



AIRPORT CONSULTATIVE COMMITTEES (ACCs)

Operating Terms of Reference

**IATA Airports Passenger Cargo and Security (APCS)
Airport Development**

April 2017

1. Introduction

Airlines are the primary users of airports and a major source of revenue for airport authorities. While airlines are airport customers they are also business partners, as the business strategies of both airlines and airports are closely linked and the success of one often depends on the success of the other.

Airlines' requirements and comments should therefore logically be taken into account when airport infrastructure projects are being developed, so capital investments and process improvements deliver airline user's needs. In most cases airlines fund airport infrastructure developments and pay for operating costs through airport charges, and it is therefore important airport investments are affordable and jointly agreed with the airline community in advance of them being implemented.

Experience has shown that the most useful and mutually beneficial course of action when formulating airport development projects is to establish a joint consultation forum between airport authorities, their consultant teams and the airline community, initiated as early as possible in the planning and design process. This enables airlines and airports to review airport development plans, assess operational and passenger impacts, improvements, and cost benefit analysis to support informed decision making.

An important element of any consultation process is to establish meaningful and effective consultation, through a collaborative approach based on mutual respect and trust between all parties involved, resulting in transparency and detailed information being shared. Effective consultation is usually not a "one-off" meeting, and we therefore recommend an ongoing dialogue and ideally a schedule of meetings to align with the airport authorities design and development programme and major project or business case decisions.

While these principles are relevant to guide any airport – airline community capital consultation group, the IATA named forum for this type of constructive consultation is the Airport Consultative Committee (ACC).

2. ACC Formation

- 2.1. An ACC will normally be formed under the guidance of the IATA Airport Development Team in coordination with IATA's regional, centre and country offices, and with the input and support of airline members which we serve. ACC's will typically be formed where no other form of regular, best practice dialogue between the airline community and airports exists or is mandated through regulation, or to guide the development of best practices.
- 2.2. The IATA representatives will seek the agreement of the airport or government authority concerned to commence consultation with the airlines on key aspects of the proposed development, from as early a stage as possible in the development process. Once the principle of consultation has been agreed, an IATA ACC will be established.

3. ACC Membership

- 3.1. IATA Airport Development representatives will typically participate directly in ACC meetings and assist with relevant topics for the agenda, in coordination with airline subject matter experts and the AOC Chair or other local airline associations as appropriate.

Due to the subject matter expertise required and scale of investments it is highly recommended that ACC activity be kept separate from AOC activity and that of other local existing airline groups.

- 3.2. Membership on the ACC is open to all airlines serving the airport involved. Airline Headquarters will be invited to nominate either a suitably qualified planning specialist or their local representative to participate in ACC meetings, while participation from the home carrier/s is highly recommended. The level of expertise required will be dependent upon the scope of the project concerned and the current development stage of the project.
- 3.3. The ACC can elect a Chairperson from the airline community, or select the relevant IATA Airport Development representative whose primary duties will include managing the ACC meeting and ensuring that all views are discussed.
- 3.4. Since many airlines are engaged in some form of alliance, partnership, code share, or marketing agreement, in order to best achieve their needs, airline groups may consider the appointment of a representative to oversee the needs of their group.
- 3.5. To ensure that local airline views and requirements are included in the ACC proposals and achieve appropriate co-ordination, the local Airline Operators Committee (AOC) is invited to nominate a representative to participate in all ACC meetings. It falls to the AOC representative (usually the AOC Chairperson) to keep the full AOC informed of all ACC deliberations. At airports with multiple terminal operations, individual terminal AOC Chairpersons may also be invited to participate.
- 3.6. If there is a sufficient level of interest, the local Board of Airline Representatives (BAR) may also nominate a representative to participate in all ACC meetings.
- 3.7. The ACC may appoint and set the mandate of subcommittees and/or specialist working groups to study and report to the ACC, through the Chairman, on any relevant infrastructure development matter.
- 3.8. When the planning and design phases are completed and construction has commenced, the membership of the ACC will normally be changed to involve airline staff appropriate to that phase. Due to the day-to-day impact the construction phase of the project may have on airline operations, the AOC will be expected to take an increasingly active role as preparations for commissioning and airport Operational Readiness are put in place. During this transition contact with the airport authorities shall be maintained.

4. ACC Objectives

- 4.1. The ACC will consolidate and wherever possible, align airline views for the benefits of users and airport authorities. Building this consensus helps to provide a focal point for consultation between the airlines and airport authorities concerned in the planning of major airport expansion projects or new airports in order to input airline functional requirements.
- 4.2. An objective of the ACC is the equitable and fair treatment of all airlines operating so a “level playing field” is provided by working as an airline community. IATA recommends a community approach is taken to all major infrastructure development programmes given the likelihood all operating airlines will be affected to some degree.

5. ACC Scope

- 5.1. The ACC is typically concerned with airport infrastructure developments, strategic planning issues and the associated Capital Expenditure (CAPEX) Programme. Underpinned by an airport development process to govern the development and selection of major project options and costs via a Business Case review, the scope of ACC’s typically includes but is not limited to:
 - **Airport Master Plan** - includes land use plan, airport layouts and phasing to balance capacity and demand
 - **Aircraft Parking** - aircraft layouts and overall parking provision, stands provision including levels of pier service (contact vs remote operations) and support infrastructure i.e. hydrant fuelling, stand entry guidance, FEGP, PCA
 - **Passenger Terminal** - planning and design of new terminals, expansion of existing terminals, improving existing facilities to increase capacity and use infrastructure efficiently. Scope can include Levels of Service (LoS), passenger flows and wayfinding, baggage handling systems, staff and back of house facilities
 - **Airside and Landside Infrastructure & Surface Access Systems**
 - **Cargo Terminal Developments**
 - **Airport Support Facilities** – Maintenance Hangars, Ground Vehicle Maintenance, Inflight catering, etc.
 - **Operational Readiness and Transfer (ORAT)** – the planning and implementation phase to transition new or redeveloped facilities into operational use taking users requirements into account.
- 5.2. ACCs should seek to achieve a rational balance between:
 - The level of service provided for both passenger and cargo in their respective terminal area and field of operation;
 - The need for efficient cost effective ground handling operations and the increased facility, resource and equipment requirements to support multiple handlers;
 - Increasing demand and airport capacity improvement programmes;
 - The proposed capital investment and the resultant operating cost to airlines over an agreed period;

- The need to increase concession areas and resulting revenues and the potential impact on passenger flows and airline operations;
 - The differing needs of different airlines (domestic, seasonal, international, regional “new model”, etc.)
- 5.3. ACC activity should include an assessment of the capacity of existing facilities and a comparison with current and projected demand.

6. ACC Operation

- 6.1. Once consultation between the airlines and airport authority has been agreed, IATA representatives will work with the airport to obtain copies of the proposed airport development plans and to circulate advance information to participants prior to the ACC meeting. If this is not possible, then IATA recommends the ACC meeting should include a detailed presentation, by the authorities or their consultants, of their proposed plans.
- 6.2. To maximise the benefits of consultation, presentations may include: project objectives and justification; an overall project programme (schedule) with projected major milestones / gateway events including individual design stages, duration and phasing of works, periods of construction activity that might impact airline operations; commissioning period and dates for phased hand-over of the works. A period for Operational Readiness and Transfer (ORAT) should also be included in the overall plan. In addition, the presentation should include overall CAPEX and the potential future impact on airport charges.
- 6.3. ACC meetings will normally take place at the location of the proposed project and be hosted by the airport authority or base carrier(s). The dates of all proposed ACC meetings are recommended to be carefully co-ordinated to ensure adequate representation. Agreement on future meeting dates should be the closing action of ACCs.
- 6.4. Once the airport authority has presented its plans, it is recommended an airlines only session is planned at the end of the meeting to encourage a consensus view of the development proposal, and to coordinate feedback for the airport authority. ACC views and recommendations are normally presented verbally to the airport authority following the independent session, which experience indicates is a useful format to follow. Recommendations will also form the basis of ongoing ACC consultation.
- 6.5. In coordination with the airport authority, IATA will usually form meeting minutes or a meeting record.