

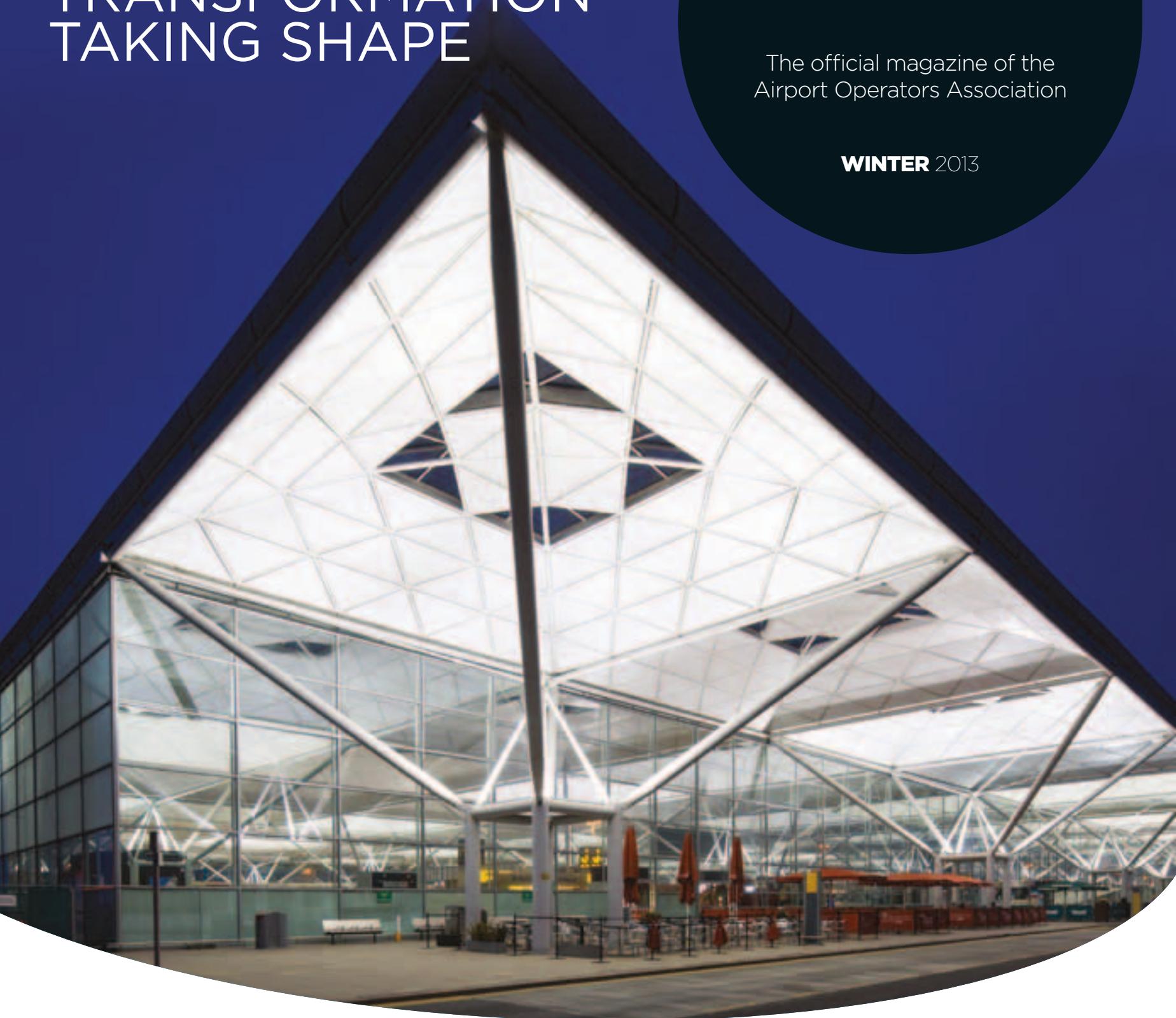
# A NEW ERA AT STANSTED

## TERMINAL TRANSFORMATION TAKING SHAPE

# THE AIRPORT OPERATOR

The official magazine of the  
Airport Operators Association

**WINTER** 2013



### **Policy**

AOA Annual Conference & Exhibition  
AOA Annual Dinner preview

### **Features**

Raising the profile of Cardiff Airport  
Newcastle completes masterplan consultation  
Manchester's Airport City vision

### **News**

London Luton wins 'Community Investment' award  
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The official magazine of the Airport Operators Association



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Welcome to the final edition of the Airport Operator for 2013. As we reach the end of another busy year it is a time to reflect on the events of the past 12 months.

The Department for Transport (DfT) published its Aviation Policy Framework (APF) in March and the AOA responded by setting out our assessment of progress against the 25 recommendations contained in our submission to the DfT the previous year. Overall, we have welcomed the much more positive language in the APF than was expected by many in the industry; and our assessment is that around one third of our recommendations are being progressed, one third is being addressed but requires more work, and one third has not been addressed at all. We will continue to press for action on all our recommendations!

This year has also seen the Sir Howard Davies Airport Commission considering a wide range of submissions about future airport capacity and, at the time of writing, we await its Interim Report. We are welcoming the publication of the Report; urging the Commission to continue to stick to its timetable with a Final Report in mid 2015; and we continue to urge the political parties to commit to act upon the Commission's final recommendations.

We have continued to work closely with our partners in the Sustainable Aviation (SA) coalition and, in April, welcomed the publication of the SA Road Map on Noise. This demonstrates that the industry can grow substantially in the coming years – with Air Traffic Movements increasing by 90% – with no increase in noise. We also continued to play a leading role in the campaign on Air Passenger Duty mounted by the coalition, A Fair Tax on Flying. We continue to argue that HM Treasury should conduct a study of the wider economic impact of APD and, in the meantime, the tax should be reduced.

*Ed Anderson, Chairman,  
Airport Operators Association*

# CHAIRMAN'S INTRODUCTION

The AOA Annual Dinner in March was attended by some 900 aviation industry leaders and was addressed by the Secretary of State, the Right Hon Patrick McLoughlin MP. Our Annual Conference in October had a record attendance and, in addition to the newly appointed Aviation Minister Robert Goodwill MP and the Labour Shadow Aviation Minister Gordon Marsden MP, an outstanding speaker line up included airline CEOs Willie Walsh and Michael O'Leary and the Airport Commission Chair Sir Howard Davies.

2013 has seen substantial team development at the AOA, as we prepare for the challenges of the future. We have said farewell to Robert Siddall and Rachel Dorban after many years' service to AOA and we welcomed our new Policy Director Rebecca Roberts-Hughes and Executive Assistant Patricia Page. At the end of the year Tom Needham retires after more than 17 years with AOA, most recently heading our operations and safety policy area and organising our events programme. We wish Tom well in his retirement and we welcome his replacement, our new Ops & Safety Director, and Head of Events, John Haney, who joined at the start of December.

We believe that 2013 can be regarded as a successful year for aviation and for the AOA. The industry bodies have worked more closely together than ever before; the AOA has a higher profile with policy makers; and the benefits of growth in aviation are much more widely accepted, with the debate continuing about 'where' such



growth should take place, not 'if' it should take place, as were the terms of debate in the past.

On behalf of the AOA team, I would like to wish all our

members – Airports, Corporate Partners, Silver Sponsors, and Associates – best wishes for the Christmas season and the hope that 2014 may be a successful year for you all.

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AOA Chairman Ed Anderson opened the Conference on the morning of the 21st. He welcomed the current state of play with regards to aviation, saying that there was now clear recognition from the Government that the sector should be allowed to grow and that the question is where expansion should take place, as opposed to whether it should take place at all. He welcomed the speech delivered by Sir Howard Davies a few weeks previously, in which he set

out the Commission's 'emerging thinking' and stated his belief that the UK requires a net increase in runway capacity if it is to cater for increased passenger demand in the decades ahead.

Addressing the newly appointed Minister for Aviation, Robert Goodwill MP, who was also speaking at the Conference, Anderson urged the Government to use the AOA's recently published response to the Aviation Policy Framework

as a guide to putting in place a more integrated approach to policy with respect to aviation. He touched upon a number of issues impacting UK airports, not least Air Passenger Duty, pressing the need for the Government to take action to reduce the tax and commission a Treasury study into the impact it is having on the UK economy. He also promoted Sustainable Aviation (SA), and pointed to the "massive steps" the whole industry is taking to deliver "cleaner, quieter, smarter" aviation, through a combination of measures such as newer fleets, innovative technology, improved operational techniques and sustainable biofuels. This will continue into 2014, with the publication of a SA Road-Map on alternative fuels (following previous Road-Maps on Carbon and Noise, respectively).

The Conference heard from a number of other speakers, including Goodwill, who outlined the Government's current approach to aviation, not least its support for future growth in the industry; Gordon Marsden MP, the recently

appointed Shadow Aviation Minister; Sir Howard Davies; as well as a range of airline and airport representatives, including Willie Walsh, CEO of International Airlines Group; Michael O'Leary, CEO of Ryanair; Jim French, the then Chairman of Flybe; Paul Kehoe, CEO of Birmingham Airport; David Laws, CEO of Newcastle Airport; and Declan Collier, CEO of London City Airport.

Coverage of the conference, including exclusive interviews with Sir Howard Davies; Michael O'Leary; Andy Jefferson, Programme Director at Sustainable Aviation; airport representatives including Paul Kehoe; Nigel Milton (Heathrow); Gordon Dewar (Edinburgh); Graeme Mason (Newcastle); and Darren Caplan, CEO of the AOA, was captured by ITN Productions and can be viewed at <http://www.transportnews.itn.co.uk/Aviation/All>.

On the evening of the 21st, the AOA held its Annual Awards Ceremony, hosted by the respected travel journalist Simon Calder. The following awards

# AOA ANNUAL CONFERENCE & EXHIBITION



02

**02**  
Aviation Minister  
Robert Goodwill MP.



03

**03**  
Sir Howard Davies.

**01**  
AOA Chairman  
Ed Anderson.

for AOA Airport and Associate members were presented:

- **BEST AIRPORT OVER 6 MILLION PASSENGERS - EDINBURGH AIRPORT**
- **BEST AIRPORT UNDER 6 MILLION PASSENGERS - LEEDS BRADFORD AIRPORT**
- **BEST EXHIBITION STAND - VANDERLANDE INDUSTRIES**
- **BEST ENVIRONMENTAL INITIATIVE - RPS GROUP**
- **BEST GENERAL AVIATION AIRPORT - GLOUCESTERSHIRE AIRPORT**
- **BEST SMALL BUSINESS - EAGLE AIRFIELD**
- **BEST INNOVATOR - SMITHS DETECTION**
- **BEST MANUFACTURER - THALES**
- **BEST CONSULTANCY - ATKINS**



05

- **BEST SERVICE PARTNER - SIEMENS**
- **BEST BUSINESS PARTNER - WILSON JAMES**

The AOA offers its warmest congratulations to all award winners on this well deserved

success! AOA members should note that the 2014 Annual Conference & Exhibition will take place on 10-11 November 2014, once again at the Hilton Metropole Hotel. We look forward to seeing many of you there!



04

**04**  
*Winner of the Best Airport over 6 million passengers Award, Edinburgh Airport.*

**05**  
*Winner of the Best Airport under 6 million passengers Award, Leeds Bradford Airport.*

# AOA ANNUAL DINNER - 4 MARCH 2014



The 2014 AOA Annual Dinner will be held on Tuesday 4 March 2014 at the prestigious Grosvenor House Hotel in London, and all AOA members are invited to attend.

The 'black tie' dinner is one of the principal aviation events of the year, and offers an excellent opportunity for members to network with stakeholders from across the industry. The keynote address will be given

by Rt. Hon Patrick McLoughlin MP, Secretary of State for Transport, and the after-dinner entertainment will be provided by the comedian Dara O'Briain.

Tickets for this event are selling out fast. To avoid disappointment, members are encouraged to book their places as soon as possible. For more information please contact Patricia Page via [patriciapage@aoa.org.uk](mailto:patriciapage@aoa.org.uk) or 020 7799 3171.



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01

# TERMINAL TRANSFORMATION HERALDS A NEW ERA AT STANSTED

*Under new ownership, having been acquired by Manchester Airports Group in February, Stansted Airport is embarking on a clear strategy to be the best airport in London. Ross Falconer accompanied Neil Banks, Stansted's Terminal Transformation Manager, on a tour of the current £80 million terminal transformation to see how the project is taking shape.*

When Manchester Airports Group (MAG) completed the £1.5 billion acquisition of Stansted, it added real quality to an already strong portfolio. It is the UK's fourth biggest airport, handling 17.6 million passengers per year and, operating at around 50% capacity utilisation, it has excellent infrastructure in place to meet further significant growth.

The terminal transformation project marks the dawn of

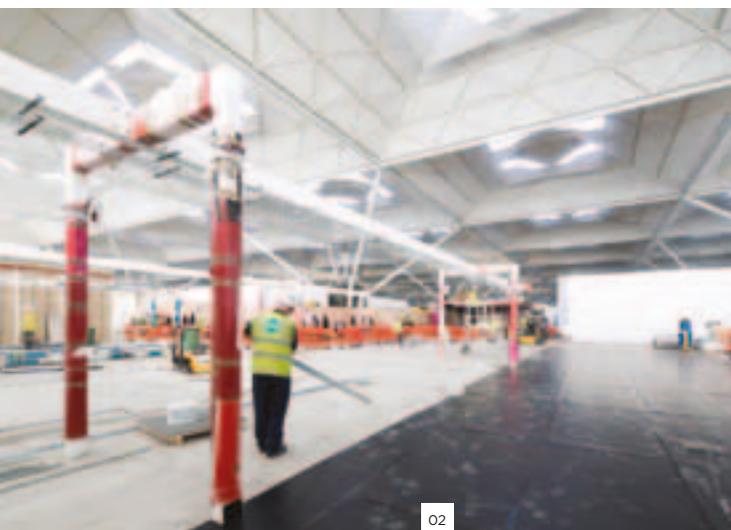
a new era for Stansted, with significant investment being made under the new ownership to change perceptions of the airport and strive to make it the best in London. MAG quickly announced details of a £230 million investment programme to improve services and facilities for passengers. The current £80 million project to transform the terminal building was announced in June and includes myriad highlights: A new security

search area with extra lanes and double the size of the previous facility; extension of the departure lounge by more than 60%; additional seating; improved wayfinding; additional flight information screens; new shops, bars and restaurants; and a new walkthrough World Duty Free store.

In its first six months of ownership, MAG attracted airlines back to Stansted and secured long-term growth deals with easyJet, Ryanair and Thomas Cook, so the timing of its terminal improvements couldn't have been better as it embarks on a return to growth.

## NEW SECURITY AREA OPENS

The first section of the new security search area opened to passengers on 6 December, and our tour took place just a few days before, as final preparations were being made. It is clear to see that the development heralds a real step-change. Passengers will be struck by the prominent use of natural light in this first phase of the project, in which the security area has



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**01** Neil Banks, Stansted's Terminal Transformation Manager, explained that the new, more spacious security search area will increase the number of security lanes from 18 to 22 when complete, with dedicated lanes for families, passengers with reduced mobility and fast track for premium travellers.

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been relocated away from its central location to a new area twice the size - increasing from 2,600sqm to 5,000sqm - and flooded with natural light on the south side of the terminal building. Neil Banks, Stansted's Terminal Transformation Manager, explained that this new, more spacious location will increase the number of security lanes from 18 to 22 when complete, with dedicated lanes for families, passengers with reduced mobility and fast track for premium travellers. Stansted is also embracing the latest technologies in its efforts to enhance the passenger experience; 20 self-service smart access gates will scan boarding cards before passengers enter the new security screening area. The security area is due to be fully operational by Christmas. "It's been a challenging few weeks as we move from the old search area to the new location in time for the busy Christmas getaway, but with careful planning and a dedicated team



*The terminal transformation project marks the dawn of a new era for Stansted, with significant investment being made under the new ownership to change perceptions of the airport and strive to make it the best in London.*

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working around the clock, I am pleased to say we have hit another major milestone on time," commented Banks. A key challenge, of course, has been undertaking a major project in a 'live' terminal environment, and it has been business as usual, with no disruption to normal airport operations.

Equally impressive is the use of intuitive wayfinding. The passenger experience is at the very heart of the development, and it has been designed to reflect the way in which travellers use Stansted's terminal facilities. More than 50% of the airport's passengers now check-in online and travel with hand baggage only, therefore bypassing traditional check-in procedures and heading straight to security. Mindful of this, Banks demonstrated how passengers will immediately see departures to their left as they enter the terminal building, so the wayfinding process makes it clear that, if they have checked-in online and only have hand baggage, they can head straight to security, which contributes to a smooth, simple passenger process.



04

The transference area directly after security search will also be five times larger – up from 95sqm to 542sqm. Banks explained that this is a spacious, relaxing, calming area. Interestingly, MAG has used research by psychologists to understand the points at which passengers feel confused, stressed and relaxed during their time at the airport. They also analysed changing trends and passenger expectations

over recent years and in the future to inform the plans.

#### COMPETING FOR NEW ROUTES

The focus on providing world-class facilities puts Stansted in a strong position to compete effectively for new routes. Mark Souter, Business Development Manager, told Airport Operator that the message is that Stansted has available capacity. "Right now, we're running at about 50% capacity utilisation.



06



05

**04** Mark Souter, Business Development Manager, explained that a key message is that Stansted has available capacity. "Right now, we're running at about 50% capacity utilisation. As it currently stands, practically without having to do anything to the infrastructure, the taxiways, or terminal, we can handle up to 35 million passengers a year."

**05** Stansted's £80 million terminal transformation project is taking shape. The first section of the new security search area opened to passengers on 6 December.

As it currently stands, practically without having to do anything to the infrastructure, the taxiways, or terminal, we can handle up to 35 million passengers a year," he said. Indeed, the airport has permission from the local authority to grow to that figure.

Significantly, as part of its long-term agreement with MAG, Ryanair has announced that it will open 12 new routes and increase frequencies to 17 key destinations from Stansted in its summer 2014 schedule. This will provide an additional 1.3 million seats, taking Ryanair's capacity at Stansted to 14.5

million passengers. Souter explained that the long-term growth agreement will increase the airline's annual passenger traffic at Stansted from 13 million currently to more than 18 million by 2018, and then to nearly 21 million by 2023.

Meanwhile, this summer easyJet signed a long-term growth framework, enabling it to more than double its passengers at Stansted from the current 2.8 million a year to six million a year over the next five years.

Souter also outlined details of a business campaign to

**06** Passengers will be struck by the prominent use of natural light in this first phase of the project, in which the security area has been relocated away from its central location to a new area twice the size – increasing from 2,600sqm to 5,000sqm – and flooded with natural light on the south side of the terminal building.

support long-haul services, which highlights the airport's proactive approach to route development. Stansted has called on businesses from across the East of England to work together to deliver direct long-haul services from the airport, and has launched a major market study of long distance flying from the region. Stansted will contact around 300 of the region's top companies to develop a detailed picture of their travel requirements; the findings will be used to show airlines the strong demand for business travel within the region and the opportunities that exist to serve these routes from Stansted. The study will focus on companies in the East of England that currently rely on air links to the US, Middle East, Far East and other emerging markets but currently have to travel from other London airports to access those markets. It will also ask businesses to declare their support for similar services if they were to operate

from Stansted. More than 46 million journeys are made each year by people living within Stansted's catchment, but only 12 million of those flights are actually from the airport itself. Of the remaining 34 million flights, around six million are flying long-haul to and from the Middle East, Asia, Africa and Australasia, and 4.6 million passengers take flights to and from North America. The collaborative approach being applied with this major study, combined with the terminal transformation project, is expected to make a notable difference in attracting long-haul services to Stansted.

**TRANSFORMATION PHASE 2**  
Phase two of the terminal transformation project will be launched in January and will see a complete redesign of the international departure lounge, providing a more intuitive passenger journey, additional seating, more flight information screens, and an enhanced retail and F&B offer.



*20 self-service smart access gates will scan boarding cards before passengers enter the new security screening area.*

Floor space will be increased by more than 60%, from 9,459sqm to 15,248sqm. The new design also incorporates the flexibility to accommodate future airline requirements as Stansted grows its existing customer base and begins to attract a broader range of airline partners. "There's still plenty more to do and we will begin construction on the

departure lounge phase of the project in the new year, but Stansted really is changing, and changing for the better, and we're confident passengers, airlines and staff will love the new terminal when it's fully completed in 2015," said Banks.

The progressive strategy being employed at Stansted points to

a bright future for the airport, and passengers will experience a significantly enhanced journey through the terminal following its transformation. The terminal redesign makes better use of space and is moving the airport and its facilities into a new, modern age that is mindful of passenger needs and facilitates continued growth.



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# REGIONAL REINVENTION: RAISING THE PROFILE OF CARDIFF AIRPORT



01

*The Welsh Government's purchase of Cardiff Airport earlier this year saw it embark upon a strategy to breathe life once again into Wales' air transport gateway. By working with its airlines to enhance route capacity and re-establish choice into the Welsh market, implementing leading-edge new facilities and attentive solutions to enhance the passenger experience, Cardiff is proclaiming loud and clear that it is a regional airport with a great deal to offer. Amy Hanna reports.*

When the Government of Wales made a £52 million investment to acquire the shareholding of Cardiff International Airport Ltd (CWL) in March, it was an opportunity to revitalise not just the gateway into Wales, but the air transport landscape of the entire region. Under new ownership, changes are being instigated across every aspect of the operation, each one designed to raise the airport's profile, enrich the quality of its services, and regain the passenger base that, under previous management, had trickled away. Spearheading the business's re-emergence as a key regional airport is pioneering Chief Executive Jon Horne, reappointed six years since he last served the position, to lead the airport in the restoration to

its former glory. "From the very beginning, when I rejoined the airport in April of this year, the focus was on reinvigorating the business. I think there was a great uplift among the team here when the airport was sold, and with it a renewed hope and vigour for its development," Jon explained.

One of the airport's most important objectives was to demonstrate to its airline customers and tour operators that it has a real and promising future, "that we are going to drive things forward and make improvements across the board," Jon said, "and that we want to encourage them to grow, and demonstrate that Cardiff has a vibrant, active market that they can secure. It was, and is, about



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As well as captivating multimedia installations that bring a sense of excitement to the airport journey, CWL has implemented a diverse array of initiatives to enhance the passenger experience, including free WiFi, a free trolley service, and the 'Your airport listening to you' feedback scheme – a crucial part of the airport's ongoing strategy for improvement.

02

A recent government-driven project has seen the inbound piers and walkways transformed into a celebration of Wales, with new art and multimedia installations that demonstrate all it has to offer in terms of vibrant Welsh culture, its heritage, landscape, products and businesses. One example is a promotion of the region's wide variety of castles. "As you go up the stairs you're walking up the turret in a castle – the walls have been dressed and it really is quite fantastic. It makes passengers smile as they walk into it," Jon said.

reengaging with the airlines and being able to demonstrate that actually the market is there, and the reason passengers haven't been coming to Cardiff is primarily because the options haven't been available for them to choose Cardiff, and so they were going elsewhere."

Jon's strategy is certainly working. The airport has experienced an increase in passenger numbers since it was purchased by the Government, averaging +9% growth from May to November this year compared to last. "I think one of the key things was being able to point towards the fact that the market itself wasn't broken. Yes, it had been impacted by the recession, as every airport's traffic had been impacted, but we believed that there were things that had been missing from the business in recent years. This led to airlines losing faith in the airport and the operation's ability to continue to develop services here, and as a consequence it had declined,"

Jon stated. Now the airport is working with its airlines to re-establish choice at the airport and inject variety back into the Welsh market, to bring back passengers who want to fly from their local regional airport.

#### RECAPTURING THE MARKET

To this end, CWL is nurturing the growth of its carriers, and working with its existing airlines to establish their brand within the market, and add further capacity to their current routes. Jon explained: "What we have at the moment is a market demand that we're not satisfying – it's spilling and going to other places – so we're actively encouraging our operators, pointing to this leakage and encouraging them to put more capacity on." Vueling, for instance, has almost doubled capacity on its services since last year, when it introduced flights from Cardiff to Palma, Barcelona, Málaga and Alicante, and passenger numbers on the flights have surged as a result. The fact that



04

Vueling services from Cardiff are now bookable on the British Airways website is also a contributing factor. "I think the

simple message is that where we introduce that capacity and where we introduce those services, our market comes back to us because they want to fly from their local airport."

we've applied that to many of the services that we provide. Previously you had to pay £2 for a trolley. Once again they're free, because these are really part and parcel of the services that airports offer; we want it to be a really enjoyable experience. It's not good enough for it to just be pleasant, ultimately we'd like it to be excellent."

#### 'A REALLY ENJOYABLE EXPERIENCE'

Delivering an exceptional passenger experience is also pivotal to the airport's strategy. Cardiff Airport is channelling a considerable part of its resources into transforming its airport journey for the traveller, and recently embarked upon a programme to enhance facilities and services airport-wide. By the start of next year, for example, the set down and parking arrangements will have been improved, with the implementation of new technology, including automatic number plate recognition, to enhance the efficiency and security of the system. "At the same time the programme is enabling us to remove things that are a frustration to passengers, like paying to drop off," Jon said. "Next spring it will become free again, and

The 'Your airport listening to you' initiative is among CWL's most successful approaches to change, and is central to the airport's ongoing strategy of improvement. The feedback initiative, which encourages passengers to pass comment on any area of airport operation that matters to them, has so far proved invaluable. The high number of responses has enabled the airport to prioritise its many developments in line with what its consumers deem most important, shaping the future of the airport according to passenger demand and



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#### 03

The construction of a new entrance to the security area in Departures is one of a number of developments soon to take place at Cardiff Airport. Also in the planning is a new security area, more than twice the size of the present one, designed to make the security experience faster and more efficient, and take the stress out of the airport experience.

#### 04

In Arrivals a new taxi reception area where passengers can book and wait for their taxi in comfort will be introduced before next summer.

what people want. Already it has contributed to the introduction of the free trolley service, as well as free WiFi, and the airport is implementing changes throughout to enhance its competitiveness in the market. The check-in desks have been refurbished and new digital signage installed, a new access to departures is being created, automatic boarding card scanning technology will soon be deployed, and a new security area, more than twice the size of the present one, is being developed, which will make the security experience faster and more efficient. "We're paying real attention to those details that can cause stress to passengers. For instance, I always find that the process and facilities for removing items of clothing, putting everything in the tray, then getting redressed, is often an afterthought in airports. We're going to concentrate on making sure that we've got the right facilities in the right

environment so we take those elements of stress out, and make the process as pleasant as we conceivably can," Jon said. A new taxi reception area where passengers can book and wait for their taxi in comfort will also be introduced before next summer.

Also instrumental in the creation of an airport environment that enhances the traveller's journey is a recent government-driven project to transform the inbound piers and walkways into a celebration of Wales, with new art and multimedia installations that promote its vibrant culture, heritage, landscape, products and businesses. The three-year project will include regular updates to keep the audio and audiovisual installations fresh and, since its initial implementation in June of this year, it's had a significant impact on visitors, creating a sense of

place and a spectacular first impression of the Welsh capital.

"This is the beginning of a journey for us as an airport, and this is just the first phase of change," Jon attested. "The big focus remains on growing the number of airlines, routes and passengers from the airport, but it's also about making sure that the environment is as good as it can be, and that we're giving passengers a great service." Next, Cardiff Airport is launching its new customer service commitment scheme. Straight 'A's is a comprehensive coaching programme driven by Jon himself, focusing on delivering service excellence through the training and empowerment of staff in the areas of Appearance, Approach, Attitude, Awareness, Advice, Assistance, Action and Accountability. "This is something that all the different businesses across the airport – such as our retail and catering partners – are taking up, so that we work in a unified way

in delivering an airport, and a service, that the people of Wales can be proud of," he said. "These

things, which might be small in their own right, collectively make a big difference."



Jon Horne, Cardiff Airport and Visit Wales – the Welsh Government's tourism bureau – joined forces to promote Wales at the World Routes event in Las Vegas in October, holding meetings with over 30 airlines and developing prospects as part of the ongoing strategy to expand the airport's route network. At the event, CWL finalised arrangements with Flybe for the recently announced seasonal flights to Geneva, Chambéry, Lyon and Grenoble.

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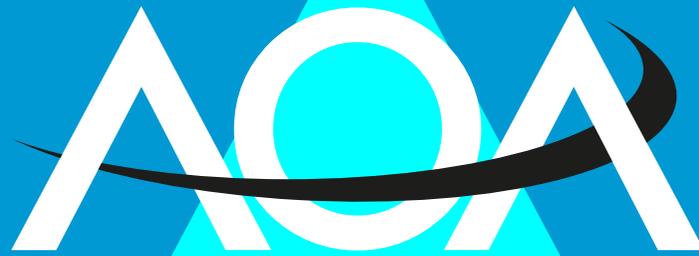
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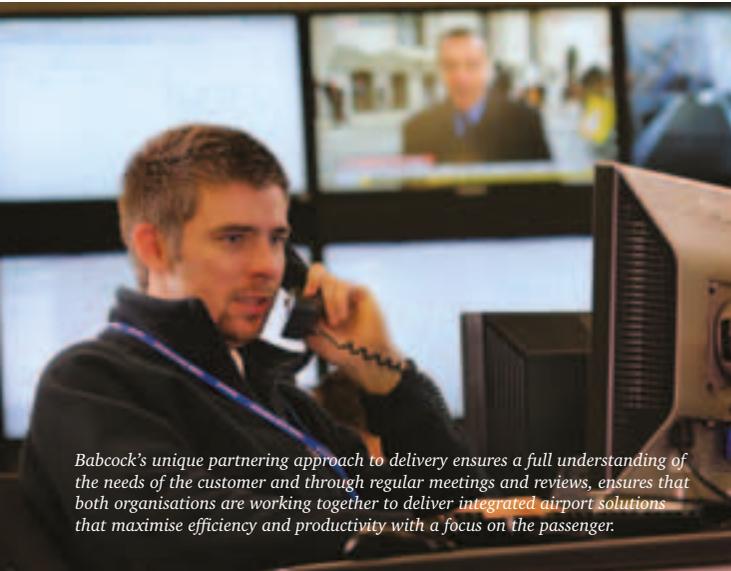
# 2013 EXHIBITORS



IN PARTNERSHIP WITH:



*In recent years, there has been growing concern for the airline industry over falling passenger numbers and rising costs, with major airlines announcing capacity cuts that have hugely affected operators' revenue. With the demand for air travel set to increase and the next phase of aircraft in operation, the industry is predicted to see long-term growth. However, the short-term remains challenging and with the increased threat of competition, airport operators must find new ways to improve the passenger experience whilst addressing industry issues such as limited expansion of operational capacity and the need to reduce costs.*



*Babcock's unique partnering approach to delivery ensures a full understanding of the needs of the customer and through regular meetings and reviews, ensures that both organisations are working together to deliver integrated airport solutions that maximise efficiency and productivity with a focus on the passenger.*

# INNOVATIVE PARTNERSHIPS THAT HELP DELIVER LONG-TERM SUCCESS FOR OPERATORS

With over 70 million passengers each year, Heathrow Airport is just one airport facing such issues and has developed an innovative partnership with Babcock for baggage and GSE service contracts to deliver improved services, increase availability and deliver cost reductions whilst delivering a resilient operation. The contracts aim to deliver a seamless bag service across the whole of Heathrow, combining the processes of the existing baggage systems and improving the bag journey. The GSE contract provides fleet maintenance support for all of the Heathrow vehicles, ensuring availability and providing 24/7 support to help keep Heathrow operational at all times.

In delivering to Heathrow, Babcock's proven capabilities in the airport sector have identified significant cost savings to Heathrow whilst working towards providing end-to-end improved passenger experience and increased performance in arrival, missed and minimum connection time baggage. Babcock's track record in delivering resilient baggage

system operations has also led to the creation of a customer focused flight managed service centre to constantly monitor bag performance and provide instant support. With single supplier accountability this enables Heathrow to focus on its core operations and passengers with confidence.

The baggage contract has integrated multiple suppliers into a single solution - a first-ever for Heathrow, with the focus on an end-to-end baggage service that meets Heathrow's objectives and reduces costs to its airline customers - supporting them in achieving their long-term vision. The single workforce delivers one team who can be deployed by Heathrow management in times of disruption, and increased efficiency gained through integrating processes, reducing duplication and systems and presenting opportunities to reduce costs and stockholding.

With a focus on reducing downtime and a faster return to service, the fleet management contract at Heathrow has seen increased availability and

provides 24/7 on-site support for routine, planned and unplanned maintenance. This is provided at the specialist workshops located within the Heathrow campus.

Babcock's unique partnering approach to delivery ensures a full understanding of the needs of the customer and, through regular meetings and reviews, ensures that both organisations are working together to deliver integrated airport solutions that maximise efficiency and productivity with a focus on the passenger. Being product and equipment agnostic means that Babcock can recommend what is best for the customer in improving baggage handling systems and IT controls, providing independent and impartial expertise to work across and improve existing systems and processes for Heathrow. With strong support contracts maintained with the OEMs, Babcock offers a whole life approach to asset and programme management, transforming how customers optimise their assets' availability to improve performance and resilience, whilst reducing lifetime costs.

Tom Newman, Director of Airports for Babcock, said: "Heathrow is one of the most forward thinking and innovative operators within the global airports sector, and we are proud to be playing a critical role in helping them transform the experience of passengers and increase efficiencies. Our 15-year partnership with our customer has provided an exceptional platform from which to deliver in our extended role and we will take every opportunity to support them and add value where we can."

Baggage services and GSE fleet maintenance are just a small part of the integrated airport solutions that Babcock delivers daily within the sector. With proven capabilities in baggage services, asset fleet management and IT systems, Babcock has both a demonstrable record of being "trusted to deliver" and delivering increased resilience to a wide range of customers such as British Airways, Amsterdam Airport Schiphol and Edinburgh Airport.

*With a focus on reducing downtime and a faster return to service, the fleet management contract at Heathrow has seen increased availability and provides 24/7 on-site support for routine, planned and unplanned maintenance.*



*Newcastle International Airport unveiled its vision for the future this summer with the launch of its masterplan 2013-2030. This highlights the exciting ambitions of the North East's main airport and the significant economic benefits it delivers to the region. The consultation process on the masterplan concluded in October, and Graeme Mason, Planning & Corporate Affairs Director, updated Ross Falconer on the airport's strategy.*



# NEWCASTLE'S 2030 VISION TO FACILITATE FURTHER GROWTH

Newcastle International Airport is a public-private partnership between seven local authorities and AMP Capital, so it is very much a facility that is embedded in the region. Indeed, the region is very proud of the airport and, as a result, strong support has been shown for the proposals contained within the masterplan. It is Newcastle International's third masterplan in the last two decades. The first, in 1993, looked forward to 2006; that was replaced in 2003 with a masterplan that looked ahead to 2016; and subsequently this masterplan to 2030. "So, the regional stakeholders and the local community are very familiar with our long-term aspirations and, as a result, we've been very pleased with the outcome of the consultation process held between July and October this year," explained Graeme Mason, Planning & Corporate Affairs Director, Newcastle International Airport. "Not only did we get strong support from across the region, but we got a broad degree of support from the community as well. We held a series of public meetings within

the community, and also did briefings for key stakeholders and business partners."

It was also the airport's first social media masterplan, so in addition to there being a dedicated section on the website, a lot of activity took place on Facebook and Twitter; indeed, the majority of comments were received via these platforms.

Mason added that the next step is to prepare a report on the consultation, which will be presented to the airport's Board. The Board will then decide, early next year, whether to amend any of the plans. "There have been no strong objections to any particular aspect of the masterplan, so I hope to present a very positive report to our Board in early 2014," said Mason.

#### **SOUTH SIDE TRANSFORMATION**

Newcastle International has seen a steady recovery in passenger numbers over the course of this year. It will handle 4.4 million passengers in 2013. The masterplan provides a

framework to accommodate up to 8.5 million passengers annually by 2030, using the top end of its forecasting range to ensure sufficient land is allocated. The masterplan shows how possible development requirements up to 2030 might look. In relation to the terminal area, it is likely that the terminal will require extension

at some time between 2021 and 2030, and options will be considered for that. Other plans include additional aircraft and car parking, and improved access. Mason explained that a key focus of the plan is the transformation of the airport's south side, with the creation of additional offices, hangars and warehouses, to be known

as Newcastle International Business Park. He added that the local planning authorities are proposing in their development frameworks to support the expansion of the airport. "They are also in agreement with the relaxation of a previous planning restriction that we had that all of the activity



#### **01**

The masterplan shows how possible development requirements up to 2030 might look. In relation to the terminal area, it is likely that the terminal will require extension at some time between 2021 and 2030. Other plans include additional aircraft and car parking, and improved access.

#### **02**

A key focus of the masterplan is the transformation of the airport's south side, with the creation of additional offices, hangars and warehouses.

Newcastle International Airport unveiled its vision for the future this summer with the launch of its masterplan 2013-2030. The consultation process on the masterplan concluded in October.



on the airport site needed to be airport related. So for these business parks to the south of the airport, we will be able to develop facilities effectively that are not limited just to airport related occupiers," he said. In fact, one such 175,000sq ft office development was recently approved.

The masterplan outlines the airport's major economic impact and its important role in providing connectivity for the North East. Airports are essential drivers for modern regional economies, both in terms of connectivity and as jobs generators. Throughout the recent period of economic uncertainty, the contribution of

Newcastle International Airport to the region has remained strong. The airport currently supports 7,800 jobs across the region and this is forecast to rise to 10,000 by 2030. Equally impressive is the fact that it delivered £646 million to the regional economy in 2012 and by 2030 it is estimated that this figure will grow to £1.3 billion.

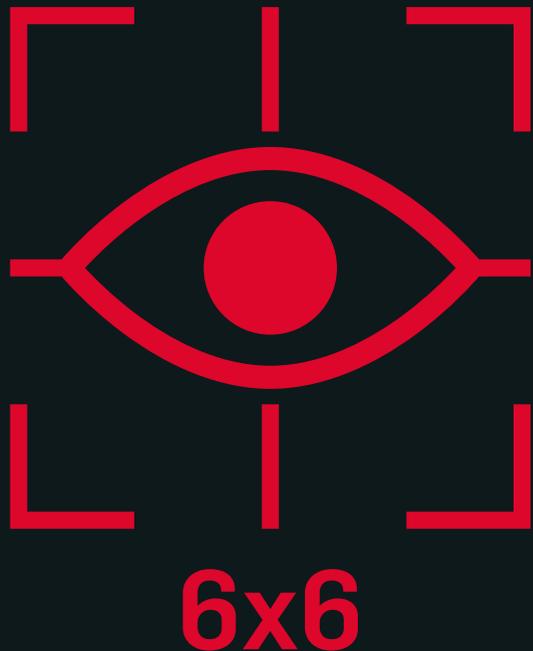
#### AWARD-WINNING CUSTOMER SERVICE

The customer is at the heart of Newcastle International's business. This is reflected in initiatives such as its Big Six Customer Service Principles, and is indicative of the airport's desire to be the most welcoming in the UK. It also has customer feedback machines located in the security search area to check whether customers are 'Happy or Not'. The high-tech devices regularly feedback results to the airport team to ensure that customers are getting the best possible experience. Meanwhile, in 2012 Newcastle International adopted the use of a penguin

theme to help communicate with customers. The family of penguins is used throughout the airport and online to convey messages about security, check-in, shopping, and many other aspects of airport operations. This progressive approach certainly contributed to Newcastle International winning AOA Award for Best Airport under 6 million passengers four years in a row up to 2012. The airport was also recently voted Best Airport over 3 million passengers by readers of Which? magazine. "It's all about improving the customer experience. We have a detailed model of the terminal building in terms of its capacity and the demands that are placed upon it, looking at each individual element. We model future years to determine when we will need to invest in new facilities. Over the coming months, we will be refreshing all of that information to determine what our future terminal strategy will be," concluded Mason.



*In 2012 Newcastle International adopted the use of a penguin theme to help communicate with customers. The family of penguins is used throughout the airport and online to convey messages about security, check-in, shopping, and many other aspects of airport operations.*



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# INVERNESS AIRFIELD UPGRADE TO FUTURE-PROOF AIRPORT FOR GROWTH

*Inverness Airport is experiencing considerable growth; its continuously climbing passenger numbers an effect of the region's flourishing tourism landscape and lucrative natural industries. Highlands & Islands Airports Limited (HIAL), the operator of Inverness Airport and 10 other airports in Scotland, is investing heavily in the gateway to the region, to secure its prosperous future and accommodate forecast growth. Amy Hanna reports.*

With throughput in October having demonstrated +5.4% growth year-on-year, Inverness Airport is enjoying another strong year, and, as growth is forecast to continue, HIAL has made considerable investments in its airfield, furnishing the airport with the ability to handle the escalating number of movements and passengers. The £2.6 million investment has provided vital connections between the airport and its

business park, and also increased the lifespan of the airport's mile-long runway, which handles around 31,000 flights a year.

A £1.2 million taxiway extension provides a crucial link from the main runway to the Inverness Airport Business Park, opening up the area for future development, and amplifying its appeal to companies seeking an air or landside base and the benefits of unparalleled

connectivity. It also, importantly, links the taxiway to the new Bristow Helicopters Search and Rescue facility in Inverness. The new facility lies on the airside element of Inverness Airport Business Park which currently houses the Bond, Ambulance and North Isles Helicopter hangar, and the recent works have greatly enhanced the opportunity for maintenance, repair, and for other aircraft facilities to be based there. "The investment in the airside facility is key, as we believe that having attracted the first anchor tenant that other tenants will follow suit," explained Inglis Lyon, Managing Director of HIAL. "Discussions for the remainder of the landside element of the Inverness Airport Business Park continue, and in the very near future the company will develop the infrastructure for part of the first phase at a further cost of approximately £750,000."

#### DEVELOPING TO MEET DEMAND

On the runway meanwhile, 1,800m of existing tarmac was replaced in a £1.4 million project to extend the lifespan of one of the airport's most important assets by a further 20 years, and ensure the airport is able to accommodate the forecast growth in demand for air travel.



02

The latest investment in the airfield follows the completion last year of an £850,000 project to upgrade the airport's south apron – the main parking area for passenger aircraft. The investments mean that larger aircraft, such as the A319 used by easyJet, can now park next to the airport's arrivals area, allowing passengers to disembark much closer to the terminal. The project also enables the airport to accommodate more long-range aircraft such as the Boeing 757.

"The region has an enormous but yet sparsely populated hinterland, and accordingly

attracting airlines to what can be relatively thin routes in the winter, though profitable in the summer, is a challenge – a challenge not restricted to Inverness but affecting all remote regions," Lyon said. "Given that, what we try and do is work with our airlines on an open-book basis, to provide the correct infrastructure and cost framework that allows them to operate their timetables year-round and thus build certainty into the market," Lyon explained.

The Inverness region is currently experiencing significant growth through the exploration and extraction of previously as



01

#### 01

Contractor Colas was faced with some challenges in the resurfacing of an active runway, but negated the difficulties by completing the works during night time shifts to reduce disruption. In addition, a mobile asphalt plant was deployed at Inverness, to service the contract with high volumes of asphalt each night.

#### 02

HIAL's Sumburgh Airport will see a significant investment completed in 2014 to accommodate the near 100% forecast increase in movements. At present works are underway to strengthen and protect the eastern end of Sumburgh's runway. "At its height the storm in December of last year, overtopping and high tides carried debris, plant and equipment almost the full length of the runway; given that, it is essential that the ongoing works are completed sooner rather than later," Lyon said.

yet untapped oil fields, the renewables sector and the decommissioning of previously serviceable oil platforms, and intensifying interest in the area is seeing increasingly more passengers – and airlines – wanting to fly to Inverness. “These significant labour-intensive industries and our buoyant tourism and life science sectors provide the airlines with a consistent passenger base, from which they can develop, and we are aware from our discussions with the airlines that many of the businesses have already arrived at their own corporate packages,” Lyon commented.

In recent months HIAL has enjoyed significant growth in a number of areas. On its relatively new connection from Inverness to Amsterdam, passenger numbers are up year-on-year by more than +25%, highlighting it as a real alternative to the heavily congested Heathrow route. Meanwhile, HIAL’s Sumburgh Airport, serving the Shetland Isles, is experiencing a dramatic increase in the number of helicopter and fixed wing movements to and from the airport, arising from the grounding of the Super Puma EC 225 fleet in August of this year, and increasing oil industry activity. “The latter will

see a significant investment completed in Sumburgh airport in 2014 to accommodate a near 100% increase in movements as we gear up for oil exploration in some of the most hostile territory in and around the UK,” Lyon said.

**SURFACING WORK BY COLAS**  
Completion of Inverness Airport’s project to resurface the runway and extend the taxiway was expected at the end of December. Contractor Colas has laid 8,500t of asphalt on the 1.6km long runway in 13 night time shifts. “Our team worked a flexible restructured shift pattern to accommodate arrival of two



*1,800m of existing tarmac was replaced by Colas on Inverness’ runway, extending its lifespan by a further 20 years, ensuring the airport is able to accommodate the forecast growth in demand for air travel, and facilitating the accommodation of larger, long-range aircraft.*

mail planes,” said Colas Airports Director Carl Fergusson. “They were on the airfield at 10pm but had to be off by 2.30am and were then back resurfacing between 3.30am and 6.30am.”

The company had its own mobile asphalt plant on site to guarantee deliveries and make sure all deadlines were hit. “We planed off 50mm and then resurfaced with a fresh 50mm

of hot rolled asphalt,” said Colas site agent Paul Grundril. “On average we paved 650t a night, and put down a total of 8,500t.”

The new taxiway has been constructed to serve new sea and air rescue hangers being built at the airport next year. “Taxiway work has involved laying a 50mm base course, 60mm of binder and 40mm of HRA,” Grundril explained.

*HIAL’s £2.6 million investment into Inverness Airport’s airfield has provided vital connections between the Inverness Airport Business Park, and also increased the lifespan of the airport’s runway, enabling it to accommodate the forecast growth in passenger numbers and movements.*



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01

*Manchester Airports Group's (MAG) £800 million Airport City vision is a monumental step in the transformation of the region – and beyond – into a key global business destination and leading competitor on the international stage. MAG's Chairman Mike Davies OBE explained to Amy Hanna how Manchester Airport City will create crucial new business, present a wealth of opportunities in employment, and stimulate economic growth on a local, regional and national scale.*

# MAN'S METAMORPHOSIS: AIRPORT CITY WILL TRANSFORM REGION

The development of the country's first Airport City is the latest in a series of developments that highlight Manchester Airports Group's (MAG) position as a pioneer of the UK aviation industry. The landmark property development will see the creation of a globally connected business destination at Manchester Airport – a dynamic economic hub with connectivity at its heart. Airport City will become the country's most significant development project since the regeneration of East London began in 2005 for the Olympics, and will introduce a brand new concept to the UK, delivering up to five million square feet of new business space over the next ten years.

The development will take

Manchester Airport beyond its established use as a regional transport hub, and transform it into an international business destination in its own right, providing a major regeneration opportunity for the surrounding Wythenshawe area and helping to further boost Manchester's attractiveness as a major European Business City, providing an innovative and complementary offer to Greater Manchester's current real estate assets.

"Now is the ideal time for this development, as there is a real growing need for the offering the Airport City will create," Mike Davies OBE, MAG Chairman, explained. "It will allow international companies to easily and efficiently do

business on a global scale. Offices will be minutes from the terminals, giving employees the opportunity to literally step off a plane and into a meeting, office or hotel on site."

Airport City will form the core element of the Government-designated 'Enterprise Zone' surrounding the UK's third busiest airport, an initiative conceived to transform the local community, and create a world-class destination with a strong offering and sense of place.

Through the project, and the extension of the Metrolink by 2016, Airport City will open up the South Manchester area and make it even more accessible for local people in terms of employment opportunities.

"A major benefit that will resonate with most people is the employment Airport City will bring to the area and wider North West region," commented Davies. The current predictions forecast that Airport City will

generate 16,000 jobs over the next 10-15 years across the wider Enterprise Zone, including University Hospital of South Manchester's MediPark health and biotech commercial enterprise, a key catalyst for



02

01

A CGI rendition of the Airport City north site – the International Business Hub – highlighting the many amenities on offer to professionals and the local community.

02

A CGI image of the Airport City south site, which will become a World Logistics Hub offering a full range of air-to-road transfer, assembly and processing activities.

growth within the Manchester City Region. "As well as employment, the project will also position Manchester as a global city that is truly connected to the rest of the world and a key player on the economic stage."

#### A WORLD-CLASS DESTINATION

Airport City will be made up of two sites in the Enterprise Zone at Manchester Airport, the Airport City north site, the International Business Hub – a high-value, high-intensity district with more than two million square feet of offices and manufacturing space – and the Airport City south site, the World Logistics Hub – a logistics district offering a full range of air-to-road transfer, assembly and processing activities.

The centrepiece of the proposed development is a new 13 acre Central Park, surrounded by a 'downtown' district of distinctive contemporary new buildings and public areas. New retail and amenities will occupy the ground floor level of key buildings to create a 'high street', featuring the traditional components of a conventional city centre such as shops, bars, restaurants, crèches, health and medical centres, dry cleaners, gym and leisure facilities. "The main aim in the design process is getting all of this place-making correct. We want Airport City to be a place people want to work, do

business and visit," Davies said.

Airport City will target international businesses not served by traditional out-of-town office parks, and will meet demand that currently exists for a high-quality, sustainable and well-connected environment for businesses that require access to the global marketplace and a major UK or European city. The aim is to attract global corporate occupiers that would not previously have located in the region, or even the UK. "We're looking at international companies looking to locate in the UK who need to be located within a few minutes' walk from workplace to check-in. This includes not just aviation sectors such as airlines, cargo and logistics, but also advanced manufacturing; research & development; pharmaceuticals & health; professional services; science & research; IT, media & telecommunications," attested Davies. "With regards to changing the way the UK does business, it will allow us to be much more of a global player. The world is a much smaller place these days and the demand for connectivity is key. Airport City will tick all of these boxes."

#### A PROJECT OF MONUMENTAL PROPORTIONS

"Airport City is an £800m development, and George

Osborne recently announced our joint venture partners in Beijing. Having joint venture partners is key for Airport City and its success. A project of this size and scale, which is a UK first, warrants strong financial backing and the right partners to help bring it to fruition," Davies explained. "We went through months of negotiations and deliberations and feel we have made the right choice and each partner brings with them a wealth of experience and credentials to the project." MAG will have a 50% share of the joint venture, while Beijing Construction Engineering Group (BCEG) will have 20%, Carillion 20% and the Greater Manchester Pension Fund will have 10%.

Planning for Airport City was secured in November 2012 for the south site and in January 2013 for the north site, and infrastructure construction is already underway. The adjoining A6 SEMMMS road has recently been awarded £165m of funding, which will open up connectivity to Airport City. "The £500m Metrolink tram extension is progressing at great speed, set to open in 2016, and also a bit more controversial and further down the line, we have a proposed HS2 stop, which will also link into Airport City," Davies said.

"With regards to individual buildings at Airport City, it's a bit early to say how the timings of these will work overall." DHL recently signed a pre-let agreement and will be the first tenant to occupy business space in Airport City. Construction on their site will begin in February with a view to them occupying by September 2014.

A key part of MAG's Airport City vision is that all buildings be as eco-friendly as is possible. "Not just because MAG is working towards a carbon neutral site, but in these modern, cost



04

conscious times, tenants and occupiers want to work within eco-friendly buildings for their own CSR and to ensure cost effectiveness with regards to heating and other utilities," he said. "People may question the size or timings of the project and the demand for property, but looking at our current property portfolio, we see a huge demand. MAG Property's current office-stock capacity is currently 95% let, with several large international deals completed in the last two months alone. This shows us there is a need for quality space and Airport City will bring a unique product to the table."

#### AN EXCEPTIONAL EXPERIENCE

Manchester Airport is committed to making the passenger journey as positive an experience as possible, always looking to make improvements to its offering. As well as the infrastructure works for Airport City, it has recently replaced all the check-in displays in its terminals and is creating a large new passenger departure lounge in a Terminal One pier to meet the demand of increasing passenger numbers. "As Airport City grows, develops and brings in additional revenue for Manchester Airport, it will inevitably lead to additional growth and investment in the terminals and overall airport," Davies commented. "As passenger numbers and routes grow due to the success

of Airport City, so must our services and offering to passengers and airlines."

MAG's hope is that the Airport City project will also help to attract new long-haul airline routes to Manchester, to support and serve the requirements of the global businesses that will be based on-site, which in turn will bring in further growth, employment and destination options. Recent new routes for Manchester include Charlotte in North Carolina, Bergerac and Vienna, while Etihad and Emirates have both increased capacity on flights due to the increased demand to and from the Middle East.

Meanwhile, the drive for a direct China service is gaining impetus as passenger demand from the Manchester region to certain cities in China grows. "Last year 100,000 people began their journey in the North West and travelled to Hong Kong, while 60,000 went to Beijing; and these are the types of passenger numbers that would support a direct service," Davies said. "It's something we continue to work on, and will be supported by our work in the Manchester-China Forum. Plus, with BCEG now on board for Airport City, this should strengthen relationships in China and help people see a direct Manchester route as a viable choice," he concluded.



03

#### 03

A CGI rendition of an aerial view of Airport City looking south. A dynamic economic hub with connectivity at its heart, the 150 acre Airport City will provide five million square feet of development – a mix of offices, hotels, advanced manufacturing, logistics and warehousing – and will create 16,000 jobs.

#### 04

A CGI rendition of Airport City which showcases the feel of the new 'downtown' district. A 13 acre Central Park sits at the heart of the development on the north site, and the high quality buildings and emphasis on public realm will help to create distinct identity and a sense of place.



# PLANNING FOR EXPANSION AT LYDD AIRPORT

BY SEAN MCGRATH, DIRECTOR,  
AND EILISH SMEATON,  
ASSOCIATE, INDIGO PLANNING

While the airports debate runs on in the national press and we wait for the Davies Commission to publish its findings, operators might be right in thinking that getting planning consent for a new runway or airport expansion is so complicated and difficult to achieve that it's barely worth considering – despite the commercial opportunities it offers. However, much can be done at the UK's smaller existing airports to meet growing demand.

It is a controversial subject. Noise, traffic and the industry's effects on climate change are emotive issues. Opposition is invariably vociferous and well organised, generating significant public interest.

But as the discussion about the capacity of London's three big airports rumbles on, it creates opportunities for smaller and regional airports to expand to accommodate much of the anticipated increase in air passengers in the years to come.

Having secured the go ahead for the £7.6 million expansion at London Ashford Airport (LAA) on the Kent coast at Lydd – despite opposition from the RSPB and Natural England, as well as local objectors – Indigo Planning has recent

experience of the key issues.

There are a number of ways that operators can make a persuasive case for planning consent.

## MAKING A CASE FOR PLANNING CONSENT

The plans for the expansion of LAA involve returning Lydd Airport on Romney Marsh to its former role as a well-used regional airport serving London and the South East. When it opened in the 1950s, it was the UK's first purpose built passenger airport. At its height in the mid-1960s, planes carried 250,000 passengers a year to Europe. Under the new plans, the airport's runway will be extended by 294m, with a 150m starter extension, so that it can handle modern passenger flights by Boeing 737s and Airbus 319s. A new state-of-the-art terminal building will be built, capable of processing 500,000 passengers per year.

The government's decision in April to give the go-ahead to the airport's expansion is a huge economic boost to one of the most deprived areas in the South East. The plans will create over 300 local jobs, plus training and development opportunities. And, as Hani Mutlaq, Director of London Ashford Airport, pointed out, the opportunities do not end there: "The airport



will soon offer flights to a range of European destinations as well as opening up this part of Kent as a holiday and business destination, bringing a boost to the tourism industry in this area."

However, alongside the economic case, it was vital to safeguard the local environment. Romney Marsh is an ecologically sensitive area with internationally significant bird colonies. There are also potential noise and disturbance issues for nearby residents and visitors. These matters were considered

fully at the LAA public inquiry, which ran from February to September 2011. Throughout this process, the priority was to demonstrate that there was no environmental impact and highlight the economic benefits that the expansion would bring to this part of Kent.

To win the argument for expansion it is essential that the environmental impacts are realistically assessed, the economic benefits are fully quantified and that the case is made thoroughly. There is

no quick fix – Indigo Planning has been advising LAA on its plans since 2005.

It is important to promote the development at a local level through planning policy documents. The Local Plan, the 20-year spatial planning strategy for each area, is where airport expansion should be supported. This process can be slow and drawn out, but if the Local Planning Authority supports expansion through the Local Plan, the prospects of gaining consent will be

## 01

Strict environmental controls will ensure that the special bird populations, flora and fauna of the surrounding Dungeness will continue to be safeguarded, and noise levels and aircraft numbers and flying times will be capped. Links to London Ashford International rail station and high-speed trains into central London are also part of the plans.

## 02

Under the expansion plans, LAA's runway will be extended by 294m, plus a 150m starter extension, so that it can handle passenger flights by aircraft up to the size of a Boeing 737 or Airbus 319. The airport was first opened in the 1950s and, at its height in the mid-1960s, it carried 250,000 passengers a year to Europe. The current plans will allow the airport to return to its former function as a small regional airport.

significantly improved. The Local Plan process is less emotive than the application process and it allows for a more considered local debate.

It is also essential to quantify the economic benefits to the local community at the earliest opportunity. Operators need to engage with the whole community about their plans, rather than allow the debate to be overtaken by opponents. They need to provide a forum to ensure supporters' views are heard by the media and decision-makers.

The importance of engaging with opponents should not be underestimated. Sometimes there are opportunities to work together. For instance, the lack of development around many airports means that ecological management plans can be introduced with significant environmental gains. This can be weighed against any

perceived adverse impacts.

Again, it is important to address environmental issues early and head-on. The government's decision is helpful in that it confirms that the carbon footprint of aircraft is best dealt with at the national level via carbon trading, rather than locally. The inclusion of Carbon Management Plans to reduce the emissions of the construction and operational phases of development is now a common feature of airport planning applications.

At LAA, strict environmental controls were offered and regulated by legal agreements and conditions to ensure that the local bird populations, flora and fauna will be safeguarded.

Offering a Noise Management Plan will provide some reassurance for local people. At LAA, the Noise Management Plan offered noise levels caps,



04

including a penalty system for pilots using excessive thrust when landing or taking off, with any financial penalties going to a community fund.

Although many people will drive to regional airports, it is still vital to promote other means of access. At LAA, links to London Ashford International

station and high-speed trains into central London are a key part of the plans.

Promoting airport expansion will always be difficult, but by considering all of these issues directly and in thorough detail the team was well prepared to address opposition to its plans without the overall process being derailed.

While the LAA expansion plans are still set to be challenged in the High Court, the team is certain that by developing a strong planning strategy, underpinned by robust technical evidence and assessments, they have presented a strong case that removes the emotion and demonstrates to the Inspector and the Secretaries of State that economic development can take place in sensitive locations, if it is planned correctly. And at the same time, the team's commitment to following the right process to move their expansion forward should stand them in good stead as the plans continue to be scrutinised.



03

**03** London Ashford Airport (LAA), advised by Indigo Planning, has been given the go ahead on appeal from the Secretary of State for Communities and Local Government for the £7.6 million expansion of Lydd Airport on Romney Marsh in Kent. A new state-of-the-art terminal building will increase passenger capacity to 500,000 per year, as well as creating over 300 new jobs for the area.

**04** Hani Mutlaq, Director of London Ashford Airport, said: "This is great news for the airport and the local community. The airport will soon offer flights to a range of European destinations as well as opening up this part of Kent as a holiday and business destination, bringing a boost to the tourism industry in this area."

## Thank you to Tom Needham

John Haney will replace Tom Needham, who leaves the AOA following 17 years' service. Tom has carried out many roles during his time at the AOA, including, at different times, responsibility for AOA policy work and also AOA Company Secretary. In recent years he has been a fantastic Head of Ops & Safety, as well as of Events, including the AOA Dinner, Conference & Exhibition, and Specialist Conferences. In addition to maintaining relations with ops teams around the country, Tom was instrumental in setting up the AOA's system of Corporate Partner, Silver Sponsor and Associate membership categories.

In his time at the AOA, Tom has represented, negotiated with, and occasionally harangued (!) external stakeholders across the piece on behalf of the AOA, including the CAA, the DfT, Ofcom, EASA etc., on issues such as Airport Collaborative Decision Making, Single European Skies and SESAR, Radar Remediation, transfer of safety regulation to Europe, transfer of security powers to the CAA... and even electrical wheelchairs! More often than not, Tom has achieved real gains for the sector, such as last year when he saved AOA members up to £8 million on Radar Remediation. A business graduate from the University of Edinburgh, Tom's Scottish wit and grim view of Scottish Premier League Football – thanks to his enduring yet unfathomable support for Hearts FC – will be missed. Thank you Tom from Team AOA, and good luck for the future.



*Tom has carried out many roles during his time at the AOA, including, at different times, responsibility for AOA policy work and also AOA Company Secretary. In recent years he has been a fantastic Head of Ops & Safety, as well as of Events, including the AOA Dinner, Conference & Exhibition, and Specialist Conferences.*

## Warsaw Chopin 'composed' for Daifuku BHS and the highly advanced M700 RF Tilt Tray Sorter

The baggage handling contract for Warsaw Chopin International Airport's upgraded Departures and Arrivals system has been awarded to Daifuku's Airport Baggage Handling (ABH) Division, and specifically to Logan Teleflex France.

The BHS project is due to be fully operational by 2015, and is part of a wider development programme taking place at Warsaw, a modern international airport that has expanded and grown by over 400% in the past 20 years.

Announcement by Daifuku ABH of the €7.5 million order for Warsaw, famous as the birthplace of composer, Frédéric Chopin, is music to the ears of Logan Teleflex France and sister-company and equipment manufacturer and supplier, Logan Teleflex UK. This latest order follows in the wake of a number of BHS contract wins for the Division for projects in Europe, Africa, Middle East, China and Canada. It is also yet

another best choice selection for the Division's next generation M700 RF Tilt Tray Sorter, which will be instrumental in helping Poland's busiest airport to ramp up the sorting of baggage to meet the needs of passengers who have an increasingly wider choice of airlines and flight destinations. Warsaw accounts for just under 50% of the country's air traffic and operates 300 scheduled daily flights and an ever increasing number of charters.

The new Tilt Tray Sorter will work alongside an adjacent sorter in the main Terminal A complex, and is expected to be operational by mid 2014. Bags will feed into the M700RF system from 48 check-in positions and the TTS will provide synchronised sortation and distribution of bags to an additional 29 destinations.

Overall, the Departures and Arrivals baggage system will also feature a variety of Daifuku and Logan manufactured bag



*The newest Model 700RF Tilt Tray Sorter is much in demand from airports around the globe, and represents the most advanced sorter available today. Particular benefits for today's modern airport requirements include an electrical tip action controlled via a radio frequency signalling system which permits unprecedented levels of control over baggage handling.*

handling equipment, including conveyors, VSU, Pushers and Fast Acting Ploughs, along with SCADA/PLC controls and automation of bag throughput and the use of Logan's Sort Allocation Computer (SAC) system. Logan

Teleflex France is working with QUMAK, a subcontractor on the project to global building and construction contractor, Hochtief, which is the main contractor to airport operator PPL, the Polish Airports State Enterprise.

## Hart enhances baggage service at King Abdulaziz

Hart Door Systems, working with Vanderlande on the new King Abdulaziz International Airport in Jeddah, has supplied 117 shutters for the airport's baggage handling facility. Hart has doors systems in over 30 international airports across the globe, from the Falkland Islands to northeast Russia. Its principal airport support services are Baggage Handling, Security/Fire and Storage/Access systems to all major accreditation standards. The new KAIA project is to become an intermodal hub to promote the economic spirit of Saudi Arabia and to enhance service at Jeddah as the gateway to the region,

including Mecca. The project will be a landmark of economic development capitalising on the Kingdom's ambitious growth plans and the Authority's efforts for Saudi Arabia to enhance the status of Jeddah as an international hub. Ultimate capacity will be up to 80 million passengers each year using a terminal with 670,000sqm of floor area designed as a state of the art facility spread over a spectacular twin crescent footprint. There will be 46 contact gates and 94 boarding bridges including double deck A380 access. The sophisticated baggage handling systems, where Hart's shutters will be installed, will have over 60km of belts.



*Hart Door Systems has supplied 117 shutters for the baggage handling facility at Jeddah's new King Abdulaziz International Airport. The sophisticated system will have over 60km of belts serving an ultimate capacity of 80 million passengers a year. Hart's purpose-designed automatic smoke and fire door (pictured) is now in use on several airport baggage systems.*

Adec's Airinfra presents AirMap – its new airport visualisation platform. AirMap displays all relevant information on an interactive map of the airport and its surroundings, providing an instant overview of the situation. AirMap is designed to be used on touch-screen monitors, but can also be used with any normal monitor.

AirMap can be simultaneously used by multiple users, such as operations, fire brigade, security or handling services. Information can easily be added, updated or deleted by any user. All information is instantly shared with

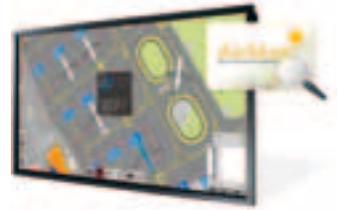
## The situation at your airport at one glance

other AirMap clients, providing stakeholders instant access to information from the moment it is entered. The resulting 'Common Operating Picture' will help the airport staff to improve their situational awareness, resulting in better decision making; improving safety and saving your airport money by improving the overall efficiency.

Rotterdam The Hague Airport in the Netherlands is the launch customer of the AirMap

system. AirMap can be used as a stand-alone system, however at Rotterdam it is connected to AirLink, Adec's Airinfra's airport and information management system. This connection ensures that any essential information in AirLink is shown in AirMap without the need of manual actions. For example the current parking positions of the aircraft are visualised, but also information about NoTAMs or construction work at the airport is shared.

Recently AirMap was presented to the industry at the inter airport Europe 2013 exhibition. Visitors to the stand were fascinated by AirMap, they were very impressed with the simple and intuitive use. Visitors enjoyed trying out the touch-optimised user interface for themselves. The ability to visualise information from any other system and the possibility for an airport to maintain its own map made many visitors imagine the possibilities at their airport.



Adec's Airinfra's new airport visualisation platform AirMap displays all relevant information on an interactive map, providing an instant overview of the present situation. It can be simultaneously operated by multiple users for a 'Common Operating Picture'. For more information about AirMap or a demonstration please visit <http://airmap.airinfra.eu/>

## London Luton Airport wins second Community award of the year

London Luton Airport is delighted to announce that it has won a 'Community Investment' award for the active role it plays within its local community. The accolade was presented to the airport at the Bedfordshire Business Excellence Awards on 7 November.

The judges' criteria were: "A proud Bedfordshire based company planning continued growth within the community. A company that can demonstrate successes within the community including financial investment, fundraising activities and steps taken to ensure the employee base reflects the local community."

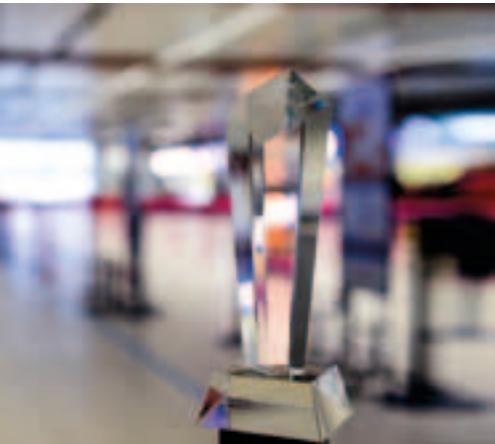
This is the second community award that the airport has received this year, and highlights how its comprehensive Community Engagement Strategy can deliver real benefits

to the local community.

Commenting on the tremendous achievement, Chika Austin, Community Relations Executive at London Luton Airport said: "It is a great pleasure to accept such a hotly contested award, which is testament to the work the airport undertakes to positively impact on the lives of passengers, staff and our local community."

London Luton Airport launched its new Community Engagement Strategy on 6 June this year and sets ambitious targets to build on the contribution the airport makes to the local community. Its strategy for the next five years to 2017 will focus on the key action areas of: 'Health, Safety and Environment'; 'Building Sustainable Communities' and 'Contributing to Economic Growth'.

London Luton Airport launched its new Community Engagement Strategy on 6 June this year, setting ambitious targets to build on the contribution the airport makes to the local community. Already the airport has been recognised twice for the active role it plays within its neighbourhood, most recently winning a 'Community Investment' award in the Bedfordshire Business Excellence Awards. More information can be found at [www.londonlutoninthecommunity.co.uk](http://www.londonlutoninthecommunity.co.uk)



## Morpho awarded explosives detection system contract up to \$133m

Morpho (Safran), through its subsidiary Morpho Detection, Inc., has announced its reception of a five-year indefinite delivery/indefinite quantity (IDIQ) contract from the Transportation Security Administration (TSA) for its reduced-size CTX 5800™ explosives detection system (EDS) with a maximum value of \$133 million.

Under the terms of the contract, Morpho will supply stand-alone CTX 5800 EDSs for automated checked baggage screening at U.S. airports, as well as ancillary equipment and other services as needed. The first order for two CTX 5800 units will be

delivered to TSA in early 2014.

"Morpho Detection is thrilled to supply TSA with their first order of the advanced CTX 5800 explosives detection system," said Karen Bomba, President and CEO, Morpho Detection, Inc. "By leveraging advanced imaging technologies in a smaller and lighter solution, CTX 5800 is delivering on Morpho's commitment to help airports of all sizes realise the operational and security benefits of an automated checked baggage screening programme."

CTX 5800 utilises advanced Computed Tomography (CT) technology to help airport operators plan

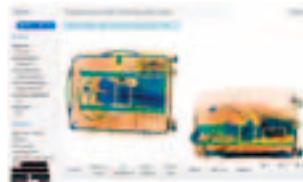


CTX 5800 is certified by TSA and approved by European Civil Aviation Conference (ECAC) as meeting European Union Standard 3 requirements. For more information on Morpho's detection products, visit [www.morphodetection.com](http://www.morphodetection.com).

for evolving threats and future expansion. In addition to stand-alone, CTX 5800 is available in a mini-inline or integrated medium-speed configuration to help airports meet growing operational requirements and future security mandates.

## Redline Aviation Security launches new 6x6 Threat Image Recognition Training

Redline Aviation Security Ltd is delighted to announce the release of ALERT2, the most technically sophisticated 6x6 Threat Image Recognition Training (TIRT) package,



The ALERT2 system uses actual X-ray images of genuine threat items from a library that exceeds the requirements of EU legislation and provides real-time Dual View images and functionality. Redline Aviation Security Operations Director Mark Rutherford said: "If it can be detected by X-ray, we image it with full enhancements and functionality."

unlike any other available today.

Since the company's inception in 2007, Redline has developed an unrivalled reputation for delivering the most effective aviation security training available and it is proud to launch this outstanding EU185 compliant TIRT to its extremely successful range of training solutions.

The ALERT2 system uses actual X-ray images of genuine threat items from a library that exceeds the requirements of EU legislation and provides real-time Dual View images and functionality, using technology designed to avoid Negative Habit Transfer. Operations Director Mark Rutherford

said: "If it can be detected by X-ray, we image it with full enhancements and functionality."

ALERT2 has a multi-discipline capability covering Cabin, Hold and Cargo, and also offers unique training management functions to provide additional training and reviews, as well as a comprehensive post-training report facility to significantly ease the burden on training staff. Designed by subject matter experts and upgraded by industry leading IT technicians, this innovative product self-trains screeners to a greater level than ever before. Weaknesses and vulnerabilities can be easily identified, allowing for targeted training saving on costs.

## New Airport Radar Technology – trials underway

Thales, NATS and Chemring are working together as a consortium to look at the next generation of Primary Radar. This technology is referred to as Multi Static Primary Surveillance Radar (MSPSR) and two of the key drivers are the reduction in frequency spectrum usage and resilience to wind farms.

MSPSR relies on an aircraft being illuminated by a transmitter and using the reflected signal which is detected by a number of receiver stations to calculate the aircraft position (a triangulation process). Thales is looking at

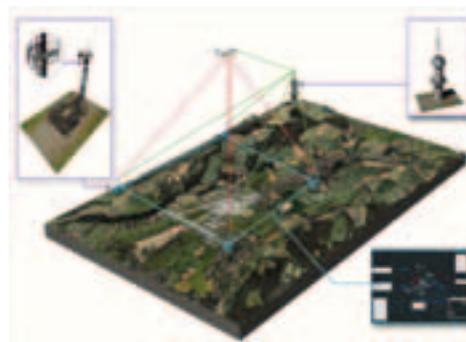
using existing digital broadcast transmitters as the illuminator, rather than having a costly high power transmitter on the airport.

As part of the PROVE (Passive Radar Operational Viability Evaluation) programme, an initial baseline trial was performed which collected data and analysed system performance. The system has four receivers at sites in London owned by Arqiva (Digital Broadcast provider) and linked back to Thales Crawley for data collection and display.

The receivers were installed

in August and a flight calibration trial performed. Since then the system has been sending data back to the Central Processing Unit at Crawley via 4G connections where the aircraft tracks are displayed.

MSPSR and Wide Area Multi-lateration (WAM) systems can be deployed as a pair providing both Cooperative and Non-cooperative surveillance coverage. Both would share the same mast, communications network, power and site locations. It is therefore anticipated that MSPSR and



*The next-generation Primary Radar technology will allow faster update rates, smaller targets to be tracked, target recognition to be undertaken and height information to be acquired. Another fundamental benefit of this technology is that it is wind farm tolerant.*

WAM will ultimately replace the use of existing PSR/MSSR solutions. All of these benefits

will have a dramatic impact on the technology of the future and Thales is leading that way.

## A memorable year for RPS

2013 has truly been a remarkable year for RPS, with a number of high profile projects covering all aspects of aviation sector operations completed successfully, and marked by accolades from Government, peers and the AOA.

Following appointment in 2007, RPS has successfully managed the infrastructure improvements at Guernsey Airport. The project, now approaching completion, should be delivered ahead of schedule and within budget. To mark this tremendous achievement on “the island’s biggest civil construction project of modern times”, the RPS team was formally thanked at an award ceremony by the States of Guernsey’s Government. The project was also used in the launch of the AOA’s Airport Operators TV.

Other achievements include the completion of a state-of-the-art 110,000sq ft maintenance

hangar facility and offices for Monarch Aircraft Engineering Ltd at Birmingham Airport to facilitate their increased aircraft maintenance programme.

RPS’ specialist Aviation Sector Team was also the only consultant shortlisted for two AOA awards in 2013, and was further recognised in winning the Best Environmental Initiative Award for their continued work at London City Airport.

Next year is looking just as exciting, as the Aviation Team has been appointed on Gatwick’s Engineering Design Framework and will provide strategic planning and environmental services in connection with the airport’s long-term proposal to the UK Airports Commission for its second runway (post-2019).

RPS is also contributing to Southend Airport’s new terminal extension to enhance its service offering, plus the continuation of masterplanning and detailed designs for the 91-acre logistics hub at Manchester’s Airport City Enterprise Zone for MAG.



*Wilson James received the award for ‘Best Business Partner’ to airports at the Airport Operators Association awards in October. Siemens, Vanderlande, Thales and Amey were also recognised.*

## Wilson James named Best Business Partner at AOA Awards

Wilson James was named the ‘Best Business Partner’ at the Airport Operators Association (AOA) Awards in London, beating off strong competition.

Credited as a highly valued partner to a number of airport operators in the UK, the entry reflected the diversity and strength of Wilson James in the aviation industry displaying a partnership approach to addressing client needs, and providing appropriate solutions through a combination of skills and expertise from across the areas of security,

logistics, and consultancy.

Mark Dobson, Chief Executive at Wilson James, commented: “We are delighted to win this award, it is a testament to our position in the industry and the effectiveness of the combined knowledge, experience and capabilities that exist throughout Wilson James. We have earned a strong reputation through our teamwork and our partnership approach to working with airport operators, utilising all areas of our business from security and logistics to consultancy.

Getting recognised alongside Siemens, Vanderlande, Thales and Amey reinforces our position as a leader in the industry.”

Sean Kelly MBE, Operations Director at Wilson James, commented: “Meeting specific and often unusual challenges that can arise within the aviation industry requires innovative solutions. We have demonstrated that our approach helps our clients to meet their challenges whilst maintaining compliance across all their aviation operations.”



*RPS’ specialist Aviation Sector Team was recognised in winning the Best Environmental Initiative Award for their continued work at London City Airport.*

## Making light work for baggage handlers

Maximising productivity, increasing throughput and minimising cost per bag have typically been the key performance criteria in the world of baggage handling. But there's also a human angle, which is increasingly being recognised as awareness of personnel welfare grows.

Baggage handlers can move as many as 600 bags during a shift; a process which involves lifting them on and off transport belts or loading them into carts and containers. This raises concerns about work related injuries and strains.

Robot loading is one of the solutions available to combat these problems with heavy lifting, but with its relatively high costs and complexities it can be seen

as a solution primarily suited to larger airports. A better option for smaller airports is a compact lifting aid that can be used where and when it is needed.

Ideally, such a device should be a true loading aid that does not need special controls to operate it but works intuitively as an extension of the handler, simply supporting their task while eliminating the heavy lifting and minimising physical workload and risk of injury.

Vanderlande has developed STACK@EASE, a device specifically designed to solve those problems. The unit fits into existing baggage handling systems, can be wheeled from one position to another and gets its power from a standard wall socket. In addition to improving the working conditions for baggage handlers, one of the main benefits of this manual handling aid is increased productivity for airports of all sizes. In many cases the ergonomic benefits of STACK@EASE allow operator capacity to be doubled.



In addition to significantly improving working conditions for baggage handlers, one of the main benefits of Vanderlande's STACK@EASE compact manual handling aid is increased productivity for airports of all sizes. Its use is not limited to large airports, but is an effective option for smaller airports too, for application where and when it is needed.

## Door Systems for Airports



Jeddah (above)  
Heathrow (left)

Hart Door Systems delivers a range of door systems for airports – security, high-speed fire/smoke prevention, conveyor belt and for large storage/vehicle areas. Designed and manufactured in Great Britain and installed to UK, EU, Russian and UL international standards.

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- King Abdulaziz, KSA
- Dubai International
- Malta
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- Baghdad

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E: kate.wvendth@rpsgroup.com



# SIR GIL' THOMPSON OBE. 1ST MARCH 1930 - 1ST OCTOBER 2013

*By Gordon Dennison, former Managing Director,  
Leeds Bradford Airport, and AOA Chairman 1992.*

The late Sir Gil' Thompson is probably best known for his tenacity and determination in transforming Manchester Ringway Airport into the international success it is today. He will also be remembered for his impeccable turnout, unflinching courtesy, good nature and sparkling humour, but behind his immaculate suits and charming smile was a sharp mind and steely ambition.

Gilbert Williamson Thompson forged his own path to success. He was born in Belfast. His father was a baker by trade and often unemployed, consequently the family's early circumstances were hard. Gil' left Donegal Pass school at the age of fourteen to work in the office of a coal merchant! He later became a baggage handler at Belfast Nutts Corner Airport before obtaining a trainee post with British European Airways. He then worked his way through various BEA and BOAC positions in the UK, Ireland and the USA, becoming the BA General Manager in Manchester in 1974. My first meeting with Gil' occurred shortly after that time, some 35 years ago when I was managing Leeds Bradford Airport and we became friends.

In 1981, Gil' Thompson was appointed as the new Chief Executive for Manchester Airport. The UK 'Airport Industry' was surprised and almost unanimously rubbished the

appointment on the assumption that it would not be possible for 'an airline man' to handle the complexities of airport management. Gil' proceeded to demolish his critics by promoting a bold vision for the future of Manchester Airport, marketed with his personal enthusiastic flamboyant style. Despite an outwardly amiable, urbane image, Gil' could be tough and forthright when necessary. He insisted on the highest standards on his airport and conducted frequent personal inspections of the passenger terminals, allegedly wearing white gloves to search out dust and dirt!

In the eighties most UK major civil airports were in Local Authority ownership but the Government was keen for them to become private commercial undertakings. In 1986, Gil' seized the opportunity to convert Manchester Airport from a municipal amenity operated at arms length from its shareholders, the City Council and nine neighbouring Local Authorities. Gil' initiated negotiations to encourage international carriers to fly direct to Manchester. He oversaw the construction of a new passenger terminal, a runway extension, additional on-airport hotel capacity and numerous other improvements to the airport infrastructure and ground transport connections. Under Gil's leadership, passenger

numbers increased from five million to 12 million over a decade. New businesses clustered around the perimeter and the airport was a key factor in the marketing of Manchester and the North-West. Gil's vision, personality and enthusiasm were crucial to the tremendous growth of Manchester Airport. His legacy is a thriving international business that continues to boom and this year returned £14.5m to the Town Hall shareholders. Today Manchester Airport handles circa 20 million passengers per year, serving 180 destinations worldwide.

Gil' was a keen supporter of the Airport Operators Association, of which he became Chairman in 1991-92. In the following year he was elected President of the Manchester Chamber of Commerce and played a major role in the successful bid which brought the 2002 Commonwealth Games to the City. In 1985 he was nominated Mancunian of the year and received an OBE followed in 1993 by a well-earned Knighthood.

Subsequent to his retirement from Manchester Airport, Gil' went on to chair The British Airports Group. When not playing golf or jogging, he was also active as a Member of The British Overseas Trade Board, The British-American Council, and held a number of non-executive Directorships.



*Sir Gilbert Thompson OBE with tonsils  
at full throttle for his famous heart  
stirring rendition of 'Danny Boy'.*

He was an entertaining company and enjoyed a full social life. Despite his seniority, eminence and personal dignity, he was great fun. To close a convivial evening, his favourite party trick was to roll his trousers up to his knees, stand on a table and sing Danny Boy. The UK Aviation

Industry has lost a favourite son and Sir Gil' Thompson OBE will be remembered with affection by his many colleagues and friends. His wife Dorothy, whom he married in 1954, survives him, along with their two daughters, Shirley and Fiona, and five grandchildren.

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