London City Airport Consultative Committee Minutes

City Aviation House, London City Airport

Tuesday 31st May 2016 at 4.30pm

Present: Gary Hodgetts, Glynis Webb, Duncan Alexander, Mirsad Bakalovic (Beckton), John Shaw (PAX Rep), Robin Whitehouse - Cllr Patrick Murphy - Dave Whittaker & Ken Clark (LBN), Richard Goodwin – Robert House & Andy Cowell (Met Police), Mari Grigoriadou (Swiss Airlines), Frank Rosillo-Calle (Canning Town), Janette Withey (ELCC), Toni Cox (RODMA),

Apologies: Melanie Burnley (LCY), Neil Pearce (West Silvertown), David Hyde (DfT), Richard Storer (Corssrail), Tracy Smith (Community Links), Julia Dunlop (Silvertown)

In attendance: Anthony Angol – Liam McKay – James Shearman – Charlotte Beeching - Fabienne Gress – Alexandra Varlyakova – Tim Halley & Bernard Lavelle (LCY), Cllr Clive Loakes (London Borough of Waltham Forest), Cllr Osman Dervish (London Borough of Havering), Leigh-Jayne Miller (Gallions Point Marina), Anna Bates (Richard House), John Stewart & Alan Haughton (Hacan East), Joy-Caron Canter (RDLAC),

Note: not all attendees signed the attendance sheet so please notify the LCACC Secretary on lcacc.secretary@londoncityairport.com if you have not been included in the above list.

1. Elections

The positions of Chairman and Secretary were up for election. In accordance, with government guidelines and the Committee Constitution, the two positions need to be filled for the next three year term. Both positions have been publicly advertised and interviews held for the position of Chairman. Following the interviews, a preferred candidate for Chairman was identified, Duncan Alexander. Duncan's profile was circulated to members prior to the meeting and is attached to these minutes.

Vice-Chair Glynis Webb proposed Duncan to be elected as the new Chairman. Howard Sheppard "seconded" the proposal and as a result Duncan was elected new Chair of the Committee for the next term.

The Secretary position has not been filled yet but interviews will be held prior to the next meeting to identify a preferred candidate for the agreement of the Committee.

2. Matters arising.

The Vice-Chair welcomed everyone. The newly elected Chair proposed to the Committee a new membership list which included new members representing various stakeholders. The Chair welcomed the wider representation from adjoining Council's and local community interest groups prior to proposing a vote of support for these new members. The Vice-Chair proposed the list and

Jannete Witney from East London Chamber seconded it. The new membership list was therefore ratified for the next term.

Councillor Clyde Loakes from Waltham Forest enquired about the minutes from the previous meeting, more specifically why there was no reference to RNAV. Gary Hodgetts, LCY Director of Technical Operations, explained that the committee was made aware of the airspace changes prior to the changes ¹coming into effect and that is why they were not discussed in the most recent meeting.

3. Airport Director's Report

Bernard Lavelle, LCY Sales Director, provided a general introduction to LCY for the new members. The report focussed on the airlines operating to and from LCY, the strong domestic and international network the airport has, the City Airport Development Programme, and the airport's stringent noise and environmental controls. LCY's community work was also covered, namely the airport's "Take Off Into Work" scheme, the education programmes, as well as investment in community partnerships and projects.

A detailed copy of the report delivered by Bernard Lavelle is attached.

Councillor Clyde Loakes asked how the LCY's community pledge was formed. Liam McKay, LCY Head of Public Affairs and CSR, explained that the pledge was developed alongside borough leaders from across East London, including Waltham Forest, with the aim of focusing on their respective employment and education priorities.

One resident made the point that local residents cannot afford to use the airport. Bernard Lavelle explained that it is not necessarily true and that if someone book's in advance the costs will be much lower. There was also a question about the new ownership and how that might affect the airport's operations. Bernard Lavelle explained that the new owners are long-term investors who want to see LCY grow and prosper and that they are dedicated to developing existing and new airline relationships and routes whilst strongly supporting the on-going community engagement and environmental controls required to allow this to occur in a responsible manner.

4. New structure – sub-committees.

James Shearman, LCY Environment Manager, proposed the new subcommittee structure. This structure consisted of 6 proposed sub-committees. It was noted the Airport Transport Forum was already active but for completeness it was included in this structure. The other sub groups can be changed at this early stage and may adapt in the future i.e. due to being dependent upon interest of members. He explained that new members can express interest in different sub-committees depending on what their personal and professional interest is.

The provisionally suggested sub-committees are Airspace & Environment committee, Business Commerce committee, Airport Facilities & Terminal Operations committee; Community committee, Airport Transport forum, Projects & Development. The Secretary will be sending out emails to the

¹ Dates of meetings include: Wednesday 3rd September 2014 (Extraordinary LCACC meeting).

members to outline the next steps. James Shearman clarified that both members and deputymembers can attend the sub-committee meetings.

Councillor Clyde Loakes asked which sub-committee would cover consultation and stakeholder/community engagement topics saying that there is a value in having a separate sub-committee to evaluate the airport's previous consultations and the way forward. James Shearman explained that depending on the topic of the consultation it will go under the relevant sub-committee.

The Chair said that such topics should be discussed in the sub-committees to make the process more relevant as the level of consultation may change due to the topic and or need.

5. Airport Director's Report

Gary Hodgetts acknowledged and thanked Stuart Innes for all the work he did as a Secretary. Stuart is retiring from the position after over 29 years in the post. LCY will be arranging a gathering to acknowledge and thank Stuart for his service in due course and would encourage all members of the Committee from the last term to attend.

In his report, Gary Hodgetts covered flight movement figures, the runway overlay project (explaining that the work will run until October this year) and the West Pier Upgrade project.

A more detailed report is attached.

6. Environment Report

James Shearman reported on the airport's environment and sound insulation scheme. He explained that in the first quarter of 2016 the airport has had 33 enquiries/complaints – of the 31 complaints, 3 related to non-LCY air traffic. He also added that during the runway overlay project the airport will be working to minimise the noise works through innovative methods, as well as doing noise monitoring that will be fed back to the committee. In the first quarter of the year, 60 properties were treated with sound insulation. Towards the end of November 2015 notification letters were sent out to the interested parties. The airport offers three chances for local residents to take advantage of the sound insulation scheme. A copy of the report delivered by James Shearman is attached.

A member asked what can residents who have had double glazing done long ago do and who they should contact. James said that 10 years after the double glazing has been installed, the airport conducts re-inspections of each install, at this time and if required, remedial works may occur. All residents who have benefited from such treatments under the Sound Insulation Scheme can get in contact via environment@londoncityairport.com.

7. Community Report

Anthony Angol delivered a report on the community work the airport does. Since January, the airport has been increasing the work with local schools and colleges, as well as delivering just under 70 primary school site visits. The pre-16 work experience programme – LCY Future Prospects- has

just been launched. Under this programme, in a period of 2 years students will be going to the airport for career visits, mentoring and work experience. 90 university students have so far this year completed work experience programmes and the airport has started a partnership with Grad Bridge (providing bursaries). Since 2009, over 520 Newham residents have been supported into work through the "Take Off Into Work" scheme.

A copy of the report delivered by Anthony Angol is attached.

8. Planning report

Tim Halley, LCY Head of Planning provided a planning update. He said that the planning inquiry for the City Airport Development Programme (CADP) had taken place in March/April and lasted for 11 days. The evidence was primarily focussed on a single technical issue regarding the level of noise mitigation that should be offered as part of CADP. The Inspector is now writing the report which will be sent to the Secretaries of State for Transport and Communities and Local Government on 6th July 2016. It is estimated that the SoS will make a decision in autumn 2016. The separate CPO inquiry took place in May – by the close of the Inquiry there were no statutory objections to the CPO remaining as all had been withdrawn. The Secretary of State for Transport is expected to make a decision on the CPO inquiry this autumn.

The airport is finalising its annual report on compliance which will be published on the airport's website by 31July. The APR will also be made available to the Committee at that point.

9. Any Other Business

John Stewart (HACAN East) enquired about how can items be included in the agenda. The Chair explained that there will be due notification of any future meetings with draft agenda's for agreement. Members could also table items for the agenda via the sub-committees or directly to the secretary.

The Chair confirmed that key next steps will be to get the sub-committees up and running and to address the technical issues currently being experienced on the Consultative Committee website. The airport has confirmed that the existing LCACC website will be upgraded in the coming months prior to the next meeting.

The airport has offered to invite all of the members to a site visit on the day of the next meeting to have a look at some of the upcoming plans and concepts. The site visit will take place around 3pm on the day of the meeting.

10. Date of the next meeting

Tuesday 9th August 2016 at City Aviation House, London City Airport.



Airport Director's Report to the Consultative Committee Tuesday 31 May 2016 Gary Hodgetts

Airport Traffic: January - March 2016

	January	February	March	Total for Quarter
Flight	6,309	7,011	7,329	20,649
Movements	(-6%)	(-0.0%)	(-5.8%)	(-3.6%)
Passengers	297,606	344,456	375,735	1,017,797
	(-0.3%)	(+5.0%)	(-0.1%)	(+1.5%)

Recent Points of Interest

- The airport's first runway overlay project has begun this month and is due to be complete in November 2016. To assist this project a concrete batching plant has been set up on the Silvertown Quays site.
- The £16 million project to redevelop the west pier which started in the summer of 2015 is expected to be complete by October 2016. New concessions announced for the redevelopment include Pret A Manger and Truman's Brick Lane Brews. The process of straight through boarding will be applied therefore reducing the need to be held in the gate lounges. It will look fantastic with.......additional floor space.

• The Embraer Legacy 500 made its first landing at London City Airport on Friday 20th May at the airport's Jet Centre. To mark the occasion the airport's fire station gave the aircraft a water salute on arrival. A video of the landing can be seen at:

https://www.youtube.com/watch?v=zm60gGzJQ2c

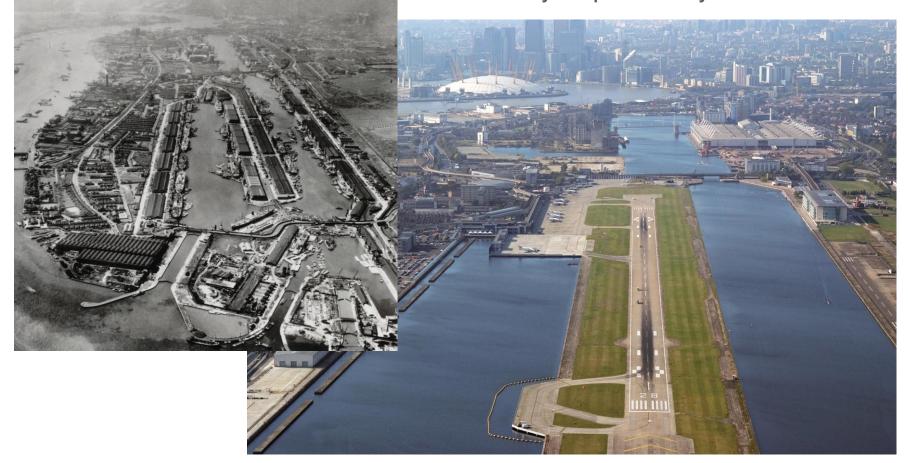


Where are we today?



Days before London City Airport

London City Airport today



The ONLY Airport in London!





LONDON CITY AIRPORT TODAY...





11 airlines

50 destinations

4.3m passengers (2015)

Best European and Global Airport

2,100 employees

£0.75bn economic benefit

Current Operators



Skyteam



STAR Alliance







One World



Non Aligned











Current Route Map





LCY VISION AND CUSTOMER PROPOSITION



Location – convenience – speed of transit – customer service



Vision: faster and better journeys through innovation and teamwork

Source: CAA, TfL.

⁽¹⁾ On-time performance defined as within 15 minutes of scheduled time. As of August 2015.

CADP – The Rationale

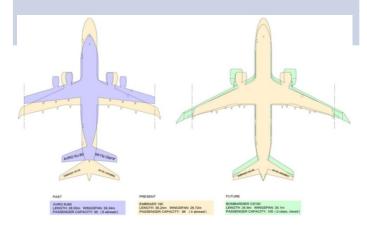


Infrastructure Constraints

The runway is almost full at **peak** times

Increased demand means more passengers

Larger planes – don't fit on current stands









CADP – The Solution



A STATE OF THE PARTY OF THE PAR	Problem	Solution	
	The runway is almost full at peak times	Parallel taxiway	
	Increased demand means more passengers	Western and Eastern Terminal Extensions	
	Larger planes – don't fit on current stands	7 new larger stands	

CADP – An Overview



- £200 million redevelopment project delivering a world class international gateway in East London
- Extension to passenger terminal, new passenger pier, 7 new aircraft stands, a parallel taxi-lane, hotel and ancillary uses
- Will enable Airport to reach its already permitted level of flight movements and accommodate the forecast growth to 6.5 million passengers per year
- Will deliver increased capacity at peak hours and accommodate new generation of quieter aircraft with extended ranges – opens up USA and Middle Eastern markets
- Will contribute £1.3bn to the UK economy by 2025, providing over 3,500 jobs

CURRENT INFRASTRUCTURE





1

West Pier

2

DLR station

3

Existing terminal

4

Eastern stands

Room to grow within existing infrastructure

Source: Company information.

FUTURE DEVELOPMENT





1 Parallel taxiway

2 East Pier

3 7 eastern stands

4. Car park deck

5 260 bed hotel

6 Forecourt redesign

7 Eastern Terminal Extension

8 Western Terminal Extension

CADP delivers significant additional capacity

Source: Company information.

Environmental Controls and Performance



Noise Controls

- Some of the most stringent noise controls of any UK Airport
- Lowest trigger for Sound Insulation of any UK Airport at 57dB
- No flights overnight (2200-0630)
- No flights over a 24 hour weekend period
- Daily and Annual cap on ATMs 120,000 annual
- Public holiday limitations
- Steep glide slope of 5.5 degrees for landing and approaching aircraft

Environmental Performance

- LCY awarded Level 3 Airport Carbon Accreditation by the Airports Council International in 2016 – one level below carbon neutral status & only 1 of 5 airports in the UK to achieve this.
- LCY is a zero landfill airport with increased on-site recycling from 30% to 67% over last two years to 2016
- Since Air Quality monitoring began (circa 2008) there have been no instances where air quality is above applicable statutory levels.

LCY in the Community



- Awarded 2015 All-Party Parliamentary Corporate Responsibility Group's Business Champion Award
- Focus on recruiting people from the Local Area and Newham
- Take-Off-Into-Work supported 512 unemployed
 Newham residents into jobs since 2009 more than 100 per annum
- Educational Excellence primary and secondary school curriculum modules and site visits – 6,500 students engaged in the last 5 years
- Investing in community partnerships and projects employees invested 1,192 hours of their time volunteering in 2015
- £2.7 million spent on Education, Employment and Training initiatives since 2009
- £90,000 in University Bursaries and Grants to Students in the last 5 years

LCY Latest News



- New Routes
 - BA 3/day Hamburg
 - BA 3/day Berlin
 - BE 1/day Paris
 - BE 3/week Rennes
 - BE 4/day Cardiff (Sep/Oct only)
 - AZ extra Milan rotation
 - Always interested in new route ideas
- Working on more routes & extra frequencies in 2016/17
- New West Pier development

Summary



- LCY is a thriving international business based in the heart of Newham
- It focuses primarily on the business travel market and is a keen factor in the development of other local businesses such as Canary Wharf & ExCeL.
- The airport has grown in importance over the years and now contributes £750M to the UK economy
- There is an air capacity shortage in the London as most London airports are now restricted in their available capacity – supply has not kept up with demand
- LCY's future development will help solve this issue
- LCY looks to grow sustainably and continue to drive benefits to Newham, London and the wider UK economy



For the period 1st January 2016 – 31st March 2016 inclusive.

Noise:

Total Complaints - 31

- 12 related to aircraft noise;
- 12 related to flight paths;
- 3 were non LCY traffic;
- 4 related to other items such as AC perceived near miss, AQ in the terminal due to West Pier works; bright lights in taxi feeder park.
- One particular individual logged 21% of the total complaints in this quarter.

Enquiries - 2

- Query concerning experimental runway usage not based on weather;
- Have flight paths been changed causing concentration of flights in area?;

Total Correspondence: 33

Noise and Track Keeping System Performance:

During this quarterly period, NMTs 1, 3 and 4 were fully operational, and data received for each day. Due to a failure of the power supply, NMT2 was not operational for parts of 14th – 18th January.

NMT	Calibration	Data	
1	ОК	Data received for all days	
2	ОК	Data received for all days except parts of 14^{th} – 18^{th} January	
3	ОК	Data received for all days	
4	ОК	Data received for all days	

Table 1: Summary of NMT status

Month	No. Operations	No. Correlated Departures	Correlation Rate
January	6274	2381	76%
February	7003	2962	85%
March 7331		3426	93%

Table 2: Summary of correlation rate

The correlation rates in January and February were affected by a significant amount of recorded noise events being marked as invalid due to high winds.

Other Environment items:

Air Quality Update – results from July – September 2015

Monitoring is carried out at two automatic monitoring stations. One is situated on the roof of City Aviation House (LCA-CAH) whilst the other is to the north of Royal Albert Dock, adjacent to the Newham Dockside building (LCA-ND). These

automatic sites are supplemented by a network of passive monitoring devices (nitrogen dioxide diffusion tubes) located at a further 18 sites in and around the Airport boundary.

Nitrogen Dioxide

The period mean nitrogen dioxide concentration measured at the automatic station on the roof of City Aviation House was 31.9 μ g/m3 (microgrammes per cubic metre); a lower concentration (31.1 μ g/m3) was measured at the Newham Dockside site. The period mean concentrations at the City Aviation House and at Newham Dockside sites were both below the objective value (please note, the measured concentration over three months cannot be directly compared with the objective which relates to a calendar year). There were no recorded exceedences of the 1-hour mean objective value at either site. All hourly concentrations were classified as being within the 'Low' pollution band.

Concentrations of nitrogen dioxide at background sites in London over this period ranged from 25 to 51 μ g/m3, with similar patterns in levels as seen at the two London City Airport sites. There was a good correlation between observed peaks at the Airport sites and other London sites, suggesting that these occurrences were due to regional sources and changing weather conditions that affect the dispersion and dilution of pollutant emissions.

The period mean nitrogen dioxide concentrations measured at the diffusion tube sites ranged from 30 to 43 μ g/m3. At all but one of the 18 diffusion tube monitoring sites, measured concentrations were below the annual mean objective value of 40 μ g/m3 (however, as set out above, the measured concentration over three months cannot be directly compared with the objective, which relates to a calendar year).

Fine Particles (PM₁₀)

The period mean PM10 concentration measured at the automatic station on the roof of City Aviation House was 20.3 μ g/m3 (microgrammes per cubic metre). This is well below the objective value of 40 μ g/m3 (however, please stated, the measured concentration over three months cannot be directly compared with the objective, which relates to a calendar year).

There were three recorded exceedences of the 24-hour mean objective (compared with the 35 exceedences allowed in a calendar year). The majority (96.7%) of the running 24-hour mean concentrations were classified as 'Low'; 24-hour mean concentrations were classified as 'Moderate' for 2.2% of the time and 'High' for 1.1% of the time. There were no 24-hour mean concentrations within the 'Very High' pollution band.

Concentrations of PM10 at background sites in London over this period showed similar patterns as seen at the Airport site. There was a good correlation between observed peaks at the Airport site and other London sites, suggesting that these occurrences were principally due to regional sources and changing weather conditions that affect the dispersion and dilution of pollutant emissions.

Airports Carbon Accreditation – Stage 3: Optimisation

The Airports Carbon Accreditation has now issued our certificate after achieving Stage 3: Optimisation. This is the highest stage an airport can reach before being 'Carbon Neutral'.

This award shows how the airport not only has a handle of its carbon footprint, has implemented a strategy and subsequent measures to evidence actual reductions in emissions but also has engaged with third parties to achieve further reductions.

Airport Carbon Accreditation is the only institutionally-endorsed, carbon management certification standard for airports. It symbolises how airports are making a real difference to airport carbon emissions both locally and as part of the aviation industry as a whole.

To put in context, we are now 1 of only 20 European airports to achieve Stage 3: Optimisation and only 1 of 5 UK Airports including Gatwick, Heathrow, Manchester and TAG Farnborough.

Runway Resurfacing Project - Noise Considerations

The Airport is currently (with the principle contractor Lagans) liaising with the London Borough of Newham in finalising the requirements for the noise tolerances permissible as part of the Runway Resurfacing works.

These will be finalised over the coming weeks before the works can begin on site. The airport is making every attempt to reduce the noise impacts of these works by utilising noise screens, minimising the need for noisy works by utilising innovative methods of working (example suction pads instead of concrete breaking to remove bays) and to have continuous noise monitoring during the works.

Further updates will be provided to the committee in forth coming meetings; including summary of progress, any complaints resulting from the works etc.

LONDON CITY AIRPORT – SOUND INSULATION SCHEME UPDATE REPORT

1.0 GENERAL SITUATION

2014 APR scheme

Out of 502 properties detailed in the 2014 APR 61 properties were treated with sound attenuating vents in the first quarter of 2016. 45 of these were social housing properties owned by LBN. In addition; 86 contractor property surveys were undertaken.

Towards the end of February notification letters were sent out to interested parties who had not responded to our first notification letters dispatched in August 2015. Final notification of eligibility under the SIS will be sent out in the beginning of June.

In addition, LCY received permission to treat 110 dwellings located in Robin Hood Gardens from London Borough of Tower Hamlets. These dwellings will be eligible for both sound attenuating vents and secondary glazing. Installation in a trail flat has already begun in May 2016.

2013 APR scheme

All (360 Tier 1 - 3 Tier 2) eligible properties have been notified of eligibility and requests to carry out work have been sent to all properties. 36% have been vented. 100% have been signed off (works complete or refused).

2012 APR scheme

All (1,415) eligible properties have been notified of eligibility for sound insulation works. Requests to carry out work have been sent to 81% of all properties. For conventional brick/block properties a total of 48% have been treated with an additional property benefiting from secondary glazing installed in November. Some properties (around 19% in Ontario Tower) have comfort cooling and fully glazed facades. Sound insulation works are not appropriate for these properties and therefore requests to carry out works have not been issued. These residents have been informed of this status in consultation with the LBN & LBTH.

39% of the properties are within modern tower blocks (New Providence Wharf) of which only a small number have comfort cooling. Current investigation works to similar buildings in the 2011 scheme will inform what options are available for these buildings.

2009 -2011 APR scheme

All 3,561 eligible properties within these schemes have been notified. Excluding the towers 100% have been signed off (works complete or works refused). The scheme is now essentially complete with a formal sign off required with the local authority.

497 eligible properties are within the recently constructed Proton, Neutron and Elektron Towers and Switch House (Phase 4B). A vent trial installation has been completed successfully and tested for a flat in Neutron Tower. Additional to this Secondary glazing has been installed with an accompanying Blind as of November.

Replacement high acoustic performance windows and doors have been installed successfully in 26 out of 27 Tier 2 properties. Only one property owner was not interested in the Tier 2 works.

2.0 COMMUNITY BUILDINGS

Noise surveys have been carried out at St Paul's Church, The Lodge, Hawksmoor Primary School and Gallions Reach Health Centre. All of these community properties are in Thamesmead.

Survey results have been agreed with the local authority for the Primary School. Sound insulation works have been discussed with school management and an offer for environmental improvements to the school has been made and taken.

The noise survey results have been submitted and agreed with the local authority for Gallions Reach Health Centre. Further investigation works were required on the practicalities of installing acoustic ventilation and this is currently being considered by the Health Centre.

An offer of works have been made to St Pauls Church with these being discussed directly with their committee in January 2016. This were accepted St Pauls Church and roof inspections have been undertaken at the church in the 1st quarter of 2016.

The Saleem International Christian Centre was identified in the 2014 APR is potentially eligible for sound insulation works. The tenants have however since moved to a new premises and the existing building is to be demolished and therefore not eligible for works.

St. Anne's Presbytery Church in Berwick Road was identified in the 2014 APR. A noise assessment has been undertaken and results are being calculated.



May 31st, 2016

EDUCATION AND SKILLS ACTIVITIES

Primary

- 70 educational tours since January
 - 1523 students from primary schools across London
- Hosted a Work Week programme for students from Avenue Primary School
- Hosted an Enterprise Challenge Day in partnership with EE and De Lucy Primary School
- Hosted a Work Week programme for students from Monega Primary School
- Took part in a Star Primary School Jobs Fair (180 students from years 3, 4 and 5)

Secondary

- Paid for 2 schools to visit Russell Group universities as part of our University Visits fund
- Hosted a visit for students from the Stephen Timms MP Politics School
- Attended a Gifted and Talented Workshop for in partnership with 15billionEBp and Cumberland School
- Attended a Gifted and Talented Workshop for in partnership with 15billionEBp and Brampton Manor School
- · Attended a Gifted and Talented Workshop for in partnership with 15billionEBp and Rokeby School
- Hosted a Careers Insight visit from Rokeby School
- Launched the our new pre-16 work Experience Programme "Future Prospects"
 - Four workshops to 64 students from Eastlea, Sarah Bonnell, Royal Docks and Cumberland School

Further and Higher

- 15 students successfully took part in our work experience programme
- Hosted a visit from University College Birmingham
- Hosted a visit from Oxford CIE Business Students
- Hosted the final lesson of the LCY Enterprise in partnership with Oasis Academy
- Attended the NCS BAG meeting
- Gradbridge partnership (£15k)

EMPLOYABILITY

- TOIW more than 530 local residents into employment since 2009
- Attended the ELBA Skills and Employment Board meeting
- Hosted an LCY Employers Forum

SPONSORSHIP AND DONATIONS

Sponsored local good causes to the sum of £55k, across a variety of areas including education, employment, community development and health & wellbeing. Sponsored events and/or good causes include;

- Barking Folk Festival (£15k)
- 15billionEBP (£15k)
- Volunteer Fortnight (£2600) 51 staff from across the business
- NASSA (£8k)
- City Year UK (£

RICHARD HOUSE CHILDRENS HOSPICE

• Over £8k raised so far this year

VOLUNTEERING

- Volunteer fortnight coming up
- 8 volunteering projects: mixture of physical
- 51 members of staff from across the business

Duncan Alexander



Duncan has operated at Board, CEO, Managing Director and Chief Marketing Officer levels within start-up, turnaround and established businesses within the travel and transportation sectors. He has lived and worked in the United Kingdom, Germany, the United States, Spain and the United Arab Emirates.

Duncan's career has predominantly been in the fast changing travel & transportation technology sector having worked in Senior Executive positions at Mercator, The Commercial IT Division of The Emirates Group, Official Airline Guides (OAG), SITA and Travelport. He has also worked as a management consultant with PriceWaterhouseCoopers, Logica and The Travel Marketing Store.

As a consultant his clients have included Aer Lingus, Amadeus, Athens Airport, Emirates Holidays, Jumeirah Group, SITA, South African Airways The British Tourist Authority, The Singapore Tourism Authority and other major travel brands and travel technology start-ups.

He has developed businesses and supported customers on a global scale with a focus on digital transformation through the application of new business technologies.

Duncan also served in the British Armed Forces as an Officer in the Royal Engineers.

In his various roles Duncan has had to chair numerous steering committees and complex projects taking into account the needs and views of all stakeholders.

Duncan has a BA Hons Degree in Geography from King's College London and holds the Chartered Institute of Marketing's Diploma. He was recently granted Fellow status with The Chartered Institute of Marketing.

Duncan lives in Maidenhead, Berkshire, with his wife Vicki and two sons aged 14 and 12.