

THE AIRPORT OPERATOR

THE OFFICIAL MAGAZINE OF THE AIRPORT OPERATORS ASSOCIATION

THE AOA ANNUAL CONFERENCE 2019

FULL PROGRAMME INSIDE



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THE AOA IS PLEASED TO WORK WITH ITS CORPORATE PARTNERS, AND GOLD AND SILVER MEMBERS

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KAREN DEE

Introduction to the Airport Operator



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

*of The Airport Operator,
published to coincide with
our 2019 AOA Conference.*

This year's conference theme, "Airports for a Changing World", reflects the reality that UK airports have rarely faced a more challenging operating environment and that their continuing success will depend on recognising and adapting to the changes that lie ahead.

Of course, economic and political uncertainties have always presented airports with opportunities and threats, but today a combination of trade tensions and Brexit have made them more important than ever. Another vital challenge to which we must respond with imagination and verve is the much greater focus on aviation-related carbon emissions and on what is expected from our sector, as the UK becomes the first major economy to legislate for a target of net zero carbon emissions by 2050.

One of the distinctive features of the Airport Operators Association is that it brings together the country's leading airports with some of its most innovative suppliers. I believe that this can help our airport members as they plan for the future and look for new solutions to tomorrow's challenges. This issue of our magazine exemplifies that, with contributions from our newest corporate partner, Willis Towers Watson, the global risk management company who created the Airport Risk Community, and from our conference sponsor, CHS Engineering Services, whose Chief Executive Officer writes about the implications for the future of core airport functions of the growing list of challenges facing airports everywhere.

A privilege of my role as AOA Chief Executive is the opportunity that it

gives me to visit airports around the country to see their operations at first-hand. A good recent example was a flying visit to Jersey Airport, which helped me to really appreciate the essential role that airport provides in linking the island to the outside world. You can find out more about the airport in this edition, where we interview Airport Director, Inez Bartolo.

Another airport that plays a central role in the economy of its region is Newcastle International Airport and we have an update on developments there, including a ground-breaking initiative to take the lead in promoting inbound tourism to North East England. Across the Pennines, we report on the successful reopening for commercial flights, after a 26-year gap, of Carlisle Lake District Airport.

Airports around the UK come in all shapes and sizes and the AOA has long appreciated the crucial part that General Aviation plays in the wider ecology of the aviation sector. We therefore welcome the statement from the Aviation Minister, Paul Maynard, that the Government is "committed to championing aviation, including General Aviation". A feature on General Aviation in this issue helps to remind us that commercial, business and general aviation are all essential to a vibrant UK aviation system.

As airports face change, the AOA is changing too. We have said goodbye to our Chairman, Ed Anderson, who, over more than a decade in the role, played a central part in establishing the AOA as a trusted and respected trade association in both Westminster and Whitehall.

Ed's successor in the Chair, Baroness McGregor-Smith, has already begun working with the Board to map out a new strategy for the AOA designed to further enhance its role as the voice of UK airports. Expect to hear more about that next year. Meanwhile, enjoy the conference and I look forward to seeing many of you during the next two days. ■

Karen Dee, Chief Executive

NEW AOA CHAIR SETS OUT HER PRIORITIES

Baroness McGregor-Smith CBE, who took over as AOA Chair on 1 September, has set out her priorities for the organisation, including the Department for Transport's Aviation Strategy, sustainable aviation, Air Passenger Duty and diversity in the aviation sector.

The life peer, who succeeds Ed Anderson as Chair, said she was “really excited” to be taking over the role and had quickly discovered that the AOA was “a well-respected trade body” with a vital role to play in ensuring that the voice of the industry is heard at a time of rapid political change.

McGregor-Smith said she would seek to ensure that the AOA Board adopts a strategic approach to dealing with the most important issues facing airports and that a top priority would be to help to shape an aviation strategy that works for the whole of the sector. She singled out targets for a zero-carbon economy and aviation passenger taxes as key issues for the AOA.

She said it was “fantastic” to be working with a female Chief Executive at the AOA and noted that she and Karen Dee both share a commitment to encouraging the recruitment, training and promotion of talented women to the aviation sector and to a diverse workforce more generally.

McGregor-Smith will be the opening speaker at the AOA's Annual Conference, “Airports for a Changing World” at County Hall, London, on 28 November.



*Baroness Ruby McGregor-Smith
CBE, AOA Chair*

Born in India, Ruby Ahmad moved to the UK at the age of two with her mother to join her father who was training as an accountant in London. She married Graham McGregor-Smith and has two children. As Chief Executive of the UK facilities management company, MITIE Group plc, from 2007 to 2016, she was at the time the only Asian female chief executive of a FTSE 250 company.

She was appointed a life peer in 2015 and the following year the then Business Secretary, Sajid Javid, asked her to lead a review looking

at the issues faced by businesses in developing black and minority ethnic talent. Her 2017 report, ‘Race in the Workplace: The McGregor-Smith Review’ led to a step change in action by the Department for Business in this area.

In July this year the then Prime Minister, Theresa May, announced the creation of the Office for Tackling Injustices, a UK Government body that works independently to encourage future governments to focus on addressing inequalities in society, with McGregor-Smith as its Chair. ■

NEW CORNWALL SPACEPORT COULD BE READY AS EARLY AS NEXT YEAR

Cornwall Airport Newquay could be ready for satellite launches by the end of next year, according to the airport's Managing Director, Al Titterington.

Titterington said that, provided the spaceport project was approved by Cornwall Council this month, as he hoped, the airport would go ahead with the preparation of the licence application to the Civil Aviation Authority and with consideration of the designers and contractors who would be required for work to widen and strengthen the airport's taxiway and apron. The work is needed to accommodate a modified Boeing 747 which will carry a rocket under its wing. The project will also involve replacement of the airport's existing aerodrome ground lighting with state-of-the-art LED lighting.

Virgin Orbit's 747 will drop its rocket high over the Atlantic and the rocket will then fly into space, where its satellite payload will be deployed into low-earth orbit. The project, the first of its kind in Europe, is a joint venture between Spaceport Cornwall and US-based Virgin Orbit. A total of £20 million to set up the facility will come from Cornwall Council, the UK Space Agency and the Cornwall and Isles of Scilly Local Enterprise Partnership.

Titterington said that, if everything goes to plan, groundworks will begin in Q1 2020 and, while the UK Government has pencilled in a 2021 start date, he believed that there was a good chance that the necessary approvals and building work could be completed by the end of 2020.

Meanwhile, Cornwall Airport Newquay is celebrating the launch by Loganair of four routes from the airport to Aberdeen, Newcastle, Norwich and Glasgow. For the first time it will give the airport year-round routes to Aberdeen and Newcastle, while Glasgow and Norwich will be summer-seasonal routes. The Norwich service will see East Anglia reconnected to Cornwall for the first time since 2013, offering a much-faster journey than existing rail and road links. Loganair will become the seventh airline to operate out of Cornwall Airport Newquay and is already in discussion with the airport about possible further route development.

Titterington expressed confidence that the airport's passenger numbers

this year will exceed its 2018 total of 461,000, thanks both to the new SAS route to Copenhagen and the highly popular Flybe route to Heathrow, due to be rebranded as Virgin Connect next year. However, he cautioned that airlines are currently deferring decisions about possible new routes, partly because of Brexit-related economic uncertainty and partly because in some cases their fleets are constrained by the continued grounding of Boeing 737-max planes. ■

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BIRMINGHAM AIRPORT COMMITTS TO NET ZERO CARBON TARGET BY 2033

Birmingham Airport has this month announced its commitment to become a net zero carbon airport by 2033, with on-site renewable energy generation seen as the biggest opportunity.

CEO, Nick Barton, said: “Over the next six to twelve months we will be working to revise our existing carbon management plan and develop a roadmap. This will allow us to set and prioritise genuine carbon reduction objectives rather than carbon-offsetting schemes, as we see this as the least favourable option. We don’t have all the answers about how we will hit this target, but we are confident that through innovation and collaboratively working with industry, government, manufacturers, on-site partners and employees, we can reach our target by 2033”.

Barton acknowledged that beyond the airport itself there are also wider concerns about emissions from flights, which airports enable. He said that the airport was “doing our bit locally to help airlines reduce their emissions”, had already delivered changes to its airspace as part of the UK Airspace Modernisation Programme and would “continue to work with the CAA, Sustainable Aviation and

airline partners to help reduce aircraft emissions further”.

Meanwhile, **Heathrow Airport’s** Chief Executive, John Holland-Kaye, has said that his airport will be operating carbon-neutral airport infrastructure from next year, is “working to decarbonise airport operations as quickly as possible” and will outline plans “in the coming months to substantially cut or offset aircraft emissions associated with the airport”.

Heathrow already offers cheaper landing fees for cleaner aircraft and has offered free landing fees for a year for the first commercially viable electric flight. It seeks to reduce emissions from aircraft on the ground through access to on-stand power sources and reduced taxi times and supports UK-based biofuel projects.

Most recently, British Airways has announced that it is trialling driverless emission-free baggage vehicles at Heathrow, as part of its commitment to run an emissions-

free airside operation. The airport’s Chief Operating Officer, Chris Garton, said: “We are delighted to trial new technologies that will make our airport more efficient, safe and sustainable. Significant progress is being made with driverless vehicles and these trials will help us to provide the infrastructure necessary to be at the forefront of this technology”.

“We don’t have all the answers about how we will hit this target, but we are confident that through innovation and collaboratively working with industry, government, manufacturers, on-site partners and employees, we can reach our target by 2033”.

Bristol Airport took a significant step towards reducing its carbon footprint last month when it switched to a 100% renewable electricity supply to its terminal and other facilities. A three-year agreement with a Danish renewable energy supplier will see the airport's annual electricity use of 17 million kWh powered entirely by renewable energy sources. Electricity is the largest contributor to carbon emissions from the on-site airport operations.

Earlier this year the airport published a carbon roadmap setting out how it would achieve its ambition to be a net zero airport and accelerating its efforts to achieve carbon neutrality for all emissions under its direct control from its previous target of 2030 to 2025.

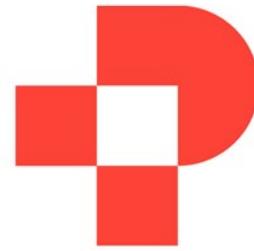
London City Airport, the scene of Extinction Rebellion protests last month, has already reduced emissions by 30% over five years and has committed to net zero carbon emissions by 2050. Its plans include a £500 million investment into the installation of a new energy microgrid and 900 sqm of solar panels, as well as re-fleeting all airside vehicles to zero emissions by 2030.

Other UK airports committed to net zero carbon emissions by 2050 are **Bristol, East Midlands, Edinburgh, Gatwick, Heathrow, Manchester and Stansted**. Five UK airports have already achieved carbon neutral status - **East Midlands, Farnborough, Gatwick, Manchester and Stansted**. ■

London City Airport has already reduced emissions by 30% over five years and has committed to net zero carbon emissions by 2050.

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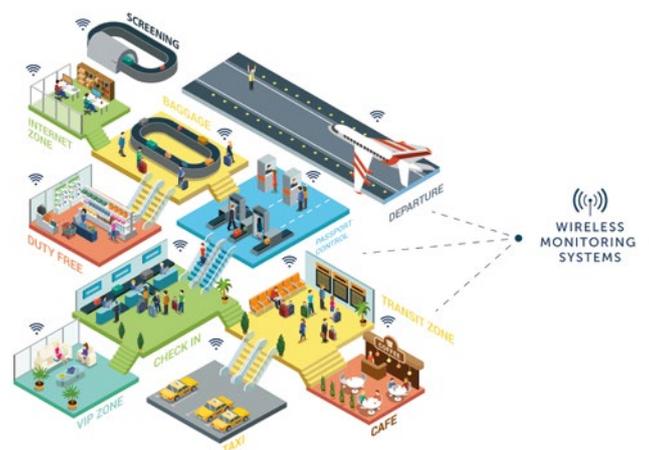
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DEPARTMENT FOR TRANSPORT TO ‘CHAMPION’ GENERAL AVIATION

Aviation Minister, Paul Maynard, has told MPs that the Department for Transport is considering “a wide range of policy options” to support General Aviation.

He was responding to the All-Party Parliamentary Group on General Aviation, which until recently was chaired by Grant Shapps, now the Secretary of State for Transport, who has previously described General Aviation as “the glue that binds the entire aviation sector together”.

The Group has proposed a five-

point plan for General Aviation in the UK, including measures to improve airfield protection and airspace reform. They are encouraging the Government to look at increasing the regulatory flexibility for General Aviation and to lower the level of taxation to which General Aviation is subject, especially on pilot training. Finally, they are urging Ministers to expedite the process of creating

global navigation satellite system approaches to General Aviation airfields.

Amongst the All-Party Parliamentary Group’s sponsors are AOA members, Heathrow, London City, London Luton, London Southend and MAG.

AOA Chief Executive, Karen Dee, welcomed the Minister’s statement

that the Department is “committed to championing aviation, including General Aviation”. She said that the AOA had long urged the Department to recognise that a “one size fits all” approach to the UK’s diverse airports was not appropriate and that policy needed to take account of the needs of all types of airport and, where necessary, strike a balance between them.

The Civil Aviation Authority defines General Aviation as “a civil aircraft operation other than a commercial air transport flight operating to a schedule”.

Of the AOA’s 49 airport members, 15 do not operate scheduled flights. Of these, Farnborough describes itself as “the UK’s only dedicated business aviation airport”. It was sold in September this year by TAG, who had invested over £150 million in the airport, to Macquarie Infrastructure and Real Assets.

Two other London area airports, London Biggin Hill and London Oxford, have major business and general aviation interests, while Edmiston London Heliport in Battersea says that it is “one of the most advanced heliports in Europe”.

In 2017 AOA member, Denham Aerodrome, helped to set an important legal precedent for the statutory immunity against nuisance and trespass for aircraft in flight in the UK. After a legal challenge around the nuisance caused by a helicopter taking off, turning around and landing again as part of a sloping ground training, a High Court judge ruled that this type of manoeuvre could not be counted as being in flight.

However, Denham appealed the ruling and the Court of Appeal found in the aerodrome’s favour, noting the thousands of flight movements a year across the UK taking off and landing at the same airport, which would have been jeopardised by the High Court ruling. Denham was awarded the Best General Aviation Award in the AOA Annual Awards for their commitment



to the case.

The UK’s other specialist General Aviation airports which are AOA members are Blackpool, Cambridge, Coventry, Denham, Goodwood, Hawarden (owned by Airbus), Redhill, Retford, Sywell, Thrupton and Warton.

While the UK’s four largest airports (Heathrow, Gatwick, Manchester and Stansted) have little or no General Aviation interests, for the rest of the AOA’s members it is a part of their business mix – in some cases, such as East Midlands, London City and London Luton, a very significant part.

It is not just business aviation that uses some of the biggest commercial airports. A large number of large commercial airports also host flying clubs, which are a vital part of a healthy aviation ecosystem. At Bristol Airport, one of the country’s longest established flying clubs, the Bristol & Wessex Aerospace Club, is a regular sight on the runway. Meanwhile, Glasgow Airport is host to two flying clubs, as well as the University of Glasgow and Strathclyde Flying Squadron.

As the Department for Transport considers how best to support General Aviation in the UK, it is a timely moment to remind ourselves that commercial, business and general aviation all form essential parts of the vibrant UK aviation system – and when one part flourishes so do all. ■

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THE FUTURE OF AIRPORT PRODUCTIVITY

Operational breakage, technical failures, growing legislative demands, human error, as the list of challenges facing the operational rigour of airports across the globe grows larger, what does this mean for the future of core Airport functions that drive the daily routines?



*Collin Smith,
Chief Executive Officer
CHS Engineering Services*

At this very moment in time, airports around the world are facing excruciating challenges in highly intense times for the aviation and logistics sectors.

Population growth across the globe as well as the enhanced diversity of consumer trends has resulted in more people travelling internationally than ever before, with a further 35% increase expected by 2025. These behavioural changes create new challenges, adding to the demand on aviation operators.

Examples of consumer driven change include the likes of Airbnb; contributing to a more attractive and accessible travel solution for those on a budget, and with an increased population looking to

fly quicker and cheaper, airport operators are being squeezed; with reduced profits and demand for a better, quicker and a more secure service.

With the evolution of technology, solutions to these problems; from threatened profits, increase in demand and the need for additional investment in operational infrastructure, are key to future-proofing operational rigour and the subsequent consumer experience.

Alleviating these challenges could be the answer to not only sustaining, but enhancing airport performance, accelerating efficiency, safety and productivity.

Today, the need to implement and align technological advances into operational infrastructure to

maximise airport output is greater than ever before.

Technology has sat at the heart of, and revolutionised consumer experiences for the past 30 years, however, as airlines and the infrastructure that serve them become increasingly reliant on technology, vulnerabilities become clearer and minor technical failures can cause catastrophic outcomes.

Insufficient investment in technology infrastructure over the past decade has resulted in a spate of technical outages that have crippled an airline's operations for days on end. Over the past couple of years, airlines have experienced major disruptions caused by anything from electrical fires to security breaches, faulty equipment and more.

Today, the need to implement and align technological advances into operational infrastructure to maximise airport output is greater than ever before.

What can be done to help future-proof airport productivity?

Create a smarter airport.

Picture this; every single piece of mechanical hardware monitored for faults before they become faulty. Every room monitored for the slightest temperature changes to report real-time fire risks. Every electrical and mechanical item fixed before they become broken. All without a single wire in sight.

Advancements in technology now means that airports can retrieve second by second data through the application of Cyber Physical Systems. The advent of such technology has begun to revolutionise airports and distribution facilities, with the addition of a new product innovation in the form of remote wireless monitoring.

The remote wireless monitoring of electromechanical equipment across the airport engineering infrastructure and associated facilities can be used to monitor any part of an airport, including shops and passenger flows and enable early warning signs of failures to processes and equipment.

With real-time reporting and the ability to centralise data on cloud-based servers, information can be accessed, assets monitored, and issues raised from anywhere at any time, avoiding lengthy delays in solving infrastructure failures, and most importantly, highlighting these issues ahead of breakage.

With over 70 different types of sensors on the market, the monitoring possibilities are endless.



Live monitoring will help airports reduce maintenance cycles with real-time data feeds to custom built dashboards informing risk managers, engineers and senior team members of any impending failures.

Furthermore, Artificial Intelligence (AI) now allows systems to pick up trends within specific assets, learning from past data to understand estimated breakage points and peak fluctuation times, providing a greater window of opportunity for corrective action.

Importantly, technologies such as these provide transparency from the ground-up, supplying the relevant information to the right people, across any device, as and when needed. This means that engineers receive immediate data on concerned assets ultimately leading to greater efficiencies and up-time of any and all monitored hardware.

What next?

The implementation of intelligent technologies has for a long time been the differentiator between failure and success

for large operations, and as artificial intelligence technologies grow smarter with the rate of technological advancement, the next decade will prove to be the most exciting yet.

The future of aviation, logistics and all supporting operations is well and truly in the hands of those open to change, open to implementing smart technologies and subsequently creating a data driven, technologically focused, intelligent business of the future.

Think about the changes you can implement today to enhance the way you work tomorrow. Maintain that mindset, implement change and today's operation will be tomorrow's success. ■

Colin Smith (colin_smith@chsservices.com) is Chief Executive Officer of CHS Engineering Services Ltd, who have been providing independent condition-based monitoring services and analytics to airports and companies around the world since 1985.

AOA SETS OUT “AMBITIOUS AGENDA” FOR THE NEXT GOVERNMENT TO SUPPORT SUSTAINABLE GROWTH AT AIRPORTS AROUND THE COUNTRY

Henk van Klaveren, Head of Public Affairs and Public Relations at the AOA, provides a political update:

With the election campaign now underway and two weeks to polling day on 12 December, the AOA has been keeping our advocacy up on the issues that matter to aviation.

Government has gone into purdah until after the General Election. Ministers will not be able to make any policy announcements over the election campaign period and the civil service has to remain politically neutral and cannot intervene in political debates.

This means that the Aviation Strategy White Paper will now be pushed back and will certainly be delayed until the New Year. Similarly, the Department for Transport's consultation on how it should

respond to the recent letter by the Committee on Climate Change will also be delayed until after the election.

Whoever is elected as the new Government will be expected to deliver a budget and a Comprehensive Spending Review. Both these need to happen before the new financial year starts in April 2020, meaning they are likely to happen in January or early February.

Alongside this, the new Government will be taking on the challenge of Brexit. For aviation, the good news is that regardless of the outcome of the Brexit process, flights will continue. This is because the EU's and UK's no-deal contingency

measures for traffic rights were extended by both sides. In a no-deal scenario, they will ensure UK-EU flights can continue as today until 24 October, the end of the IATA summer season.

Purdah does not stop the AOA engaging with officials on ongoing issues, and we have been continuing our work with them where possible. For example, we are working with Sustainable Aviation to discuss issues like sustainable aviation fuel incentivisation with officials. We have also been setting out our perspective on the recent announcements around airspace change, such as the draft Air Traffic Management and Unmanned Aircraft Bill (which will have to be reintroduced in the next Parliament)

and the prioritisation of airspace change applications for decision by the CAA.

Meanwhile, the election campaign is in full flow and, as in previous elections, the AOA has published a manifesto setting out our priorities. In it, we urge the next Government to “provide a clear and fair strategy for sustainable growth” at airports across the UK. In her introduction to the manifesto, our Chief Executive, Karen Dee, said that the AOA is looking forward to working with Ministers and officials after the election to deliver a strategy that will enable aviation to play its full part in helping to secure the country’s future prosperity. She said that the next Government must continue to back airports making the best use of existing capacity as well as setting out how the industry can create further capacity in the future.

For aviation, the good news is that regardless of the outcome of the Brexit process, flights will continue. This is because the EU’s and UK’s no-deal contingency measures for traffic rights were extended by both sides.

The AOA’s 2019 manifesto for UK airports says that:

The next Government should:

1. Deliver a national aviation policy that supports sustainable airport growth

The Government must set out in an Aviation Strategy a fair framework for sustainable growth at all airports, helping to deliver the connectivity required to support a flourishing economy in every UK nation and region, whilst also supporting efforts to deliver on the UK’s net-zero target. The AOA believes that through an international approach, with the right Government support, together with substantial industry investment, net-zero emissions and a sustainable future are within reach for UK aviation.

2. Prioritise a new legal framework for the UK’s aviation connectivity after Brexit

Excellent connectivity will be a precondition of making a success of Brexit. While aircraft will continue to fly in any scenario thanks to contingency measures taken by the UK and the EU and thanks to the bilateral air services agreements the Government has secured with third countries currently covered by EU air services agreements, there are still uncertainties and concern for the industry. A new Government must provide certainty on aviation, negotiating a new UK-EU air services agreement, securing continued membership in the European Aviation Safety Agency and continuing close cooperation on security and air traffic control.

3. Support industry in modernising UK’s airspace

The work of the previous Government in sponsoring an

airspace modernisation programme for the UK must continue at pace, and as a priority. UK airspace is our invisible infrastructure in the sky, vital to the success of aviation and the wider economy. It has a finite capacity and has changed little since its creation in the 1950s and 1960s. Unless modernised, it will not handle expected levels of traffic without increased delays and cancellations. Modernisation also provides an opportunity to reduce the environmental impact of aviation, both in terms of noise for local communities and carbon emissions from inefficient routing and stacking.

4. Ensure that the UK’s border regime is secure but welcoming

It is right that the UK has a secure but welcome border that makes legitimate travel easy and hassle-free. It is in the national interest to better harness technology and have a well-resourced Border Force that can cope with increased passenger flows and demonstrates to visitors that the UK is welcoming and open for business.

5. Review and reform Air Passenger Duty to boost the UK’s international competitiveness

We will need a competitive aviation sector to ensure British business can take advantage of the opportunities presented by the country’s exit from the European Union. Our uncompetitive levels of Air Passenger Duty (APD) make the economics of establishing new routes economically difficult for airlines. A new Government should bring APD in line with our nearest competitors by reducing it by 50%, ensuring that the UK is ‘Brexit ready’. ■



UPBEAT MOOD AT THE UK'S NEWEST COMMERCIAL AIRPORT

Ticket sales for flights from Carlisle Lake District Airport, which reopened this summer after a 26-year gap, are "going very well" and the airport is now looking at new route development options.

Kate Willard, Director of Partnership Development at Stobart Group, which owns the airport, said that ticket sales for Loganair's new routes to Belfast, Dublin and London Southend have taken off since the airport reopened for commercial flights on 4 July.

While the short-term focus is on continuing to make a success of the three existing routes, Willard said that she is also working with Luke Hayhoe, Stobart's newly appointed Aviation Business Development Director, on possible options for new routes. She recognised that residents of the airport's catchment area would love to see a "sunshine route" to a destination such as Alicante.

Willard said that in the weeks since the new routes had opened, Stobart had been working hard to understand the variety of motivations of the airport's local customers. Dublin was proving to be a popular weekend destination for many local people, Belfast appeared to be popular partly because there is a substantial number of families with relatives in Northern Ireland and London Southend is attracting business travellers, London-bound tourists and people travelling onwards to sunshine destinations.

This year's reopening is described as "a complete game-changer for the region's connectivity with London and Ireland, extremely beneficial for the business community and highly convenient for tourists booking breaks to the Lake District".



Prior to this summer there had been no commercial flights from Carlisle Lake District Airport since 1993. Loganair's Managing Director, Jonathan Hinkles, described this year's reopening as "a complete game-changer for the region's connectivity with London and Ireland, extremely beneficial for the business

community and highly convenient for tourists booking breaks to the Lake District".

For Willard it represented the culmination of a dream that began 17 years ago, when as CEO & Executive Director of Rural Regeneration Cumbria, she recognised that the





Prior to this summer there had been no commercial flights from Carlisle Lake District Airport since 1993.



redevelopment of the airport for a new era of commercial flights could play a key part in the sustainable development of the region.

Despite delays and setbacks, local stakeholders – including Cumbria Tourist Board, Carlisle City Council, the University of Cumbria and the Lake District National Park – had all worked together to create the conditions for success, leading to the game-changing decision by Cumbria's Local Enterprise Partnership to provide £4.95 million of funding to improve the airport's runway and terminal.

Asked how she had felt on 4 July when the inaugural flight to Dublin took off, Willard said that she had felt “real joy” despite having been “unbelievably tired”. It had been “a joyous and happy day” and she had felt “an enormous sense of pride” in all of the people and partners who had “held the faith” and worked so hard to achieve success.

However, not everyone in the region shared those views. There were climate change demonstrators at the airport on opening day who argued that at a time of mounting concern over rising carbon emissions the last thing that the region needed was a

new airport.

Willard said that she had always supported the importance of environmental issues. Stobart was “absolutely committed to the low carbon agenda” and would continue to look at ways in which it could improve its environment sustainability. She noted that the Saab 340 that Loganair is deploying on its routes is a relatively quiet and fuel-efficient plane and agreed with comments made by Loganair that for someone wanting to travel from Carlisle to Dublin or Belfast a flight generates far fewer carbon emissions than the land and sea alternatives. ■

HOW A NEW COLLABORATIVE COMMUNITY IS HELPING AIRPORTS TO RESPOND TO RISKS

Global airport stakeholders are pooling intellectual resources to better respond to the increasingly complex and fluid risk environments faced by their community in the digital age.

The Airport Risk Community (ARC), created by the global advisory, broking and solutions company Willis Towers Watson, was formed to provide members with a collaborative network where they can share knowledge, experience and best practice.

Within two years of its launch, ARC, whose mission is to 'bring industry stakeholders together in a spirit of collaboration', is becoming increasingly recognised to global airport stakeholders and beyond.

At the recent annual conference in Rome, attended by 135 members, including senior executives from some of the world's busiest airports, discussions focused on sharing experience and best practices for improving security – physical and cyber – building resilience against climate change and improving the passenger experience at airports.

In many ways, the genesis for ARC came in 2016, when Willis Towers Watson published its first Transportation Risk Index (1). More than 350 'C'-Suite executives were surveyed for the Index, which covered the entire aerospace industry.

Among them, were professionals from 30 airports, who provided a snapshot of the top risks facing their organisations. Of the 12 aviation sectors surveyed, the risk scores (out of 10) were the highest among airport operators, highlighting the complex operational environment and a comparatively heightened level of concern about their risk profiles.

Four years ago the top five risks facing airport operators were: seasonal shifts in demand, extreme weather events, failure of IT systems, increasing global regulation and cyber breaches.

That industry knowledge provided

the impetus for Willis Towers Watson to create two well-received risk-transfer solutions: CyFly For Airports and CyFly For Airlines.

Four years ago the top five risks facing airport operators were: seasonal shifts in demand, extreme weather events, failure of IT systems, increasing global regulation and cyber breaches.



Karen Larby, Director of Strategy and Planning, Transportation Industry, Willis Towers Watson and Darren Porter, Managing Director – Aerospace, Willis Towers Watson

Based on what the Index revealed and further discussion with the industry, CyFly for Airports offers asset owners an opportunity to supplement their basic cyber insurance cover.

It offers a broad cover for system failure (and voluntary and regulatory shutdowns), and for business interruption caused by an unprecedented range of 3rd-party service providers, such as baggage handlers, airport security, Amadeus Altea and any number of fixed-base operators. And, importantly for European airport operators, it also offers the potential for cover for the regulatory fines and penalties, for example those imposed under the new Network and Information Systems Directive (NISD), an industry first. The NISD is part of a global trend towards increased

cyber security (as opposed to data protection) legislation, affecting infrastructure providers in the transportation sector: as countries outside Europe adopt similar legislation (e.g. Singapore's Cyber Security Bill), CyFly for Airports provides similar cover for airports in those jurisdictions.

Those risk-transfer solutions were the direct result of industry engagement

and in response to the top risks at the time. But risks are fluid, so there was also a clear demand for an industry forum to track and discuss shifts in the airport risk environment; hence, ARC was created.

A snap poll conducted at this year's event in September provided more evidence of the evolving nature of risk: while the failure of operationally critical IT systems, cyber intrusions

According to the UK Airprox Board, in the past eight years about 330 'near miss collisions' occurred between drones and aircraft in the U.K.

and severe weather events (climate risks) remained at the top of delegates' agendas, reputational risks had also entered the spotlight, as social media escalates.

Another area of growing risk for airports in the UK and elsewhere, is the potential for drones to disrupt operations. According to the UK Airprox Board, in the past eight years about 330 'near miss collisions' occurred between drones and aircraft in the U.K. (2) Some 40% of those incidents occurred in 2018 alone (3). Willis Towers Watson was among the first to offer an industry advisory.

As airport risks change, ARC gives its members an opportunity to stay informed by sharing information and analyses with their peers. Discussion with market leaders and regional experts builds global and specialist understanding of airport risks and supports the kind of informed benchmarking that gives operators a better understanding of their strengths and weaknesses in relation to peers and best practice.

Benchmarking also provides a foundation against which to measure improvements.

With concerns about climate risks on the rise, participants at this year's ARC event agreed that the creation of a community stakeholder working group would be a welcome objective committed to the following 3 actions within 12 months:

- **To develop a standard language on the key climate-related issues for airports.**
- **To identify or develop analytical tools that can quantify and promote the understanding of physical and transitional climate risks.**
- **To discover and investigate the options/tools available to create a greener aviation sector.**

Those efforts will be supported by the Willis Research Network (WRN)

We have entered an era where all organisations are being asked – by shareholders, regulators and business partners -- to provide evidence that they understand their risks and are managing them.

(4), an established collaboration of more than 50 partners across academia, finance and the insurance industry.

In one recent project, the WRN worked with the Barcelona Supercomputing Centre and their MITIGA consultancy (5) to forecast the impact of volcanic ash cloud disruption on the aviation network.

Using their extensive knowledge of meteorology, volcanic activity and advanced data analytics, MITIGA Solutions harnesses the power of supercomputing technologies to assess the extent of the impact of the hazard in near real time, with updates every 15 minutes.

Current information with this depth of detail allows airlines to better target the cancellation of flights, potentially minimising scheduling delays and related economic losses for all parties.

In the next few months, the WRN will be working with an elite university in the UK to build a dedicated index for airport risks -- not dissimilar to the 2016 Transport Risk Index -- which will help operators to evaluate and

benchmark their risks versus their peers.

We have entered an era where all organisations are being asked – by shareholders, regulators and business partners – to provide evidence that they understand their risks and are managing them. Moreover, audits of airports are increasingly asking board members to demonstrate their 'process' of risk management and how they make their decisions. Accountability is in demand, driven by more informed investor and users.

Collaborative communities like ARC are a way to help ensure that airport operators remain aware of their increasingly complex and fluid risk environments, latest solutions to address them to create a more resilient industry, and to support each member's goals for strategic growth. ■

Karen Larby is Director of Strategy and Planning, Transportation Industry, Willis Towers Watson and Darren Porter is Managing Director – Aerospace, Willis Towers Watson.

(1) https://www.youtube.com/watch?v=CYk4_6i-zd0

(2) www.airproxboard.org.uk/learn-more/about-us

(3) Wilde, C., & Bellamy, A. (2019, January 26). More than 300 near misses between drones and aircraft across the UK recorded. Retrieved from <https://www.yorkshirepost.co.uk/news/crime/more-than-300-near-misses-between-drones-and-aircraft-across-the-uk-recorded-1-9558792>

(4) <https://www.willistowerswatson.com/en-GB/Insights/research-programs-and-collaborations/willis-research-network>

(5) <http://www.mitigasolutions.com/>



*Inez Bartolo,
Jersey Airport
Director*



WORK ON “NEW” JERSEY AIRPORT TO START IN THE NEW YEAR

Jersey Airport Director, Inez Bartolo, has confirmed that building work to create a new integrated arrivals and departures terminal at the airport will begin early next year.

She said that she expects passengers will begin to see changes in February or March and promised that the end result will be a greatly improved passenger experience. The airport, on the largest of the Channel Islands, has described the integrated terminal plan as “an exciting and ambitious project that ultimately will see the creation of a “new” airport, providing a modern facility for passengers and airlines and an enhanced overall passenger journey experience”.

The plan involves demolition of the existing arrivals building and extension of the existing departures terminal building with the creation of a mezzanine floor to create an integrated building housing both arrivals and departures facilities. It also includes widening the passenger pier, upgrading and realigning aircraft stands, constructing a new fire service facility and a new maintenance building and the construction of a new plaza area in front of the terminal.

Jersey Airport has already made aviation history by becoming the first airport in the British Isles to achieve approval for the operational use of remote tower system technology. Mrs Bartolo described that as “a real bonus for the island”, as it means that if the airport cannot use its current tower for any reason it will be able to continue with business as usual through the use of the new

My main priorities are to “ensure we provide a high-quality service to our customers and that their journey through the airport is a memorable one for all the right reasons”, as well as passenger safety.



contingency system.

Looking ahead, she said that Jersey Airport expects to see a 2.4% growth in its annual passenger total of 1.67 million and hopes that similar growth will be recorded in subsequent years. She said that it was welcome news for the airport that uncertainty over the future of Flybe, the biggest domestic airline in the British Isles, had been resolved by the approval of its acquisition by Connect Airways. Flybe flights to and from Jersey will be rebranded Virgin Connect in the spring of 2020. Meanwhile, Jersey Airport is continuing to engage with airlines to explore the potential for new routes into Europe and to more holiday destinations.

Jersey Airport currently handles around 23,000 commercial movements a year and is the fifth busiest airport in the British Isles for corporate and General Aviation traffic, with more than 45,000 movements a year. From its Jersey base, Gama Aviation provides aircraft management, charter and maintenance services, with a state-of-the-art VIP passenger lounge for private jet users.

Mrs Bartolo said that Jersey is one of the largest British airports for both corporate and General Aviation at a time when both have been squeezed

out of some other large airports. “We have a thriving corporate community here, made up of individual aircraft owners and business aviation” she said. “Likewise, General Aviation is very much embraced here and very welcome. We work hard to ensure we can integrate General Aviation safely into the operation and both our Air Traffic Controllers and Rescue and Fire Fighting teams go the extra mile to help the operators whenever they need support”.

She emphasised that Jersey Airport appreciates the importance of General Aviation in the overall aviation mix, not least in relation to pilot training, and is proud of the work that it does to support the sector. An imaginative new element of that this year has been the airport’s acquisition and refurbishment of a single-engine Gulfstream aircraft that had long been abandoned on the airfield. The opportunity for children to climb into its cockpit and imagine themselves as pilots had been one of the most popular attractions at the annual Jersey International Air Display in September. She said she hoped that the experience might have encouraged some of the children to consider a future career in aviation.

Mrs Bartolo, who started work as Airport Director in December last year, following a long career at the

Jersey Airport expects to see a 2.4% growth in its annual passenger total of 1.67 million and hopes that similar growth will be recorded in subsequent years.

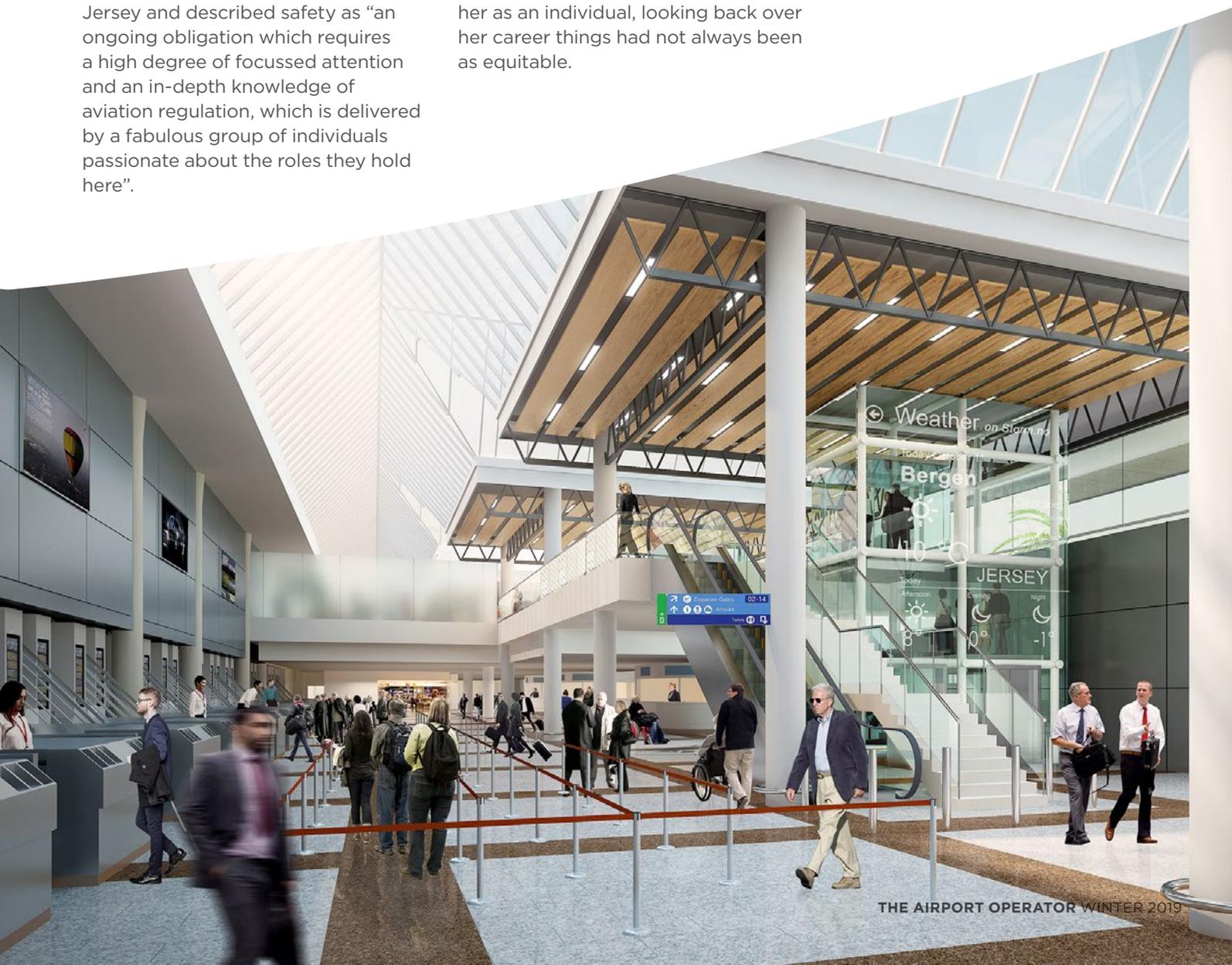
Civil Aviation Authority, said that her main priorities are to “ensure we provide a high-quality service to our customers and that their journey through the airport is a memorable one for all the right reasons”, as well as passenger safety. She said that her long experience of aviation safety issues at the CAA had given her the confidence to lead on the issue at Jersey and described safety as “an ongoing obligation which requires a high degree of focussed attention and an in-depth knowledge of aviation regulation, which is delivered by a fabulous group of individuals passionate about the roles they hold here”.

She said that her first impressions of the airport had been formed when she used to be the CAA’s aerodrome inspector for Jersey. Both then and in her current role she had concluded that “this is a really friendly and accommodating place, with a team of people always willing to help, for whom nothing is too much trouble. It is a great workforce”.

One aspect of that workforce in which she is taking a strong personal interest is the role of women. She has signed the airport up to the Women in Aviation Charter which commits the organisation to promoting gender diversity and supporting the progression of women into senior roles in the aviation sector. Asked to describe her own experience of working for many years in a sector traditionally dominated by men, she said that it had been “varied”. While Ports of Jersey Ltd certainly accepts her as an individual, looking back over her career things had not always been as equitable.

She recalled that in the early days of being the only female CAA inspector among a group of male inspectors, some aerodromes had struggled to know how to treat her. She had, on occasion, experienced “veiled bias towards me as a female”. Mrs Bartolo said that at some of her inspections “they didn’t know whether to shake my hand or kiss me on the cheek. If it was the latter and I was accompanied by a male colleague inspector, I would insist the operator also kissed my male colleague on the cheek”.

Her conclusion is that women in aviation have made a lot of progress over the last few years by being promoted to senior roles, but that the work to embrace diversity and inclusion will not be complete until it finally becomes an issue that no one any longer feels the need to talk about. ■



AIRBUS



*Katherine Bennett CBE,
Vice President, Airbus UK*

IMPROVING GENDER BALANCE IN AVIATION AND AEROSPACE

Like many industries, the aerospace and aviation sectors have historically struggled to achieve diversity and a healthy gender balance. Roles like engineers, pilots and senior management positions have been male-dominated. In today's industry, this is changing as more women break down barriers to take their place in all parts of the modern workforce and giving our industries the chance to benefit from the broadest possible talent pool to make sure we have the skills in place that we need to be globally competitive.

There is still a long way to go to achieve balance, and to improve access to careers in aerospace and aviation. In the UK today, just 4.77 per cent of pilots and 12 per cent of engineers are women, and this problem is present in other roles in sectors that have historically been seen as male jobs. One of the main hurdles sectors face is breaking this stigma and encouraging more women and girls to see just how interesting and fulfilling a career in aviation or aerospace can be.

Born out of this desire to see gender balance in these sectors was the Women in Aviation and Aerospace Charter which was launched at Farnborough International Airshow in 2018.

Signatories of the Charter commit to

supporting the progression of women into senior roles in the aviation and aerospace sectors by focusing on the executive pipeline and the mid-tier level, as this is where the biggest gender imbalance can be found; they recognise the diversity of the sector and that organisations will have different starting points – each organisation should therefore set its own targets, where appropriate, and implement the right strategy for their organisation; and they will be required to publicly report on progress to deliver against any internal targets to support the transparency and accountability needed to drive change.

Co-Chaired by Katherine Bennett CBE, Vice President at Airbus UK, and Sumati Sharma, VP Product & Commercial, Virgin Holidays, the

Charter's steering board meets quarterly to set the direction of work and ensure signatories are making progress towards their commitments.

In the UK today, just 4.77 per cent of pilots and 12 per cent of engineers are women, and this problem is present in other roles in sectors that have historically been seen as male jobs.

Over the last 16 months the Women in Aviation and Aerospace Charter has grown significantly. Now with 133 signatories and 43 supporting organisations from the UK and across the world, it is clear there is a real appetite for change.

Signatories range from airports, airlines, aerospace manufacturers, Universities and trade bodies, all of whom have rallied behind the initiative.

Women in Aviation and Aerospace Charter Co-Chair Katherine Bennett CBE said:

“I’m proud to see the Charter move with such momentum over the past 16 months, and I would encourage any organisation who works in the aviation or aerospace sectors to sign up to the Charter and be part of this positive change for the industry.”

“The work we’ve done so far is only the beginning, now we must make sure signatories fulfil their promise and act to create a more gender balanced workforce, for the benefit of everyone.”

One element of the Charter that will become central to its progress is best practice. This will constantly evolve to be shared amongst signatories, helping to put in place the best mechanisms to support women in the industry.

The idea is that by sharing the way one organisation is working on improving gender balance, another may be able to follow suit or get tips on how best to do their own initiatives. Tried and tested initiatives that achieve results in improving gender balance or getting more young women into STEM for example shouldn’t be hidden away but shared amongst industry, so it can improve as a whole.

There are several initiatives across the industry that look at inspiring the next generation and moving away from the male-stereotype the industry has traditionally been shrouded in.

An example of this is from Flybe who have launched their FlyShe programme which sees several initiatives designed to change aspiration and create opportunities for women. There is significant gender bias in the aviation industry and it isn’t helped by the lack of exposure to women working in traditionally male dominated roles such as pilots or engineers, FlyShe aims to change this with the view that “young girls cannot be what they cannot see”.

A big part of the work to create a more gender balanced workforce in the aviation and aerospace industries is focussed on retaining women and supporting them as their careers progress. Inspiring young women to join the industry is only part of the battle, helping women progress and make it to senior leadership positions is also important to foster further diversity.

Virgin Atlantic has worked on this as part of their Wider Diversity & Inclusion Strategy, by implementing a Be Yourself Manifesto. This focuses on three main areas: education and awareness around embracing difference; building a diverse

workforce, with targets for 12% BAME overall and 50% female in senior leadership roles by 2022; and having an inclusive environment which uses employee networks to share experiences across the workforce.

Mentoring systems can also play a huge part in retaining women and giving them the confidence they need to progress – knowing that they can succeed.

The Royal Aeronautical Society has launched the Alta Women’s Mentoring Platform, the first of its kind within the industry that provides women with mentors and role models, giving them guidance and helping them progress. Women can sign up to be either mentors or mentees and are encouraged to support each other through the process.

Programmes and initiatives amongst signatories, both for their own internal purposes and to inspire women into the industry play a fundamental part in achieving gender balance.

Moving forward, as part of the work around the Charter’s commitments and ensuring change is achieved, the Charter will be publishing a report on its signatories and the efforts being made in the industry to improve gender balance. The initial report will look at setting a benchmark for which subsequent reporting from signatories can be monitored against, ensuring everyone is moving in the right direction to a more diverse and inclusive future. The signatories will then have to report on their commitments made in the charter including their internal targets for improving gender diversity and inclusion.

Next year at the 2020 Farnborough International Airshow, the Charter will be celebrating its two year anniversary.

Year by year, the Charter sets to change the landscape and make the aviation and aerospace industries more attractive to women, and in doing so, hopes to improve gender balance. ■



DELIVERING THE NATIONAL PROGRAMME OF AIRSPACE CHANGE

*Earlier this year, the Airspace Change Organising Group (ACOG) was established at the request of the Department for Transport (DfT) and Civil Aviation Authority (CAA) to coordinate the delivery of key aspects of the Government's Airspace Modernisation Strategy, namely the national programme of airspace change amongst major UK airports. **Mark Swan** – a man who has spent much of his career in the skies – is heading up the organisation. As he starts in his role this month, he sets out some of the key priorities and challenges ahead.*

“I am really excited to have been appointed as the new Head of ACOG and to be at the helm of delivering what is a crucial – but largely invisible – national infrastructure project for the UK.

I have spent my entire career so far in aviation-related roles; firstly, for three

decades as an operational pilot in the RAF and most recently as the Group Director of the Safety and Airspace Regulation Group at the CAA.

I understand the strategic importance of this project to UK aviation in-the-round and what we need to do to modernise and transform the national

airspace structures.

Demand for air travel is continuing to increase, with as many as 350 million passengers forecast to use over 3 million flights a year by 2030. While our roads and railways have seen significant investment and upgrades over the years, our



underpinning airspace structures have remained largely unchanged for over a generation. When we consider the advances in aircraft and navigational technology, such as Performance Based Navigation and the current “traffic jams” in the summer skies, it is clear that transformation has to be our goal.

Improvements in technology are driving changes to airspace across the world – a programme of airspace modernisation is already underway in Europe, the US and other major countries. The UK is well positioned for further, more radical change, with the UK Government setting out its Airspace Modernisation Strategy in December 2018. It is crucial that this is now delivered, or we risk falling behind.

The Government recognises this and the creation of ACOG marks a deliberate step change in delivering this vision for modernising the UK’s national airspace infrastructure. My team and I will facilitate the process for all of those airports across the UK that are investing in growth and modernisation over the coming years, whilst ensuring that all stakeholders’ views are faithfully represented in that

process. We will also facilitate the reduction in emissions that airspace change can deliver .

Through the coalition of ‘Our Future Skies’, ACOG is working with airspace sponsors and trade bodies to ensure that the strategic case for airspace change is understood across a diverse range of stakeholders. Building understanding and support for airspace change is key to its success.

Over the next few years, airports and NATS will consult extensively on detailed plans for potential changes to flightpaths – at both the lower and upper levels. This level of consultation is especially important considering the number of people who are impacted by, or rely on the UK’s airspace, from general aviation enthusiasts and the military, to new commercial drone operators and commercial airlines. Our businesses also rely on the efficiency of our airspace to maximise trade and UK passengers and tourists expect stress-free journeys to their holiday destinations.

Upgrading the UK’s airspace will make air travel and access to airspace for all users more efficient. It will deliver more precise and more direct routes,

fewer delays and less congestion. Better efficiency is also a part of the plan, alongside developing more fuel-efficient engines and cleaner synthetic fuels, to reducing the environmental impact of UK flights. Airspace change alone could deliver a reduction of up to 14 percent in emissions by 2050.

Modernising the airspace will enable the aviation sector to continue its role in building the UK’s reputation as a country that punches above its weight globally, reinforcing that the UK is a great place to visit and do business, attracting investment, tourists and the global trading opportunities that will support British businesses in the future.

ACOG now has the task of supporting the most significant change to our national airspace infrastructure for a generation, delivering benefits for all airspace users, as well as businesses, the environment and communities around airports.

This is an exciting and challenging task; one that is of critical importance to the UK and that will define our aviation industry for years to come. I look forward to getting started.” ■

NEW GENERATION OF BELUGA AIRCRAFT TO TRANSPORT AIRBUS WINGS FROM HAWARDEN AIRPORT

Airbus-owned and operated Hawarden Airport in North Wales will welcome the first of a new fleet of A330-style Beluga aircraft early in the New Year.

The new Beluga XL (extra-large) fleet will take over from the existing A3ST aircraft and be used to transport A350 wings, assembled at Airbus' Broughton plant, to final assembly lines in Toulouse, Bremen and Hamburg.

Paul Bastock, Head of Hawarden Aerodrome Management, said: "The new A330-type Beluga XL is the future of air transportation for Airbus. The XL is able to transport a pair of A350 wings, not just a single wing, and the plane's extra capacity means it can also transport three sets of single-aisle wings and bring in A350 components to the Broughton plant, such as composite wing panels from Spain and Germany".

The XL will enter into service early in the New Year following extensive testing. It has an increased capacity of 30% over the ST aircraft. Six new aircraft will be built and enter service between 2020 and 2023.

On average Hawarden Airport is used by the Beluga fleet two to three times daily to deliver wings and there is also a twice-daily scheduled Loganair service for employees travelling between Hawarden, Bristol and Airbus' HQ in Toulouse. Last year Airbus delivered 800 aircraft to 93 customers, with 739 wing sets being delivered from the Broughton site, which employs 6,000 staff, via Hawarden Airport. This year Airbus will deliver a record 860 aircraft to its customers.

Commenting on the possible impact of Brexit on Broughton and Hawarden, Bastock said: "Airbus remains concerned by the potential for a 'no-deal' and we will continue to plan for that scenario as that is the only way any responsible business can plan. We will continue to run our major Brexit project in order to further eradicate and mitigate risks".

A number of other private companies

operate from the airfield, including the Aviation Park Group of companies, Aerocare and North Wales Military Aviation Services, which provides maintenance of military aircraft types. Flintshire Flying School provides flight training courses. Open to the public seven days a week, Hawarden Airport accommodates a wide range of aircraft, including small aircraft, police, air ambulance and military helicopters, military training jets and private business jets.

Broughton is also home to The Wingmakers football team (official name, the Airbus UK Broughton Football Club), who had their origins as the works team of the Airbus UK aerospace factory. In 2014 the grass surface at their 1,600-capacity ground, was replaced with a 3g synthetic pitch and last season the club was promoted to the Welsh Premier League. ■

EXTRA HOLIDAY FLIGHTS AND NEW LUFTHANSA ROUTE TO MUNICH BOOST NEWCASTLE AIRPORT

The UK's largest holiday company, TUI, has stepped in to fill the gap left at Newcastle International Airport by the disappearance of Thomas Cook Airlines.

The airport's Chief Executive Officer, Nick Jones, said that the collapse of Thomas Cook had been "a big blow" for the airport, but now TUI has stepped in with an additional 98,000 seats for summer 2020, with new routes to Greece and Egypt and additional flights to existing destinations.

The TUI announcement follows an earlier move by Jet2 to add extra flights to winter sun destinations in the Canary Islands and Turkey.

With Lufthansa launching a new route from Newcastle to Munich Airport, with its 130 onward connections, in February and Loganair adding flights to Bergen, Cornwall Airport Newquay and Guernsey, the airport is now expecting only a slight decrease in the 5.4 million passenger numbers recorded in 2018.

Jones also expects a significant increase in inbound tourism via the airport to the North East following



Newcastle Airport's new business park

the airport's ground-breaking decision to launch a new website, www.visitnortheastengland.com, showcasing the principal tourist attractions in the region surrounding the airport. Commenting on the airport's decision to take the lead in promoting inbound tourism, Jones said: "There has been nothing similar

to this done by any other UK airport". Newcastle Airport is using its new website as a platform for marketing campaigns in Australia, Belgium, France, Germany, Ireland, Norway and Spain.

Last year, Newcastle also launched its own airport app, which features

bookable products and real-time flight updates. The new app is already the most highly rated UK airport app in both the Apple and Android stores.

Jones said that the quality of the customer experience continues to be at the heart of the airport's business strategy, with a commitment to harness technology and innovative products to maintain high customer satisfaction ratings. Another recent innovation, part of a £4 million upgrade of parking facilities, has been the opening of a "Premium Meet & Greet" car park just 30 metres from the terminal building, allowing passengers to hand their car keys to staff who will park their car for them.

For two years in succession Newcastle has won ACI Europe's award as the "best airport" for its size (5 to 15 million passengers) in Europe and it has also been described by The Times as "the friendliest UK airport".

Before the end of this year Newcastle Airport anticipates making new announcements about the steps that it will be taking to achieve net zero emissions at the airport by 2050, expected to include action relating to renewable energy and electric vehicles.

Jones said that, as a member of Sustainable Aviation, the airport strongly supports the efforts being made by the aviation and aerospace industries to decarbonise aviation. He said it was critical that all the different parts of the industry should continue to work together to tackle environmental challenges and to communicate more about the actions that they are taking. With awareness of environmental issues on the rise, he said it was essential that the industry prioritises decarbonising aviation and makes passengers aware both of the impact of the decarbonisation measures that it has already taken and of those that it will be taking in the future.

Earlier this year, Newcastle Airport adopted a new Masterplan to cover the period to 2035, the airport's centenary year. The plan sets out a

framework that could accommodate up to 9.4 million passengers by 2035, including the safeguarding of land at the eastern end of the airport's runway to ensure that Newcastle has the opportunity to secure new long-haul routes in the future. Jones said that, while the safeguarding was a prudent step, he was hopeful that expected improvements in aircraft performance would mean that future destinations could be served from the existing runway.

The Masterplan sets out a series of surface access improvements that will be needed to accommodate passenger growth in a sustainable fashion, emphasising the importance for the airport of the timely delivery of a new fleet of Metro trains to replace the decades-old existing fleet. Three companies have been shortlisted for the £500 million contract to design, build and maintain the new trains,

with the winning bid expected to be announced in January and the new fleet due to start arriving in 2021, which Jones described as "fantastic news".

The Metro is also an important element in the development of Newcastle Airport's new business park on the south side of the airport. The landscaped business park is adjacent to a metro station, has direct access to a trunk road leading to the A1 and is just a two-minute drive to the airport itself. It will provide 175,000 sq. ft. of premium office development and, once the site is fully operational, businesses there are expected to employ about 2,000 people. Construction work has already begun there for a new headquarters for one of the country's leading housebuilders, Bellway plc, with work on the headquarters expected to be completed by June next year. ■

For two years in succession Newcastle has won ACI Europe's award as the "best airport" for its size (5 to 15 million passengers) in Europe and it has also been described by The Times as "the friendliest UK airport".



AOA WELCOMES WORLD-LEADING COMPANIES INTO MEMBERSHIP

Five leading companies providing risk management, outsourcing, fuel storage, industrial property and infrastructure services to UK airports have recently joined the AOA as non-airport members

Willis Towers Watson

Willis Towers Watson, (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has 45,000 employees serving more than 140 countries and markets.

As a result of the experience gained through working in partnership with the airport industry, Willis Towers Watson created the Airport Risk Community (ARC). ARC's main purpose is to bring industry stakeholders together in a spirit of collaboration, to debate the breadth of risks facing airports today and in the future. ARC facilitates this process through hosting industry conferences, airport exchanges, working groups on core initiatives, creating insight pieces and building on strategic industry partnerships to the benefit of our community.

CAPITA

Capita, the UK's largest business process outsourcing and professional services company, joins as a Gold Member. It describes itself as a consulting, digital services and software business delivering innovative solutions to organisations, giving them time to focus on what they do best, making people's lives easier and simpler. The company says that its approach is to provide a service that looks at projects from inception, through the business case, planning, approval, design, execution and delivery, through to commissioning and operational support. It says that its multi sector expertise enables it to advise, design and deliver on any market challenge that affects its aviation clients by providing them with innovative solutions backed up with proven strategies.



North Air are a leading into-plane and airport fuel storage provider operating at 20 sites across the UK. They pride themselves on the quality and professionalism of the service they deliver, along with their strong safety ethos. They promise a safe, compliant and efficient environment for their stakeholders – airlines, airports, fuel suppliers and staff. The company works with new technologies to maintain its outstanding on-time fuel delivery performance. It is keen to create new partnerships with members of the AOA family.



AIPUT (Airport Industrial Property Unit Trust), a long-term investor in aviation-related industrial property on or near Gatwick, Heathrow and Stansted Airports, joins as a Silver Member.

It describes itself as a market-leading specialist fund aimed at expert institutional investors, with a current value of over £700 million. Its portfolio of property assets, developed over 19 years, comprises over 2.4 million sq ft of high-quality industrial warehousing, where customers deliver aviation-related commercial operations including air cargo, security, catering and surface access. Its ownership of over 2.1 million sq ft of property at Heathrow makes it one of the largest expert investors at the airport. It describes as key strengths its extensive knowledge of the industry and ability to interpret market trends as well as its commitment to driving forward best practice in Environmental and Social Governance, with a strategic target to achieve carbon neutrality by 2025.

AIPUT is managed by Aberdeen Standard Investments, a brand of the investment businesses of Aberdeen Asset Management and Standard Life Investments.



Costain, the UK technology and engineering company, also joins as a Silver Member. It describes its focus as being on improving people's lives through the delivery of smart infrastructure solutions.

The company says that it aims to shape and deliver client outcomes, improve the passenger experience, ensure maximum efficiency of existing assets and develop new, sustainable, low-carbon solutions. It says that it is rapidly growing and developing its capabilities and expertise to become one of the UK's most trusted and valued aviation advisors and delivery partners.

Global Aerospace: Understanding risk, unlocking your potential.

Willis Towers Watson is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth.

Our Global Aerospace team has the collective expertise to support all areas of your industry. Through our Airport Risk Community (ARC) we work in partnership with airports on emerging risk trends, connecting the industry and delivering value through conferences and collaborating on key initiatives.

For more information on our ARC activities and our Aerospace solutions, please contact:

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Airport Risk Community
WillisTowersWatson



AIRPORTS FOR A CHANGING WORLD

ANNUAL
CONFERENCE 2019

28-29 NOVEMBER

County Hall, Westminster

WELCOME



Karen Dee
Chief Executive,
AOA



Welcome to the AOA's 2019 Annual Conference, whose theme is "Airports for a Changing World"

We are meeting towards the end of a year that has seen UK airports facing an almost unprecedented degree of uncertainty and challenge, including political turmoil, Brexit confusion, mixed signals on the economy, environmental protests and the collapse of Thomas Cook.

What has impressed me greatly is the resilience and adaptability of our airports in dealing with multiple challenges and in continuing to deliver a world-leading quality of service to their customers, with passenger numbers still breaking records, even while the pace of growth has slowed.

Over the next two days, with the help of an impressive array of expert speakers, we will be considering many of these changes and how airports will need to respond to them in the future.

But while our focus is on what may lie ahead we should also take pride in what we have already achieved, not least the role that our airports played in helping to support the return of stranded Thomas Cook passengers, an operation that Transport Secretary, Grant Shapps, described as "the largest peacetime repatriation ever undertaken in the UK".

Working with the CAA, the Government and our airline partners, our airports contributed to the successful return of over 140,000 passengers from more than 50 destinations, the vast majority of them on their original day of travel. I am grateful to Mr Shapps for the personal thank you letter that he sent to us expressing his appreciation for the support that we provided.

At this year's conference we will be hearing from George Parker, Political Editor of the Financial Times, who will give us his perspective on the General Election campaign, and from Dr Adam Marshall, Director General of the British Chambers of Commerce, who will deliver a keynote speech on the outlook for the UK economy.

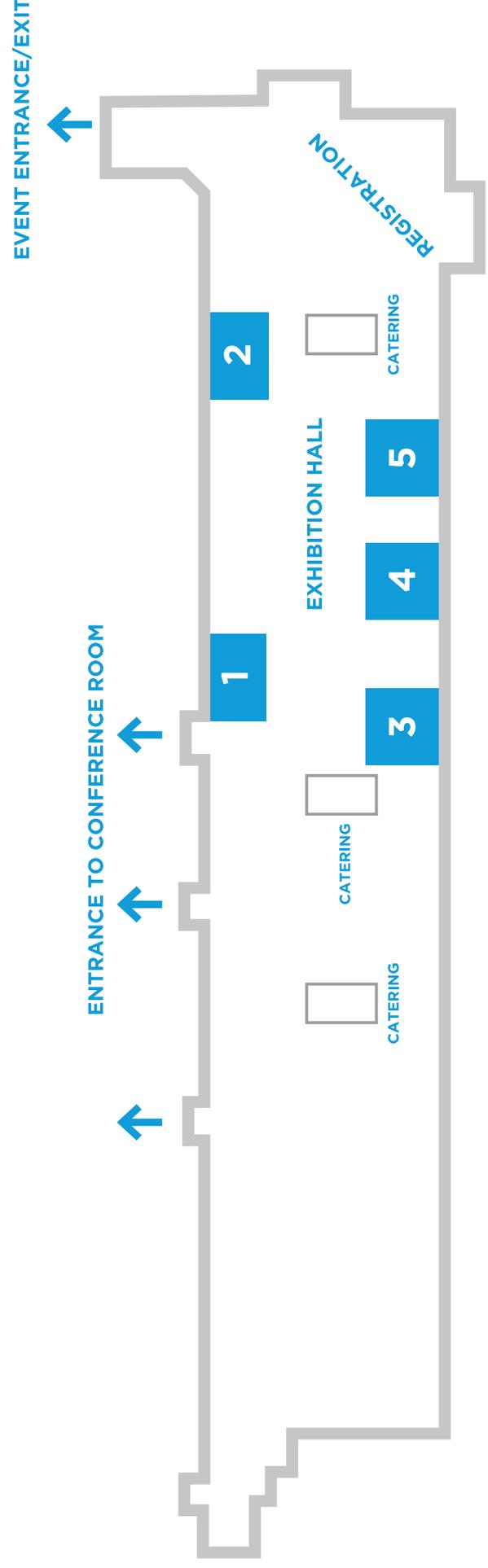
On our first day we will have panel discussions on adapting to a changing market, with a contribution from the aviation industry in Sweden on the phenomenon of "flight shame", and on adapting to a changing climate, with expert advice from Professor Penny Endersby, Chief Executive at the Met Office.

On Friday a wide range of speakers will be contributing to panel discussions on connecting the UK to the global economy and investment/infrastructure financing. As in the past, our conference will conclude with a Big Interview, this time with Shai Weiss, Chief Executive of Virgin Atlantic.

We are very pleased to welcome back as our Conference Moderator, the well-known journalist and broadcaster, Mishal Husain, as well as Simon Calder, Travel Editor at The Independent, who will be presenting the awards at our dinner celebrating the successes of 2019.

Finally, a special welcome to Baroness Ruby McGregor Smith, who joined us as the AOA's new Chair on 1 September and who will be introducing the conference to you. She and I look forward to meeting many of you over the next two days of our conference and we hope that you will greatly enjoy it.

FLOOR PLAN



- 1. Tarmac
- 2. UK Power Networks Services
- 3. ACOG
- 4. Rohde and Schwarz
- 5. Thinking Space

COMPANY PROFILES



ACOG

ACOG was established in 2019 at the request of the Department for Transport and Civil Aviation Authority. ACOG is tasked with the coordination of two major airspace change programmes that the aviation industry is responsible for delivering as part of the UK's Airspace Modernisation Strategy. It also leads on the industry campaign - Our Future Skies - to raise awareness and support for the national programme of airspace change. The organisation is headed up by Mark Swan and reports into a Steering Committee, chaired by Sir Timo Anderson. ACOG was set up by NATS but operates independently of them and the airports participating in the AMS initiatives.



ROHDE & SCHWARZ

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



TARMAC

Tarmac is the UK's number one supplier of construction materials. We are actively supporting the aviation sector through early engagement with clients and contractors to understand the key challenges being faced across the industry and at individual project level. As a result our approach is supporting customers with savings in time, reduced construction costs, improved sustainability, streamlined logistics and continuous improvement through the use of technology. We understand that in aviation there is no room for error. Our delivery is planned and rehearsed, risks are continually reviewed and contingency plans are vast to ensure the complex impacts of airport operations, safety and security are met. Tarmac. Building our Future.



THINKING SPACE

Thinking Space Systems are a leading furniture supplier to the worldwide air traffic control (ATC) industry, from commercial and military to private applications. As one of the only aluminium technical furniture specialists, we can offer the ultimate in innovative and intelligent console designs that are flexible and ergonomically suited to reach DDA standards. Offering extensive experience in the ATC sector, we can provide customised furniture solutions for tower/VCR, radar/approach, simulators, digital control towers and training consoles. The Thinking Space award-winning free design service offers ATC clients with a sight line survey, a necessary stage of the site evaluation for air traffic control towers, as well as 3D renders to help visualise your project. A full project management package is also included.



UK POWER NETWORKS SERVICES

We are experts in distributed energy solutions and power distribution, optimising your existing assets and integrating new technologies to deliver improved performance and commercial benefits. We provide energy technology consulting, asset financing, major project delivery, design and build, operations and maintenance, and asset management. We integrate new technologies, such as electric vehicle infrastructure, battery storage and microgrids. Through the delivery of end-to-end energy solutions, we help our clients increase the productivity of their assets, decarbonise their infrastructure and enable them to realise their infrastructure as a strategic asset.

CONFERENCE PROGRAMME

| Day 1 – Thursday 28th November | | Moderator: Mishal Husain |
|--------------------------------|---|--------------------------|
| 9.00 | Registration & Breakfast | |
| 10.00 | The Baroness Ruby McGregor-Smith CBE, Chair, Airport Operators Association | |
| 10.10 | Introduction: Karen Dee, Chief Executive, Airport Operators Association | |
| 10.20 | ITN Intro Video | |
| 10.30 | Panel discussion: The View from Westminster Jim Fitzpatrick – Labour Party, Former Aviation Minister Rt Hon Sir Patrick McLoughlin – Conservative Party, Former Transport Secretary | |
| 10.55 | Panel discussion: The Response from Airport Andrew Bell, Chief Executive, Regional & City Airports Group Graham Keddie, Managing Director, Belfast International Airport Karen Smart, Managing Director, East Midlands Airport | |
| 11.30 | Delivering the national programme of airspace change: Mark Swan, Airspace Change Organising Group (ACOG) | |
| 12.00 | Independent Commission on Civil Aviation Noise: Robert Light, Head Commissioner, ICCAN | |
| 12.30 | Lunch | |
| 13.45 | Panel Discussion: Disruption - adapting to a changing market Fredrik Kämpfe, Director of Industry Affairs, Swedish Aviation Industry Group Stacey Peel, Associate Director, Arup Derek Provan, Chief Executive Officer, AGS Airports Stewart Wingate, Chief Executive Officer, Gatwick Airport | |
| 14.45 | The Latest from ACI EUROPE on slots: Morgan Foulkes, Deputy Director General, ACI EUROPE | |
| 15.05 | Coffee break | |
| 15.30 | Scene-setter: Professor Jason Lowe, Head of Climate Services, Met Office | |
| 16.00 | Panel Discussion: Climate mitigation and resilience - adapting to a changing climate Andrew Cowan, Chief Executive, Manchester Airport Professor Penny Endersby, Chief Executive, Met Office Neville Hargreaves, Vice President - Waste to Fuels, Velocys Ian Smyth, Director, UK Power Networks Services | |
| 17.00 | Close | |
| 19.00 | Drinks Reception | |
| 20.00 | AOA Annual Awards Dinner 2019 | |
| Day 2 – Friday 29th November | | |
| 9.00 | Breakfast | |
| 9.30 | Keynote Speech: The Outlook for the UK Economy: Dr Adam Marshall, Director General, British Chamber of Commerce | |
| 10.00 | Panel Discussion: Connecting the UK to the Global Economy Deb Bowen-Rees, Chief Executive Officer, Cardiff Airport Morgan Foulkes, Deputy Director General, ACI Europe Rosemary Gallant, Minister Counselor for Commercial Affairs, US Embassy John Holland-Kaye, Chief Executive Officer, Heathrow Airport | |
| 11.00 | Coffee Break | |
| 11.30 | Scene-setter: Nigel Addison Smith, Director, Nyras (part of PA Consulting Group) | |
| 11.50 | Panel Discussion: Investment/Infrastructure Financing Nigel Addison Smith, Director, Nyras (part of PA Consulting Group) Nick Barton, Chief Executive, Birmingham Airport Gavin Newton, Executive Director, Project Finance, Willis Towers Watson Jon Phillips, Director of Corporate Affairs, Global Infrastructure Investor Association Robert Sinclair, Chief Executive Officer, London City Airport David Stanton, Managing Director, Ontario Airports Investments | |
| 12.45 | Political Outlook in the coming months: George Parker, Political Editor, Financial Times | |
| 13.15 | Big Interview: Shai Weiss, Chief Executive, Virgin Atlantic | |
| 13.45 | Closing remarks | |
| 13.50 | Lunch | |

SPEAKER PROFILES



NIGEL ADDISON SMITH, DIRECTOR, PA NYRAS

Nigel has been an aviation consultant at PA Nyras for five years advising shareholders, Boards and Executive Committees of airlines and airports on strategy and financing. Prior to joining he was CFO of UK Export Finance and a Non-Executive of UKTI. Nigel started his career at KPMG in London in Corporate Finance and moved to First Choice becoming CFO of the airline. After that he moved to be CFO of ebookers PLC, the online travel agent. He has a Degree in Economics & Politics. Nigel focuses on airport and airline M&A, airlines' fleet and financing requirements, traffic forecasting and profit improvement projects.



NICK BARTON, CHIEF EXECUTIVE OFFICER, BIRMINGHAM AIRPORT

Nick Barton took up the appointment of Chief Executive at Birmingham Airport on 7 January 2019, having joined the airport at an exciting time in its history following the recent announcement of the ambitious draft Master Plan covering the next 15 years.

The airport is undertaking a £500m programme to upgrade and expand capacity of the terminal operations, aircraft stands and support facilities and meet the expected increase in passengers from 13 million to 18 million over the life of the plan. Nick has a long track-record as a successful leader, with extensive experience in the airports sector. He was previously Chief Executive at London Luton Airport, Managing Director of London Stansted and CEO of Aberdeen International Airport.



ANDREW BELL, CHIEF EXECUTIVE, REGIONAL & CITY AIRPORTS GROUP

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

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

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



DEB BOWEN-REES, CHIEF EXECUTIVE OFFICER, CARDIFF AIRPORT

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

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

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



SIMON CALDER, SENIOR TRAVEL EDITOR, THE INDEPENDENT

Simon Calder is Britain's leading travel commentator and is known as "the man who pays his way" which means that he pays for his own travel.

He began his career at Gatwick airport, where he cleaned out planes for Sir Freddie Laker and, later, frisked passengers (for a job, that is; not a hobby). He then started to write travel guidebooks and travel articles. Today Simon is Travel Correspondent for The Independent. Simon also writes for the Evening Standard, the i newspaper, as well many other publications. Simon is a regular guest on national TV and radio, often seen on BBC Breakfast, Good Morning Britain, This Morning, CNN, ITV News and Sky News. Plus BBC Radio 4 and 5. He has a new travel podcast called Escape, which can be found on SoundCloud, Spotify and Apple.

He is frequently interviewed on national and local BBC radio.



ANDREW COWAN, CHIEF EXECUTIVE OFFICER, MANCHESTER AIRPORT

Andrew joined Manchester Airport Group (MAG) in 2013 as Chief Operating Officer with overall responsibility for Manchester, East Midlands and Bournemouth Airports. In 2015 he spent a year as Chief Strategy Officer for the group including Chairing the newly established MAG USA business. In 2017 Andrew became Chief Executive of Manchester Airport and was also previously Chief Executive of London Stansted Airport.

Prior to his appointment at MAG, Andrew was Group Chief Executive of Robertson Group, an infrastructure, construction and services company based in Scotland and operating throughout the UK. He started his career as an electrical engineer and spent 20 years in the utility infrastructure industry holding a range of senior asset management, major capital investment programmes and operational roles spanning water, wastewater, electricity and gas where he worked on assignments throughout the UK, Australia, India and latterly as Managing Director of United Utilities Middle East.

Having served on numerous boards, he is currently an Executive Director of Manchester Airport Holdings Limited, Chairman of the Manchester India Partnership and a member of the Manchester China Forum. He was also previously a director of United Utilities International, United Utilities Electricity Plc and served as a Trustee on the Electricity Supply Pension Scheme and was regional Chairman of Business in the Community.

Andrew lives in south Manchester with his wife Linda and two sons, and is a keen golfer in his spare time.



PROFESSOR PENNY ENDERSBY, CHIEF EXECUTIVE, MET OFFICE

Penny grew up in North London and gained her first experience of scientific research as a WISE Scholar at GEC in her sixth form. She read Natural Sciences at Cambridge, and was sponsored by British Gas, where she researched the then new area of solid oxide fuel cells.

She joined the Ministry of Defence as a Scientific Officer in 1993. There she designed novel armours for fighting vehicles, conducting many explosives trials and becoming the national expert on electrically powered armours.

She led several research groups in the Defence Science and Technology Laboratory (Dstl), covering Materials Science, Acoustics, Dispersion Hazard Prediction and more before leading Dstl's Physics Department, and becoming a fellow and trustee of the Institute of Physics. In 2012 she moved to be the head of Dstl's Cyber and Information Division and took up her visiting professorship in Electronics and Computer Science at Southampton University.

She was the executive sponsor of Dstl's gender equality network and a county silver commander for major incident response. Just prior to taking over at the Met Office Penny became Dstl's acting Chief Technical Officer. She was appointed the first female CEO at the Met Office in 2018, and is our national representative at the World Meteorological Congress.

Penny has a strong interest in innovation and exploiting intellectual property, as part of which she has served as a director of Ploughshare Innovations Ltd and a mentor for Future Worlds. In her personal life she is an expert choral singer and lover of the natural world, which also led to a stint as treasurer and trustee of Wiltshire Wildlife Trust. She is married to a teacher and they have two grown-up children, both also singers.



MORGAN FOULKES, DEPUTY DIRECTOR GENERAL, ACI EUROPE

Morgan Foulkes became Deputy Director General of the European Region of Airports Council International (ACI EUROPE) in January 2013. Morgan first joined ACI EUROPE in May 2007 as Director of Policy. In his current role, he leads the team of 5 policy managers and 1 research analyst, covering the full range of topics where EU regulation meets airports operations and wider air transport issues.

Morgan previously worked for UPS where he was Director EU Affairs with the Brussels-based Corporate Public Affairs Office of UPS, with responsibility for EU transport policy, international aviation and social affairs. Before that, Morgan was at the Bank of New York in Brussels and previously a trainee with the European Commission, Directorate General for Transport, Air Transport Policy Unit. Morgan holds a Diploma in Air and Space Law from the Institute of Air & Space Law at McGill University. During his time at UPS, Morgan chaired the Transport and Energy Committee, of AMCHAM EU in Brussels and was also Member of the Board and Treasurer of the European Express Association (EEA).

Born in Paris, France, Morgan holds both the French and American nationality, he is fluent in English and French with a working knowledge of Dutch. In his spare time he enjoys travelling, cycling, running, scuba diving, theatre and any flight related activity.



JOHN HOLLAND-KAYE, CHIEF EXECUTIVE OFFICER, HEATHROW AIRPORT

During his time as CEO, Heathrow has consistently improved service levels for passengers, while reducing costs, and it is now rated one of the best airports in the world. John has championed a third runway at Heathrow, building cross party and national support. In 2017 he launched Heathrow 2.0, a plan for the airport to become a centre of excellence in sustainable aviation. He has a keen interest in promoting diversity and social mobility, and is chair of the Business in the Community Employment and Skills Leadership Team. John is also a Non-Executive Director at Thames Tideway.

Before becoming CEO in July 2014, he was Development Director, responsible for delivering the £2.5bn Terminal 2 on time and on budget, and Commercial Director, responsible for growing revenues and improving passenger service. Prior to joining Heathrow, John worked in housebuilding in the UK and US, with Taylor Wimpey, and in brewing and leisure retail in the UK with Bass plc. His early experience was as a strategy consultant advising leisure and FMCG companies in the UK, US, Australia and the Philippines.

John is married with two daughters.



FREDRIK KÄMPFE, DIRECTOR INDUSTRY AFFAIRS, SWEDISH AVIATION INDUSTRY GROUP

Fredrik, a Swedish national, worked for several years with the Swedish CAA, first as rulemaking officer, then legal adviser and finally manager for the legal office.

He joined EASA in September 2004 as the agency's deputy chief legal adviser and took up the position as manager for the Agreements and External Representation Section in the International Cooperation Department in May 2016 where he stayed until February 2018. Fredrik came back to Sweden in March 2018 to take up the position as Director Industry Affairs for the Swedish Aviation Industry Group which forms part of the Swedish Confederation of Transport Enterprises. In addition to his LL.M. from Uppsala University, where he graduated 1998 with his final thesis "EC Air Transport Regulation and the Chicago Convention: a study of possible violations", Fredrik has a second master's degree in International Air and Space Law from the International Institute of Air and Space Law at the University of Leiden (class of 2000/2001); his Leiden thesis looked closely at the procedural and legal feasibility to introduce a truly Global Airworthiness Code and Worldwide Type Certification Process.

Fredrik has also a technical background with an upper secondary school degree in mechanical engineering and Military service as a Battalion Engineer with the Swedish Armed Forces. Fredrik is a private pilot with over 400 flight hours as pilot in command and has worked several years at Stockholm Arlanda Airport for a ground handling company. He also maintains a bus driver's license, diving certificate and is a licensed coastal skipper. Transport, he says, is part of his life.



STEWART WINGATE, CHIEF EXECUTIVE OFFICER, GATWICK AIRPORT

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

Stewart joined Gatwick Airport from BAA Airports Limited where he spent five years in senior management roles at several airports. He was Managing Director of London's Stansted Airport (2007-2009), Chief Executive Officer of Budapest Airport (2005-2007) and Customer Services Director of Glasgow Airport (2004-2005). Previously, Stewart spent more than 15 years at Black & Decker where he had responsibility for a wide range of functions. He was General Manager of a start-up manufacturing plant in the Czech Republic, Operations Director at the company's manufacturing facility at Spennymoor, County Durham, and European Marketing Manager based in Germany.

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



PROFESSOR JASON LOWE, HEAD OF CLIMATE SERVICES, MET OFFICE

Professor Jason A. Lowe has over 20 years experience as a climate researcher and research leader, contributing to over 200 publications on a diverse range of subjects relevant to both climate mitigation and adaptation. Jason is Head of Climate Services at the Met Office and recently led the UKCP18 project, which developed innovative new climate scenarios for the UK, and is now being used in the latest UK Climate Change Risk Assessment. Internationally, Jason has contributed to all three working groups of the Intergovernmental Panel on Climate Change, and numerous UN climate reports.

Jason is the scientific coordinator of EUCLIP, which is examining how to better use climate projection information, and leads the Met Office science in a new joint UKRI-Met Office programme on climate risks and resilience. He also works closely with Government departments such as BEIS and Defra - and set up a new approach for the translation of climate science to policy relevant information within the Met Office. His particular research interests include: thresholds and linearity of the climate system; development and constraint of climate scenarios; sea-level rise; climate impacts and risk; and communication of climate for policy. In addition to his Met Office role, Jason is also Chair in Interdisciplinary Climate Research in the Priestley International Centre for Climate at the University of Leeds.



DR ADAM MARSHALL, DIRECTOR GENERAL, BRITISH CHAMBERS OF COMMERCE

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

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

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



GEORGE PARKER, POLITICAL EDITOR, FINANCIAL TIMES

George Parker is the Political Editor of the Financial Times, a post he has held since 2007. Previously he was the FT's bureau chief in Brussels, giving him a rare insight from both the EU and Westminster perspective into the forces and personalities shaping Brexit.

George has covered some of the most dramatic events in recent British politics, including the financial crash of 2008, the coalition government, the Scottish referendum, the EU Brexit referendum and the self-imposed minority government of Theresa May. His authority on a range of subjects – notably British politics and Brexit – has made him a sought after commentator. He is a regular presenter of Radio 4's Week in Westminster and has appeared on programmes including BBC1's Andrew Marr show and R4's Today programme.

George is a regular speaker and moderator of events, including a recent FT Brexit summit featuring Tony Blair and in a crucial Brexit press conference, in which Theresa May was forced to deny having "George Parker on my mind."



STACEY PEEL, AVIATION ADVISORY LEAD, ARUP

Stacey leads Arup's strategic aviation security business globally and the Aviation Advisory team comprising security, planning, baggage and more. Drawing on her international risk and regulatory background with ICAO and the Australian and Indonesian Governments she has embraced Arup's work to 'Shape a Better World'. She has a passion for bringing together the design and security communities.

Based in London, she is currently working on a number of high profile airport developments around the world and continues to be a thought leader through industry guidance including ACI's Landside Security Handbook; the UK's ASIAD policy; regular writing in trade publications and speaking opportunities.

Her work with Arup has naturally expanded beyond security and she is currently one of Arup's Future of Air Transport Initiative champions.



NEVILLE HARGREAVES, VP WASTE TO FUELS, VELOCYS

Neville is responsible for Velocys' waste to fuels business, including the commercial, financial and corporate development of the Altalto waste-to-jet-fuel project in the UK. This project is planned to take half a million tonnes of municipal and commercial solid waste, otherwise destined for landfill or incineration, and use it to make clean sustainable jet fuel.

Neville's 30 years of industrial experience includes a wide range of technical and commercial roles over 12 years at Exxon, as well as four years with Bain and Company, the strategy consulting firm. He has led teams to deliver complex projects with many stakeholders across global public companies, brought over 70 new products to market, led two small businesses and launched a successful innovation programme for the UK government.

He holds an MA in chemistry from Cambridge University and a PhD from University College London, and is a Fellow of the Royal Society of Chemistry.



DAVID STANTON, MANAGING DIRECTOR, ONTARIO AIRPORTS INVESTMENTS

David has over 25 years' global experience in aviation strategy, finance and operations. He is currently a Board Director for Birmingham Airport, London City Airport and Copenhagen Airport. At Copenhagen Airport he is Deputy Chairman as well as Chairman of the Copenhagen Airport Audit and Risk Committee. At London City Airport he is Chairman of the Health & Safety Committee.

Historically, David has been a Board Member of Bristol and Brussels Airports as well as High Speed 1, where he was also Chairman of the Audit and Risk Management Committee.

He has also worked with BBA Aviation plc as Corporate Development Director for 10 years, in addition to roles with Macquarie, SG Hambros and PwC.



JON PHILLIPS, DIRECTOR, CORPORATE AFFAIRS, GLOBAL INFRASTRUCTURE INVESTMENT ASSOCIATION

Jon joined Global Infrastructure Investor Association (GIIA) as Corporate Affairs Director in September 2016 with a brief to develop and implement its advocacy and engagement programme and to help build its membership base.

GIIA now represents 73 of the leading institutional investors around the world along with many of the professional services firms that advise the sector. GIIA's members – made up of fund managers, pensions funds, insurance companies and sovereign wealth funds – own and operate more than \$660bn of infrastructure assets under management across 49 countries on six continents.

Jon has spent over 25 years in infrastructure-related sectors spanning both the private and public sectors. Between 2005-2016, he was Communications & Stakeholder Relations Director for the Nuclear Decommissioning Authority (NDA), a UK government agency established to provide strategic leadership of the clean-up programme for 17 publicly owned nuclear sites.

Working directly with governments, regulators and communities he helped develop the relationships necessary for NDA to secure and deliver its £3 billion a year programme.

Prior to that Jon spent 12 years at Heathrow Airport, latterly as Director of Communications. During this time he helped secure approval for Terminal 5, and led on communications for the £4.2 billion flagship project well into its construction phase, as well as overseeing communications for the world's busiest international airport.

Jon has an MBA from the University of Surrey and a BA (Hons) in Government Studies from Birmingham Polytechnic. He was a Non-Executive Director for Radioactive Waste Management Limited, a company charged with delivering an underground repository to dispose of the UK's stockpile of nuclear waste, and was appointed by the Welsh Government to be a Board Member of the Snowdonia Enterprise Zone.



DEREK PROVAN, CHIEF EXECUTIVE OFFICER, AGS AIRPORTS

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

He has a BSc in Fire Risk Engineering, Master's Degrees in Risk Management and Business Management and Research. In his recent role of Future Heathrow Director, he was responsible for the future design of an expanded Heathrow to include surface access, terminals, airfield and airspace design and the creation of Heathrow's master plan and future operating models.

Further to being Heathrow's Interim Chief Operating Officer, Derek took up the role of CEO of AGS Airports in April 2018. Derek is active in numerous aviation forums within the UK and is a founding member of the Performance Based Regulation Industry Group working with the CAA to ensure that the industry forms an integral part of future regulation in UK Aviation.



ROBERT SINCLAIR, CHIEF EXECUTIVE OFFICER, LONDON CITY AIRPORT

Robert Sinclair joined London City Airport as Chief Executive Officer in October 2017, bringing with him a broad range of airport management and general business experience. London City Airport is an award-winning 5 mppa airport located in central London and recognised globally for its unique passenger proposition and technology innovation. It is in the middle of a four year, £500million development programme which will transform the airport. Prior to his role at London City Airport, Robert was CEO of Bristol Airport for nine years between 2008 and 2017. Prior to his role at Bristol Airport, Robert was Chief Financial Officer at Auckland Airport with responsibility for the finance, strategy, corporate affairs and IT divisions at New Zealand's international gateway airport. Robert is a qualified lawyer and chartered accountant. He is a Board member of the Airport Operators Association, the UK's airport trade association, and Airport's Council International Europe, Europe's airport trade association.



GRAHAM KEDDIE, MANAGING DIRECTOR, BELFAST INTERNATIONAL AIRPORT

Graham Keddie is a graduate of Aberdeen University and holds a LLB and Dip LP. Following graduation Graham was appointed as a Management Trainee with the Swire Group and was assigned to the Aviation Division.

Since then Graham has held senior executive roles at several airlines and airports and in 2014 was appointed to the role of Managing Director at Belfast International Airport. Graham is a highly experienced commercial leader with a proven track record of success in the field of aviation. A change-agent, with the ability to deliver both improved profitability and customer service. Able to deal with all levels within an organisation and to network effectively externally with stakeholders, government, regulators and the media.

Graham is married with two sons.



KAREN SMART, MANAGING DIRECTOR, EAST MIDLANDS AIRPORT

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

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



SHAI WEISS, CHIEF EXECUTIVE OFFICER, VIRGIN ATLANTIC

Shai Weiss is Chief Executive Officer at Virgin Atlantic and an Executive Director of the Virgin Atlantic board.

Shai and the team at Virgin Atlantic and Virgin Holidays are on a journey to become the most loved travel company. Shai joined Virgin Atlantic as Executive Vice President and Chief Financial Officer in July 2014 from Virgin Management Ltd, where he had been an Investment Partner since 2012 and was a Founding Partner of Virgin Green Fund. In January 2017 Shai assumed the role of Executive Vice President and Chief Commercial Officer responsible for shaping the airline's strategic position in the market, driving opportunities for new revenue, and leading the loyalty, alliances and marketing programs that distinguish the airline. Through his role at Virgin Group Shai has been a member of the Virgin Atlantic board from summer 2012.

Shai has extensive financial and operational expertise. Prior to joining Virgin Group, he held several senior management positions at ntl:Telewest (now Virgin Media), the UK and Europe's largest cable operator. Shai was part of the turn-around of ntl with roles including Managing Director of Consumer Products, Director of Operations, and Director of Financial Planning for the Consumer division. Shai was also behind the merger between Virgin Mobile UK and ntl:Telewest and the re-brand to Virgin Media. Prior to ntl, Shai established the European office of early-stage technology venture fund JVP and was a senior associate with Morgan Stanley. Shai also serves as a non-executive director of Checkpoint Software Technologies (NASDAQ: CHKP), a leading provider of cyber security solutions to governments and corporate enterprises globally.

Shai holds an MBA from Columbia University in New York and a BBA from City University of New York, Baruch College. He resides in London with his family, attends Arsenal games whenever he can, reads The New Yorker magazine from cover to cover and attempts to play basketball.



ROSEMARY GALLANT, MINISTER COUNSELOR FOR COMMERCIAL AFFAIRS, EMBASSY OF THE UNITED STATES OF AMERICA IN LONDON

Rosemary Gallant, a career member of the United States Senior Foreign Service, took up her duties at the U.S. Embassy in London in August 2019 as the Minister Counselor for Commercial Affairs.

Prior to her assignment in London, Gallant served as the Senior Commercial Officer at the U.S. Embassy in Jakarta, Indonesia. In Jakarta she created an Aviation Working Group to strengthen commercial aviation cooperation working with FAA, TSA and other USG agencies and a wide range of U.S. companies. Before Indonesia, Ms. Gallant served as the Principal Commercial Officer at the U.S. Embassy in Beijing, China, responsible for trade promotion and commercial affairs in the Beijing consular district which covered 10 provinces with a population of 550 million people.

From 2004 to 2008, Ms. Gallant was the Commercial Attaché responsible for trade programs in the energy, environment, chemicals and information technology sectors as well as public procurement and EU-funded projects at the U.S. Mission to the European Union in Brussels, Belgium. She organized and led extensive outreach to U.S. industry on EU regulations and served as the official U.S. observer to EU discussions on its chemical policy, REACH.

Rosemary Gallant joined the U.S. Department of Commerce Office of China in 1988 to work on bilateral trade policy issues. She subsequently worked as Commercial Officer at the US Consulate General in Shanghai (1991-94.) She served as a Commercial Officer at the US Consulate General in Hong Kong (94-98) thru Hong Kong's transition from a U.K. territory to a part of the PRC. From 1998 until 2001, Ms. Gallant was the Deputy Senior Commercial Officer at the American Institute in Taiwan. From 2001 until 2004 she was a senior international trade specialist at the Commerce Department's Export Assistance Center in Connecticut. Ms. Gallant graduated from Wellesley College with a degree in Chinese and Economics. She studied in Beijing in 1982-83 and at the Hopkins Nanjing Center in 1986-87. She is married to Jonathan Gallant; the couple has two grown daughters. She speaks Chinese, French, Bahasa Indonesia and English.



IAN SMYTH, DIRECTOR, UK POWER NETWORKS SERVICES

Ian leads UK Power Networks Services. For more than 20 years, Ian has worked with leading utilities, governments and regulators in global energy markets. His expertise is in transforming utilities to adapt to and commercialise evolving energy systems, new technologies and smarter networks. Ian has a track record of delivering improved financial performance and growth through developing and executing business strategies, exploiting new technologies and leading power market development.

He has experience using advanced analytics to improve utility operations. Prior to joining UK Power Networks Services, Ian was Managing Director for European and the Middle East for Navigant Consulting and was a Partner with LCP, a leading business analytics and actuarial firm. Ian has a BA(Hons) and an MSc in philosophy, psychology, statistics and artificial intelligence.



MARK SWAN, HEAD OF ACOG, AIRSPACE CHANGE ORGANISING GROUP (ACOG)

Mark has recently been appointed as Head of the Airspace Change Organising Group, an independent body charged with coordinating the delivery of the national programme of airspace change amongst around 25 airports in the UK.

Mark Swan began his career in the Royal Air Force in 1979 after completing a UK law degree. He flew Phantom and Tornado fighters until 1993 after which he joined the UK Ministry of Defence as one of the principal officials in the Eurofighter Typhoon programme. He has commanded a Tornado squadron and the first RAF Typhoon Base, these appointments being interspersed with policy, financial strategy and programme management roles, latterly at board level. Mark was appointed as an adviser to UK Defence ministers and the Chief of Defence Staff's Executive Board in 2006, advising on the strategic risks to Defence in equipping for, and performing, its military tasks.

Mark then joined the CAA as Director Airspace Policy (DAP) in 2009 and was the Board member responsible for the safe and efficient use and design of national airspace, including developing a new National Airspace Strategy out to 2030. In 2013, he was appointed as Director for Safety and Airspace Regulation, charged with merging the previous Safety and Airspace groups and developing the CAA into a performance-based regulator.



THE RT HON SIR PATRICK MCLOUGHLIN, FORMER MEMBER OF PARLIAMENT

Patrick McLoughlin was the Member of Parliament for West Derbyshire after winning it by 100 votes in a by-election in 1986. Prior to that, he contested Wolverhampton South East at the 1983 General Election.

Patrick was born in Cannock in Staffordshire in 1957. His father, an underground miner, died when Patrick was six, so he and his sisters were brought up by their mother, who had to supplement her widow's pension by working in a factory. Patrick attended a Catholic comprehensive school, leaving at 16, and later spent some time at Rodbaston Agricultural College in Staffordshire.

His early employment included catering and working on a farm, before following his father and grandfather - both coal miners - and going to work underground at the Littleton Colliery in Cannock, Staffordshire. He became a member of the National Union of Mineworkers working through the 1983-4 miners' strike, in the absence of a national ballot. Patrick was then an industrial representative for the National Coal Board's Western Area Marketing Department. He has considerable experience in local and national politics. Before becoming an MP, Patrick was a member of Cannock Chase District Council between 1980 and 1987 and of Staffordshire County Council from 1981 to 1987.

He began to get involved with the voluntary arm of the Conservative Party from 1977, becoming a member of several National Committees and serving as Vice-Chairman of the National Young Conservatives from 1982-84.

Positions held:

- Parliamentary Under-Secretary of State at the Department of Transport, 1989 - 1992
- Parliamentary Under-Secretary of State at the Department of Employment, 1992 - 1993
- Parliamentary Under-Secretary of State at the Department of Trade and Industry, 1993 - 1994
- Assistant Government Whip, 1995 - 1996
- Head Commissioner at the Treasury, 1996 - 1997
- Pairing Whip, June 1997 - 1998
- Deputy Opposition Chief Whip, 1998 - 2005
- Opposition Chief Whip, 2005 - 2010
- Government Chief Whip, 2010-2012
- Secretary of State for Transport 2012 - 2016
- Chairman of the Conservative Party and Chancellor to the Duchy of Lancaster 2016 - 2018
- 2018 - 2019 Member of Parliament's Restoration Board; Member of the Business, Energy and Industrial Strategy Committee

On 22 June 2005, the Queen appointed Patrick to the Privy Council. In August 2016, he was knighted by the Queen. In September 2019, Patrick was made a Companion of Honour, which is restricted to a maximum of 65. In November 2019, Patrick decided not to seek re-election in the 2019 General Election.

ATTENDEE LIST

| NAME | JOB TITLE | ORGANISATION |
|------------------------|---|---------------------------------|
| Aahad Ali | Policy & External Affairs Manager | Heathrow Airport |
| Al Titterington | Managing Director | Cornwall Airport Newquay |
| Alan Whiteside | Operations Director | Belfast International Airport |
| Alberto Martin | Chief Executive Officer | London Luton Airport |
| Alex Andreis | Head of Business Area - ATM | Thales |
| Alex Daniel | Reporter | City AM |
| Alexander Goman | Consultant | Taylor Airey |
| Alice Brightwell | Business Manager Europe | Airbiz |
| Andrew Bell | Chief Executive | Regional & City Airports Group |
| Andrew Cowan | Chief Executive Officer | Manchester Airport |
| Andrew Hall | Client Relationship Director | Willis Towers Watson |
| Andrew Musgrave | Civil Business Development Director | Thales |
| Andrew Walters | Chief Executive | Regional Airports |
| Andy Kynoch | Managing Director | ICTS |
| Ann Reynolds | Airport Director | Isle of Man Airport |
| Bob Johnson | Aviation Director | Sywell Aerodrome |
| Brian McClean | Group Head of Communications | AGS Airports |
| Ceri Mashlan | Director of Operations | Cardiff Airport |
| Chloe Greenbank | Editor | HMG Aerospace |
| Chris McMonagle | Head of Strategy & Business Development for UK Infrastructure | Bechtel |
| Chris Vickers | UK, Ireland & Israel Sales Leader | Smiths Detection |
| Chris Wheeler | Major Projects Manager - Materials | Tarmac |
| Chris Woodroffe | Chief Operating Officer | Gatwick Airport |
| Christopher Knatt | Principal Consultant | Taylor Airey |
| Clare Armstrong | Head of Passenger Services | London Luton Airport Operations |
| Clare James | Operational Excellence Director | Manchester Airports Group |
| Colin Le Ray | General Manager - Ports | Guernsey Airport |
| Colin Smith | Chief Executive Officer | CHS Engineering Services |
| Dan Jones | Director | Atkins |
| Dan Platt | Policy & External Affairs Manager | Heathrow Airport |
| Darren Porter | Managing Director, Aerospace | Willis Towers Watson |
| Dave Ford | Aerodrome General Manager | Goodwood Aerodrome |
| Dave Lees | Chief Executive Officer | Bristol Airport |
| David Boot | Public Affairs Manager | London Gatwick Airport |
| David Johnson | Account Director - Aviation | Costain |
| David Mitchell | Head of Client Delivery | UK Power Networks Services |
| David Stanton | Managing Director | Ontario Airports Investments |
| Deb Bowen-Rees | Chief Executive Officer | Cardiff Airport |
| Dee Thomas | Director of Aviation | Wilson James |
| Derek Provan | Chief Executive Officer | AGS Airports |
| Diane Burt | Director | ARUP |
| Dr Adam Marshall | Director General | British Chambers of Commerce |
| Dr Neville Hargreaves | VP Waste to Fuels | Velocys |
| Ed Robertson | Editor | TTG Media |
| Fernando Lopez Calleja | Partner & Managing Director | airportQM |
| Fiona Carleton | Director of Expansion Strategy & Future Operations | Heathrow Airport |
| Fiona O'Shea | Principal Consultant - Aviation | Costain |
| Fiona Smith | Group Head of Aerodrome Strategy | AGS Airports |
| Francesca Millward | Sales Group Leader UK | Vanderlande |
| Freddie Hopkinson | Transport Policy | CBI |
| Fredrik Kämpfe | Director Industry Affairs | Swedish Aviation Industry Group |
| Furah Naem | Aviation Account lead | Costain |

| NAME | JOB TITLE | ORGANISATION |
|----------------------|--|--|
| Gary Cox | Head of Aviation | Transport Scotland |
| Gary Walker | Sales Specialist | Rohde & Schwarz UK |
| Gavin Newton | Executive Director, Project Finance | Willis Towers Watson |
| Geoff Dewick | Aviation Director | RPS Group |
| Geoff Moore | Owner | www.thetraveltrunk.net |
| George Parker | Political Editor | Financial Times |
| Gill Clark | GCAM | NATS |
| Glenn Sands | Lara - Editor | HMG Aerospace |
| Gordon Robertson | Director of Communications | Edinburgh Airport |
| Graeme Gamble | Chief Operating Officer | Bristol Airport |
| Graeme Paton | Transport Correspondent | The Times |
| Graham Keddie | Managing Director | Belfast International Airport |
| Greg Maxwell | Corporate Affairs Manager | Edinburgh Airport |
| Guillaume Mouscadet | Campaign Manager | QinetiQ |
| Gwyn Topham | Transport Correspondent | The Guardian |
| Henk van Klaveren | Head of Public Affairs & PR | Airport Operators Association |
| Jain McDermott-Paine | GCAM | NATS |
| Ian Smyth | Director | UK Power Networks Services |
| Jack Carnell | Group Public Affairs Manager | Manchester Airports Group |
| James Dillon-Godfray | Head of Business Development | London Oxford Airport |
| James Gore | Head of Stakeholder Relations | Bristol Airport |
| James Guscott | Senior Account Manager | Met Office |
| James Lilley | Head of Health & Safety and Fire Safety | East Midlands Airport |
| Jane Thompson | Business Development Advisor | ICF |
| Jason Carmichael | Head of Client Delivery | UK Power Networks Services |
| Jason Ivey | Senior Consultant | London Oxford Airport |
| Jeff Bevan | Policy & Public Affairs Officer | Airport Operators Association |
| Jem Dunn | Director Airports | NATS |
| Jennifer Deegan | Head of Strategic Programmes & Transformation | Manchester Airports Group |
| Jim Slevin | Head of Sub-Region UK & Ireland | Vision-Box |
| Joanne Foley | Director - Global Infrastructure | Willis Towers Watson |
| John Andrews | Sales Manager | Rohde & Schwarz UK |
| John Dearing | Business Development Director | Engie |
| John Holland-Kaye | Chief Executive Officer | Heathrow Airport |
| John Irving | Chief Executive Officer | Liverpool John Lennon Airport |
| John Mills | Director | The Communication Group |
| John Smith | Sales & Business Development Director | Thales |
| Jon Phillips | Director, Corporate Affairs | Global Infrastructure Investment Association |
| Jon Pring | Consultant | Taylor Airey |
| Julian Martin | Airport Sales & Marketing Manager | Robson |
| Karen Dee | Chief Executive | Airport Operators Association |
| Karen Larbey | Director of Strategy & Planning, Transportation Industry | Willis Towers Watson |
| Karen Smart | Managing Director | East Midlands Airport |
| Keith Faley | HR Manager | Newcastle International Airport |
| Kevin Gibbs | Senior Counsel | Womble Bond Dickinson |
| Kevin Tolcher | Sector General Manager, ATM | Thales |
| Lee Maxwell | Head of Client Delivery | UK Power Networks Services |
| Levent Ural | Divisional Director - Aviation | ICTS (UK) |
| Liam Upson | Climate Change Adaptation Lead | Department for Environment, Food & Rural Affairs |
| Linda Jennings | Aviation Business Manager | Met Office |

| NAME | JOB TITLE | ORGANISATION |
|-------------------------|--|---|
| Lisa Kidd | Health & Safety Business Partner | East Midlands Airport |
| Louise Butcher | Transport Policy Specialist | House of Commons Transport Select Committee |
| Louise Gregson-Williams | Marketing Manager Transport | Met Office |
| Magnus Parker | Project Director / Practice Director | Atkins |
| Magnus Rossa | Business Development Manager | Vanderlande |
| Malcolm Ginsberg | Editor In Chief | Business Travel News |
| Marco Petri | Head of Sales & Marketing | Thales |
| Mark Anderson | Chief Executive Officer | Connect Airways |
| Mark Bailey | Director of Projects & Planning | Cardiff Airport |
| Mark Galvin | Chief Fire Officer | Jersey Airport |
| Mark Gibb | Aerodrome Operations Manager | Goodwood Aerodrome |
| Mark Johnston | Managing Director | Glasgow Airport |
| Mark Pendlebury | Business Development Manager | Thales |
| Mark Swan | Head of ACOG | Airspace Change Organising Group (ACOG) |
| Martin Adamcik | Systems Engineer | Vanderlande |
| Martin Robinson | Chief Executive Officer | AOPA |
| Maryam Hussain | Operations Director | Proactive Resources |
| Matt Stewart | VP Corporate Communications | Virgin Atlantic |
| Matthew Moore | Regional Sales Account Manager | Smiths Detection |
| Michael Bletsoe-Brown | Group Managing Director | Sywell Aerodrome |
| Michael Burrell | AOA Consultant | |
| Michelle Campbell | Administrative Assistant, Aviation, EMEA | Aecom Professional Services |
| Michelle De Franca | Infrastructure Sections Lead - Aviation | Bechtel |
| Mike Holmes | Project Manager | UK Power Networks Services |
| Morgan Foulkes | Deputy Director General | ACI Europe |
| Neil Brady | Propositions & GTM Manager | BT |
| Neil Garwood | Managing Director | Southampton International Airport |
| Neil Thompson | Operations Director | London Luton Airport Operations |
| Niall Greenwood | Director, Air Traffic Services | Baines Simmons |
| Nick Barton | Chief Executive Officer | Birmingham Airport |
| Nick Boud | Director | Helios |
| Nick Gallé | Strategic Account Director - Gatwick Airport | Wilson James |
| Nick Smith | Fund Manager | AIPUT |
| Nick Toy | Senior National Commercial Development Manager | Tarmac |
| Nigel Addison Smith | Director | Pa Nyras |
| Nigel Milton | Director of Communications | Heathrow Airport |
| Oliver Jaycock | Head of Marketing & Strategic Affairs | London Luton Airport Operations |
| Patricia Page | Executive Assistant & Office Manager | Airport Operators Association |
| Patrick Cox | Director of Major Projects | EMEA |
| Patrick Whyte | Europe Editor | Skift |
| Paul Goater | Senior Project Manager | UK Power Networks Services |
| Paul Jones | GCAM | NATS |
| Paul Sillers | Journalist | Freelance Journalist |
| Paul Staples | Operations Director | Liverpool John Lennon Airport |
| Per Ahl | Chief Executive Officer | Saab Digital Air Traffic Solution, Sdats |
| Pete Barnfield | Systems Group Leader | Vanderlande |
| Peter Farmer | Transport Director | Chapman Taylor |
| Peter Mulder | Technical Director | Ricardo Energy and Environment |
| Peter O'Broin | Campaigns Manager | IATA |

| NAME | JOB TITLE | ORGANISATION |
|--------------------------------------|--|---|
| Phil Crowder-Johnson | Senior Manager - IT Projects Portfolio & Operational Integration | Vanderlande |
| Phil Forster | Head of Airport Development | Teesside International Airport |
| Philip Heathcote | Head of Markets | UK Power Networks Services |
| Phillip Morris | Operations Director | East Midlands Airport |
| Professor Jason Lowe | Head of Climate Services | Met Office |
| Professor Penny Endersby | Chief Executive | Met Office |
| Richard Atkin | Finance Executive | Airport Operators Association |
| Richard Pace | Managing Director | Norwich Airport |
| Rob Austin | Head of Client Relationships - Aviation | UK Power Networks Services |
| Rob Groves | Service Manager | Vanderlande |
| Rob Rushmer | Principal | ICF |
| Robert Adderley | Events & Member Relations Officer | Airport Operators Association |
| Robert Sinclair | Chief Executive Officer | London City Airport |
| Robin MacRae | Head of Air Navigation Services | Jersey Airport |
| Rosemary Gallant | Minister Counselor for Commercial Affairs | Embassy of the United States of America in London |
| Ruairi Martin | Aviation Director | Capita |
| Ruth Purim | Chief Executive Officer | ProActive Resources |
| Sally Gethin | Editor | Gethin's Inflight News |
| Sam Mason | Sales Engineer | Vanderlande |
| Sarah Webb | Head of ATM | London Gatwick Airport |
| Scott Ghagan | Director, Industry Partnerships | Border Force |
| Shai Weiss | Chief Executive Officer | Virgin Atlantic |
| Simon Calder | Travel Editor | The Independent |
| Simon McNamara | UK Country Manager | IATA |
| Simon Woods | Business Development Manager | ENGIE |
| Stacey Peel | Aviation Advisory Lead | Arup |
| Stephen Armstrong | Head of Airside Operations | Newcastle International Airport |
| Steve Szalay | Managing Director | Aberdeen International Airport |
| Steve Tasker | Director | Atkins |
| Stewart Wingate | Chief Executive Officer | Gatwick Airport |
| Susan Thompson | Partner & Head of Aviation Practice | Oggers Berndtson |
| Tania Roca | Operations, Safety & Commercial Director | Airport Operators Association |
| The Baroness Ruby McGregor-Smith CBE | Chair | Airport Operators Association |
| The Rt Hon Sir Patrick McLoughlin | Former Member Of Parliament | |
| Tim Alderslade | Chief Executive | Airlines UK |
| Tim Hawkins | Chief Strategy Officer | Manchester Airports Group |
| Tim Kern | Sales Specialist | BT |
| Tony Blackwell | Design & Interface Manager (Airports) | UK Power Networks Services |
| Tracey Cole | Director of Sales | CHS Engineering Services |
| Tracey Hulse-Jones | Business Development Manager | Engie |
| Vivian Njambi | Sales & Business Development Graduate | Thales |
| Wayne Palmer | Managing Director | Thinking Space |
| Wouter Berben | Service Optimisation | Vanderlande |

NEW INVESTOR IN LIVERPOOL JOHN LENNON AIRPORT

Leading UK infrastructure investment manager, Ancala Partners, has taken a 45% stake in Liverpool John Lennon Airport.

Announcing the investment, Ancala said it believed that the airport, the UK's 12th busiest, had "outstanding potential for growth through attracting further capacity from new and existing carriers and building on its non-aeronautical services".

Senior Partner, Spence Clunie, said: "Liverpool John Lennon Airport has already seen substantial growth in recent years and we see strong

prospects for this continuing. Transport infrastructure is a highly promising segment of the market, so we are delighted to be acquiring a stake on behalf of our investors in such a prestigious regional airport".

Ancala has purchased 35% of the airport from Peel Group and 10% from Liverpool City Council. Peel and the council retain 45% and 10% interests respectively.

The investment came after the airport was awarded the UK's only 5-star airport rating for flight punctuality by the world's leading

air travel intelligence company, OAG. Liverpool John Lennon is one of only six airports in Western Europe to achieve this rating. Globally, Liverpool is listed in the top 10% of airports.

Since the investment was announced, Liverpool John Lennon has announced the arrival of a new carrier, Austria's leading low-cost airline, Lauda, operating a new route to Vienna. easyJet subsequently announced a new route to Tenerife, its 33rd route from Liverpool. ■



Contact us



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LONDON LUTON AIRPORT OPENS NEW TAXIWAY TO BOOST EFFICIENCY AND CUT DELAYS

London Luton Airport has opened a new taxiway, part of its £160 million transformation programme, to help the airport manage aircraft ground movements more efficiently and minimise delays.

The new taxiway is 520m long and required 6,000m³ of concrete and 110,000 hours to complete. Nine km of electric cables connect the 150 LED lights on the new taxiway. It also includes one of the largest remote de-icing facilities in Europe, which can de-ice up to seven planes at once and will help the airport to maintain on-time departures during exceptionally cold weather.

Work on the taxiway, carried out by local construction firm Ryebridge, began in January this year and was completed in August.

Neil Thompson, Operations Director at the airport, said: “This new taxiway will enable us to efficiently manage the ever-increasing number of aircraft that use the airport. The de-icing facility will also help us and our airline partners to deliver punctual departures year-round, whatever the weather”.

Meanwhile, the airport is celebrating new routes to Moscow, St Petersburg and Sarajevo. Wizz Air UK began

operating the new Russian routes in October, becoming the only British carrier to provide a direct connection for passengers between London and St Petersburg. A month earlier, FlyBosnia celebrated its inaugural flight from the airport to Sarajevo, the only direct flight to the city from any UK airport. ■



NEW OWNERS FOR THE UK'S ONLY DEDICATED BUSINESS AVIATION AIRPORT

Australia-based, Macquarie Infrastructure and Real Assets (MIRA) has acquired Farnborough Airport from Swiss-based TAG Aviation.

The former military facility, home to the biennial Farnborough air show, was taken over by TAG in 2001 and extensively rebuilt with iconic hangar and terminal buildings. TAG's £150 million investment turned the site into one of Europe's leading business aviation hubs and the only business aviation facility in the world to hold carbon-neutral status.

Leigh Harrison, Head of MIRA EMEA, said: “We are delighted to announce our investment in Farnborough Airport. In addition to holding an

important place in UK aviation history, the airport is known for its high-quality offering to customers. Drawing on our extensive experience managing airport infrastructure around the world, we look forward to partnering with Farnborough Airport to ensure it remains an important contributor to the local economy and a business aviation gateway to London and the South East”.

Brandon O'Reilly, CEO of Farnborough Airport, said: “The significant investment that has occurred at Farnborough Airport over the past two decades under the previous shareholders has been transformative. With a number of development projects already

underway, we are excited to partner with Macquarie to further develop our offering to the business aviation market”. ■

“We are delighted to announce our investment in Farnborough Airport. In addition to holding an important place in UK aviation history, the airport is known for its high-quality offering to customers.”



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