mark Johnston	Managing Director	Glasgow Airport
Huw Jones	Airports Policy Advisor	Department for Transport
Paul Jones	Group Customer Account Manager	NATS
Graham Keddie	Managing Director	Belfast International Airport
Dale Keller	Chief Executive	BAR UK

NAME	JOB TITLE	ORGANISATION
Juliet Kennedy	Operations Director	NATS
Steve Knights	Head of Aerodrome Services	Serco
Christian Knutson	European Operations Manager	Stanley Consultants
Martin Kocourek	Marketing Manager	SITA
Martijn Koudijs	Sales Manager	Leonardo
Roger Koukkoullis	Head of Airfield Operations	Birmingham Airport
Stefan Kouris	Principal Consultant	Steer Group
Andy Kynoch	Divisional Director	ICTS
Neil Lancefield	Transport Correspondent	Press Association
Luke Law	Parliamentary Communications Manager	NATS
Andy Lawson	Innovation Leader	NATS
Dave Lees	Chief Executive Officer	Bristol Airport
Kathryn Leppard	Senior Bid Manager	Atkins
Julie Lewis	Business Development Manager	Radiocom Systems
Lee Ann Lim	Senior Account Manager, UK & Ireland	SITA
Graeme Lloyds	Senior Account Manager	SITA
Derek Lock	Business Development Director	VolkerFitzpatrick
Lucas London	Senior Associate	One Works
Tim Lonsdale	Sales Manager UK & Ireland	Smiths Detection
Terence Lopez	Chief Executive Officer	Gibraltar International Airport
Abel Lugar	Operations Manager	Dyer & Butler
Seamus MacMahon	Chief Fire Officer & Head of Emergency Planning	George Best Belfast City Airport
Andy MacPherson	Client Relationship Manager – UK Airports	UK Power Networks Services
Simon McNamara	Area Manager UK & Ireland	IATA
Ceri Mashlan	Director of Operations	Cardiff Airport
Graeme Mason	Planning & Corporate Affairs Director	Newcastle International Airport
Richard Matthews	Director, UKIMEA Aviation Lead	Arup
Brian McClean	Group Head of Communications	AGS Airports
Errol McGlothan	Director	Airport Lounge Development
Paul McGuinness	Business Development	ATG Airports
Anne-Marie Mckenna	Editor - International Airport Review	Russell Publishing
Luke McKenna	Technical Sales Co-ordinator	Aebi Schmidt UK
Oli Melzack	Public Affairs Executive	Bristol Airport
Jens Middelbo Outzen	Chief Executive Officer	Innovative Business Software A/S
Nick Millar	Operations Director	London Stansted Airport
Jacqui Mills	Public and Community Relations Manager	Bristol Airport
Nigel Milton	Director of Communications	Heathrow Airport
Geoff Moore	Owner	The Travel Trunk
Mike Moore	Key Account Manager - Airports	Aebi Schmidt UK
Mike Moran	Aftermarket Sales Manager	Smiths Detection
Tim Morrison	UK Aviation Sector Director	WSP
Jane Murdoch	Senior Sales Consultant	Ideagen
Erum Mussa	Head of Aviation Resilience and Regional Connectivity	Department for Transport
Rt Hon Caroline Nokes MP	Minister of State for Immigration	Home Office
Ken O'Toole	Chief Executive Officer	London Stansted Airport
Peter O'Broin	Senior Policy Manager	Airport Operators Association
Julia Ogiehor	Senior Public Affairs Executive	ABTA
Christine Ourmières-Widener	Chief Executive Officer	Flybe
Patricia Page	Executive Assistant & Office Manager	Airport Operators Association
Tahir Parwez	Regional Sales Manager	Smiths Detection
Teena Patel	Deputy Head, Consumer Policy	Department for Transport
Graeme Paton	Transport Correspondent	The Times
Andrew Pedley-Burns	Project Manager	CA Global Partners
Maria Pedrosa	Aviation Services Manager	Stormgeo UK
Luke Petherbridge	Senior Public Affairs Manager	ABTA

NAME	JOB TITLE	ORGANISATION
Jason Piggott	UK Sales Manager	Dallmeier UK
Derek Provan	Chief Executive Officer	AGS Airports
Ann Reynolds	Director of Ports	Isle of Man Airport
Finbarr Ring	Sales Director, UK, Ireland and the Nordics	SITA
Gordon Robertson	Director of Communications	Edinburgh Airport
Neil Robinson	Chair	Sustainable Aviation
Tania Roca	Operations, Safety and Commercial Director	Airport Operators Association
Martin Rolfe	Chief Executive Officer	NATS
Howard Rudkin	Owner	HRudkin Consulting
Rob Rushmer	Principal	ICF Aviation
Mark Ryan	Chief Executive Officer	Gloucestershire Airport
Bob Schumacher	Managing Director Sales, UK & Ireland	United Airlines
Mike Sharples	Business Development	ATG Airports
Paul Sillers	Freelance Journalist	Paul Sillers
Robert Sinclair	Chief Executive Officer	London City Airport
Jim Slevin	Managing Director UK	Vision-Box Systems
Karen Smart	Managing Director	East Midlands Airport
Andy Smith	Business Development Director	SITA
Anthony Smith	Chief Executive	Transport Focus
Tristan Smith	Principal Systems Engineer	Leonardo
James Solanki	Legal Intern	Enterprise Holdings
Tony Sophocides	Strategic Affairs Director	UKhospitality
Matt Sowter	Senior Airports Policy Adviser	Department for Transport
Jez Spake	Deputy Airport Director	Isle of Man Airport
Ben Standliffe	Director, Airports	Babcock International Group
Paul Stein	Chief Technology Officer	Rolls Royce
Jean-Francois Sweeney	Operational Systems Requirements	Nav Canada
Dee Thomas	Director, Aviation Security	Wilson James
Jane Thompson	Business Development Consultant	ICF Aviation
Neil Thompson	Operations Director	London Luton Airport
Susan Thompson	Partner & Head of Aviation Practice	Odgers Berndtson
Dr Andrew J Timmis	Air Transport Lecturer	Loughborough University
Al Titterton	Managing Director	Cornwall Airport Newquay
Neil Tolefree	Head of Network Development EMEA	Airport Lounge Development
Gwyn Topham	Transport Correspondent	The Guardian
John Trew	Operations Director	Falck Fire Services
Nic Turley	Manager Human Factors Standards	NATS
Karl Turner MP	Shadow Minister for Aviation	Labour Party
Levent Ural	Head of Client Relations	ICTS
John van Hoogstraten	Head of ATM Operations	Cyrrus
Henk van Klaveren	Senior Public Affairs & PR Manager	Airport Operators Association
Ben Vaughan	Partner, Critical National Infrastructure	Thales UK
Gary Walker	Sales Engineer	Rohde & Schwarz UK
Robert Wall	Reporter	Wall Street Journal
Andrew Walters	Chairman	Regional Airports
Kirsty Wells	AvSec Compliance Team Manager (SeMS)	Civil Aviation Authority
Chris Wheeler	Major Projects Manager	Tarmac
Alan Whiteside	Operations Director	Belfast International Airport
Tony Whyman	BIM Manager	UK Power Networks Services
Stuart Wickson	Principal - Europe	Airbiz
Tom Willis	News Editor	Eva International Media
Ann Wilson	Sector Manager	Womble Bond Dickinson
Stewart Wingate	Chief Executive Officer	London Gatwick Airport
Lindy Wolner	Client Service Manager	Stanley Consultants
Malcolm Wright	Account Manager	Amey Consulting

*This list is correct of 19/10/18. Any delegates registered after this date will not be included on this list

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Dates TBC



For information on any of the above please email:
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AOA PROMOTES AIRSPACE CHANGE AT PARTY CONFERENCES



The AOA joined forces with NATS at this autumn's party conferences to promote "The Sky's the Limit" campaign for airspace modernisation.

Senior Public Affairs Manager, Henk van Klaveren, and Public Affairs Officer, Jeff Bevan, attended both the Labour party conference in Liverpool and the Conservative party conference in Birmingham.

With NATS Parliamentary Communications Manager, Luke Law, they manned an exhibition stand designed to show Ministers, MPs, councillors, party members

and other organisations attending the conference why modernising airspace will be essential to enable aviation to continue to grow in a sustainable way.

Transport Secretary, Chris Grayling, Aviation Minister, Baroness Sugg, Shadow Transport Secretary, Andy McDonald and Shadow Secretary of State for Business, Rebecca Long-Bailey, were among the politicians who visited the interactive stand.

Virtual reality headsets took visitors inside both the air traffic control tower at Heathrow Airport and the NATS air traffic control centre

at Swanwick. Exhibition visitors were able to use iPads to test their aptitude to be air traffic controllers and there were videos showing a day in the life of air traffic control in the UK, the history of UK airspace change in the last 70 years and a discussion of airspace issues at Manchester Airport.

Van Klaveren said he was particularly pleased that the exhibition stand had enabled the AOA to engage with councillors and members of regional bodies like Transport for the North, both of whom will be crucial stakeholders as airports across the country engage in local consultations on their airspace change plans.

He said that the 2018 conference exhibition stands were only one element in a long-term, multi-year strategy that the AOA, NATS and their airline partners would undertake as they seek to win the support of local communities for an airspace modernisation process that will help UK aviation to maintain its position as a global leader, meeting growing passenger demand, while still cutting carbon emissions and noise.



MANCHESTER AIRPORT CELEBRATES BOOM IN CHINA TOURISM AND EXPORTS



Greater Manchester Mayor,
Andy Burnham

A new study has found that direct flights between Manchester and Beijing have heralded a “golden era” for trade and tourism

Flights from Manchester to the Chinese capital began in 2016 and the new report – “The China Dividend: Two Years In” – says that there has been a 38% increase in the number of Chinese visitors to the North (compared to a UK average of 30%). Meanwhile, exports from Manchester Airport to China grew 41% to £1.29 billion in the two years after the route launch and the number of Chinese students in

“Greater Manchester has an ambition to sit at the heart of a productive, culturally rich and internationally competitive Northern economy.”

Greater Manchester has grown 9% vs national growth of 4%.

Launching the study at the British Embassy in Beijing, Greater Manchester Mayor, Andy Burnham, said: “Greater Manchester has an ambition to sit at the heart of a productive, culturally rich and internationally competitive Northern economy. To do that, it is vital that the North has strong connections with high-growth markets like China. The China Dividend study demonstrates that good connectivity is not just about getting people and products from A to B, but the wider impacts that they have on so many aspects of peoples’ lives at both ends of the route”,

Now the success of the Hainan Airlines’ service from Manchester to Beijing has encouraged Manchester Airport to appoint a new Mandarin

speaking Marketing Manager. Dr Charlotte Shi will work with Chinese social media to promote the route and will also be part of the marketing campaign for Manchester’ two latest long-haul route launches this autumn and winter. Jet Airways starts direct flights from Manchester to Mumbai, India’s leading business and financial centre and home to the “Bollywood” film industry, on 5 November, while Ethiopian Airlines begin flights to Addis Ababa in December.

Meanwhile work is stepping up on the airport’s £1 billion transformation programme – the biggest investment project in the airport’s history – with the first new pier set to open to passengers next April and a new terminal building on course to open by mid-2020. Nearly 1,500 people will be working on the site at the peak of the project at the beginning of next year. Once completed, Terminal 2 will become 150% bigger than it currently is and will be the focal point of the airport’s operations, with capacity to handle over 35 million passengers a year.



Dr Charlotte Shi,
Marketing Manager,
Manchester Airport

“Dr Charlotte Shi will work with Chinese social media to promote the route and will also be part of the marketing campaign for Manchester”

ABERDEEN AND HUMBERSIDE AIRPORTS JOIN FIVE-COUNTRY HELIPORTS ALLIANCE

Heliports in five countries around the North Sea have joined forces to share knowledge and expertise on the fast-developing offshore wind industry.

Aberdeen International Airport, the world's busiest heliport, and Humberside have formed the North Sea Heliports Alliance, together with heliports at Den Helder in the Netherlands, Emden in Germany, Esbjerg in Denmark and Stavanger in Norway.

The new venture was launched at last month's WindEnergy conference in Hamburg to prepare for the upcoming roll-out of large-scale

offshore wind farms across the North Sea. It aims to help governments, energy companies, ports and industry organisations to develop safe and sustainable helicopter services for the offshore wind industry.

Aberdeen's Head of Aerodrome Operations, Martin Stubbs, said: "The offshore wind market presents the energy industry with a new, but exciting challenge. This will require efficient helicopter services and expertise, not only for the construction of offshore wind farms over the next 15 years, but also for a vision on the long-term maintenance and supply strategies. There is a

clear energy transition into offshore wind and we hope that we can make a real difference by sharing knowledge, best practice and expertise among the group, for the good of the energy sector".

Offshore windfarms near Aberdeen and in the Moray Firth are already generating energy and construction is expected to begin soon on two further developments in the Firth of Forth and the Moray Firth.

Helicopter firm, Airbus, has announced that it expects demand for up to a thousand helicopters from the offshore wind market over the coming two decades, which it predicts will add £8 billion to its balance sheet. It will provide supply, maintenance and crew transport to a growing number of offshore wind developments.

"The offshore wind market presents the energy industry with a new, but exciting challenge."



EDINBURGH IS UK AIRPORT OF THE YEAR

Edinburgh Airport has been named UK Airport of the Year at the National Transport Awards in London.

Scotland's busiest airport saw off competition from five other shortlisted airports to win at this month's awards ceremony and comes after it was named Scottish Airport of the Year at the Scottish Transport Awards in June.

Chief Executive, Gordon Dewar, said: "To be recognised at both a UK and Scottish level is a fantastic achievement. We've just had our busiest ever summer, we've opened our terminal expansion to improve the passenger experience and this year looks like eclipsing 2017 as our busiest ever year so there is a lot to be positive about at the moment".



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CARLISLE AIRPORT STEPS CLOSER TO COMMERCIAL FLIGHTS



Commercial flights from Carlisle Lake District Airport are expected to start in spring next year, following the opening of its new runway and the recruitment of air traffic controllers.

If all goes according to plan, Loganair will launch flights from “the gateway to the Lake District National Park” to London Southend, Dublin and Belfast, using the Saab 340, which can take up to 34 passengers per flight.

Carlisle’s new upgraded runway opened on 28 August, allowing the airport to take bigger and heavier planes, up to the size of a Boeing 737. The development means that a wider range of general aviation

“The development means that a wider range of general aviation planes, including some private jets such as the Gulfstream 650, Learjet and Citation X 6 Mustang, can now use the airport.

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The full-length reconstruction of the airport’s 1,800 metre runway, twice the length of the previous strip and one of only two in the UK

with LED lighting, is part of a larger infrastructure programme. The airport has also built a new terminal and office complex, as well as car parks and access roads.

Carlisle has now recruited eight qualified air traffic controllers, who will gain the familiarity with and experience of the airport that they need over the coming weeks.

The airport, owned by Stobart Group, already caters for all kinds of private aircraft, from gyroplanes and microlights through to helicopters and larger business jets, as well as many military aircraft movements. The last commercial flights at the airport were in 1993.

BUSIEST SEPTEMBER FOR GATWICK

Gatwick has recorded the busiest September in its history, with 4.5 million passengers – thanks mainly to a surge in long-haul passenger numbers.

North Atlantic routes were up over 20%, with Denver, Boston and Fort Lauderdale showing the fastest growth rates.

The record figures were announced as Gatwick was celebrating two “green” aviation successes earlier this month.

A Virgin Atlantic plane flying from Orlando to Gatwick became the first commercial flight to use jet

“Sustainable growth remains a top priority at Gatwick. It’s therefore encouraging to achieve another month of healthy growth in passenger numbers.”

fuel partly made from recycled industrial waste. It was powered by a new blend of normal jet fuel and ethanol produced from waste gases. Welcoming the Boeing 747 on arrival was the airline’s founder, Sir Richard Branson, who said the flight was a huge step forward in making the fuel a mainstream reality.

Meanwhile, the Carbon Trust has named Gatwick as the UK airport that

had the biggest combined reduction of operational carbon, water and non-recycled waste in 2017. Gatwick CEO, Stewart Wingate, said: “Sustainable growth remains a top priority at Gatwick. It’s therefore encouraging to achieve another month of healthy growth in passenger numbers, while at the same time being recognised for our commitment to reducing carbon, water and non-recycled waste on-site”.



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