



5

Planning and Development Approach

5.1. Airport Vision

AAL's vision is "to be a top-tier airport business in Asia Pacific, recognised for delivering exceptional outcomes to its customers, partners, shareholders and community".

To realise this vision, AAL will consistently:

- Nurture strong relationships with stakeholders
- Offer a great customer experience
- Develop the expertise of its talented team
- Deliver high quality facilities and services that are regarded as best in class, safe, secure and sustainable
- Strive for innovative solutions and continuous improvement
- Partner responsibly with the community



5.2. Development Approach

Key focus areas for the development and execution of this Master Plan include: delivering a great customer experience; striving for innovative solutions; and achieving sustainable outcomes. These underpin the day-to-day operations of the airport and what AAL strives towards.

5.2.1. Customer Experience

AAL recognises that customer service is more than infrastructure, efficiency, cleanliness, people, ambience and retail. It encompasses the entire airport experience. This is evident in AAL's Customer Service Charter that is shown in Figure 5-1.

Airport customers – which include travellers, meet and greeters, business partners, stakeholders and employees – have unique demographics, needs, wants and expectations. In recognition of this, AAL has established a Promoting Airport Customer Excellence Working Group that includes representatives across the entire airport community.

Recent customer service initiatives at Adelaide Airport include:

- Obtaining certification from the Customer Service Institute of Australia
- Adelaide Airport's Ambassador Program, which has been operating for 13 years, was extended in November 2016 to include Mandarin-speaking volunteers who provide assistance and information to Chinese and other passengers in the international departures and arrivals areas
- Accessibility improvements for mobility-impaired customers
- Terminal events including live music performances and Adelaide Fringe exhibitions
- Daily parking customer survey

The customer journey starts before arriving at the airport and includes the experience from entering the Airport Business District all the way to boarding the aircraft. Opportunities to enhance the airport's customer experience are considered at all stages of planning, design and operations. AAL has established service policies, protocols and guidelines for service delivery to make the whole experience seamless, connected and consistent. The key areas for prioritising customer initiatives and company-wide projects are shown in Figure 5-2.

For more than 10 years, Adelaide Airport has participated in the Airport Council International's passenger satisfaction benchmarking programme, Airport Service Quality (ASQ). ASQ enhances AAL's understanding of passengers' needs, priorities and expectations. The monthly survey results allow AAL to monitor performance over time, which assists in prioritising improvements to customer services and

Our Customer Service Charter

Your experience made easy

- We will provide services and facilities that are Top Tier within Asia Pacific.
- We aim to entertain, delight and exceed your expectations.
- We will provide efficient, friendly and helpful services.
- We will make your experience as safe, seamless and comfortable as possible.
- We will assist you with the rules and regulations that affect us.

We are listening

- We welcome your feedback.
- We will continue to find better and more responsive ways to communicate with you.

Figure 5-1: Adelaide Airport Customer Service Charter

facilities. The global nature of the survey also permits benchmarking of performance against local and international peers.

Since commencing the programme, Adelaide Airport has consistently rated in the top three places among all Australian and New Zealand airports for overall customer satisfaction.

AAL regularly releases the quality of service report on the AAL website. The results of a recent report are shown in Figure 5-3. Customer feedback (through ASQ and other forms) also informs upgrade and development planning.

AAL recognises that Customer Experience is not just about the passengers. AAL also strives to ensure that businesses and their visitors have an exceptional experience through efficient land use planning, design and delivery of commercial developments.

Adelaide Airport participates in a global airport benchmarking passenger survey program - Airport Service Quality (ASQ). We also welcome customer feedback and are always happy to hear your thoughts on your experience at Adelaide Airport. An overview of our recent survey and feedback results can be seen on the next page.

Customer Experience Journey

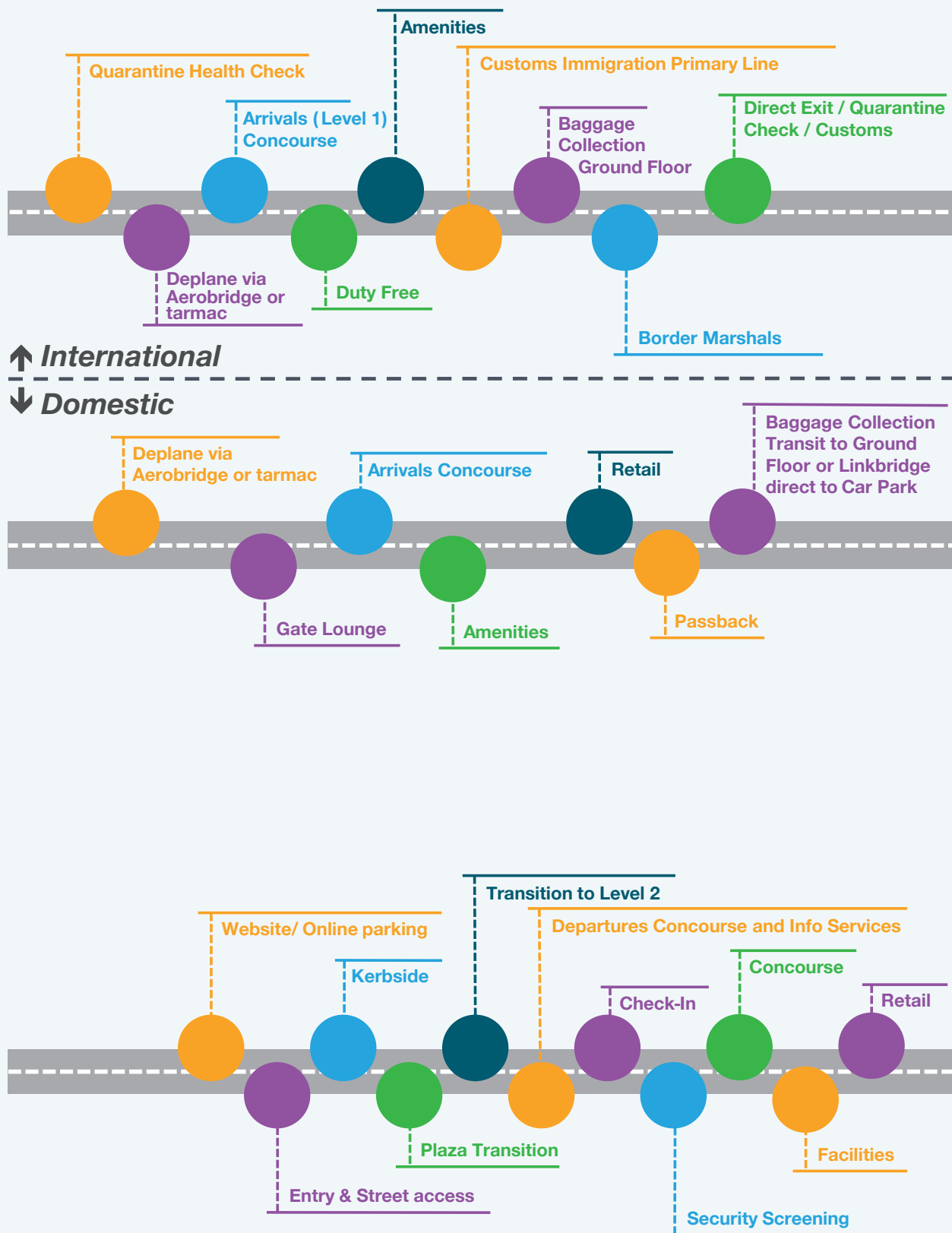
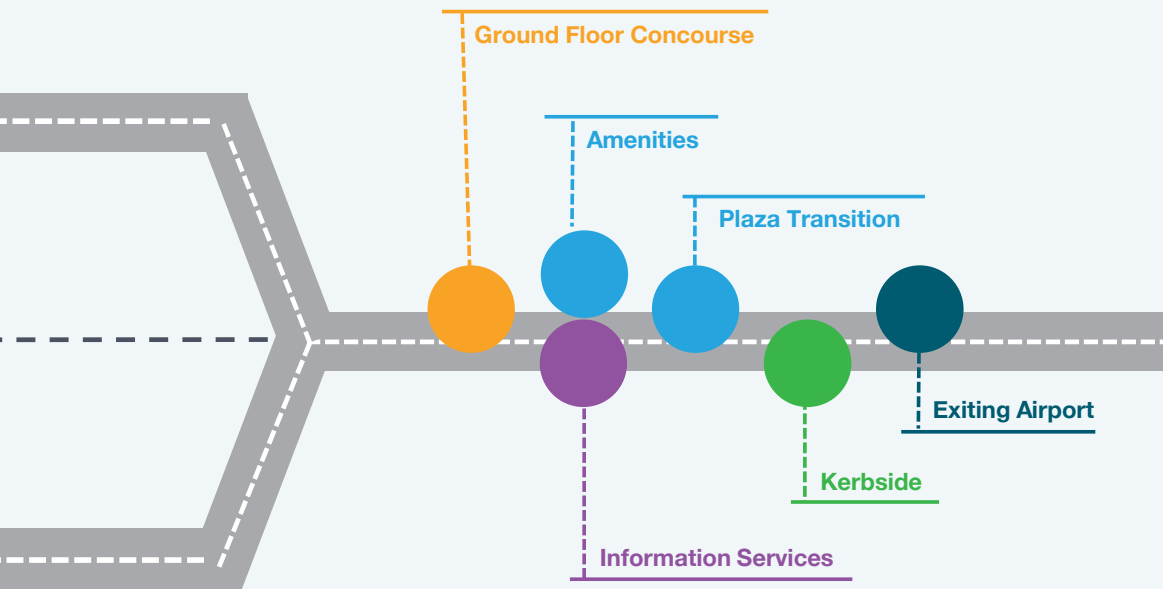
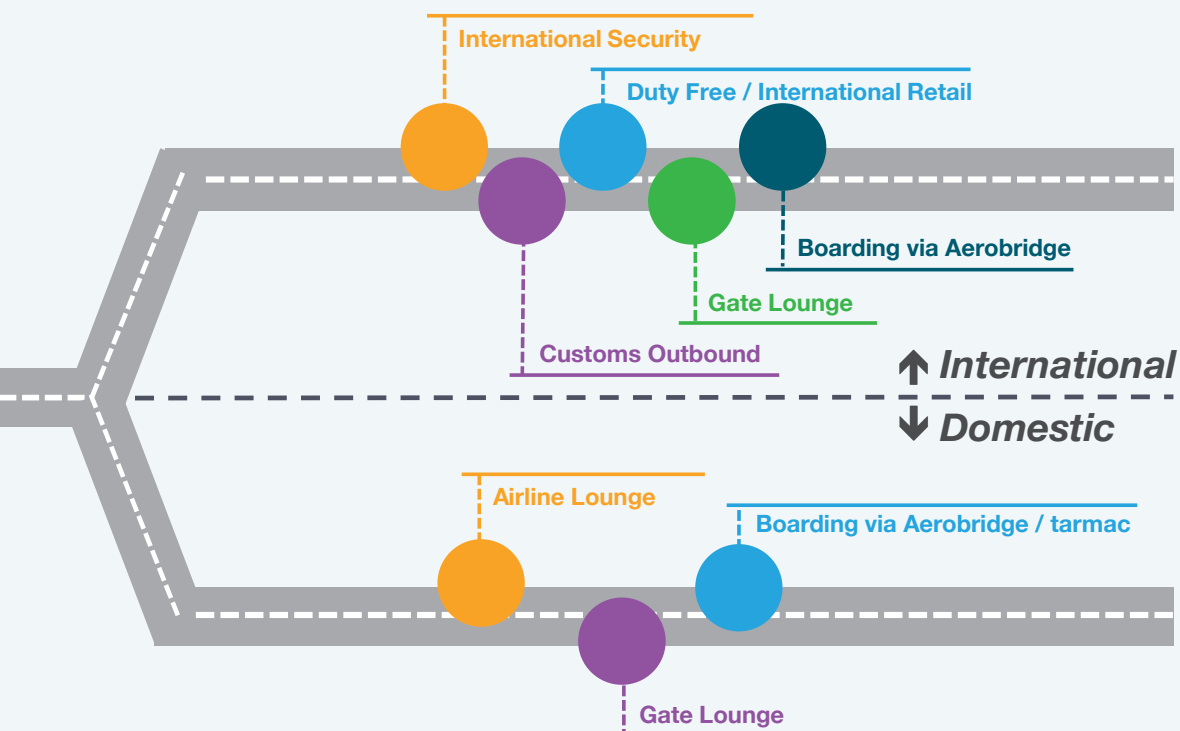


Figure 5-2: Customer Experience Journey

Arrivals



Departures



Sample Quality of Survey Results

Airport Service Quality (ASQ)

4.23

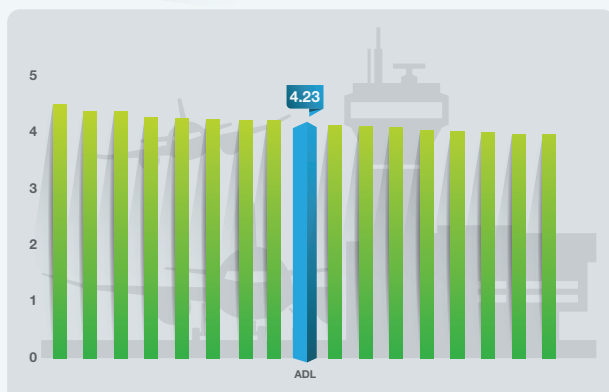
Overall Satisfaction
Score out of 5

How we have performed over time



* ASQ uses a 1 to 5 point scoring system.
1 = Poor 5 = Excellent

Our Performance in comparison to our peers



* ASQ uses a 1 to 5 point scoring system.
1 = Poor 5 = Excellent

Top 5 Key Drivers of Passenger Satisfaction (Rank of Most important)

1. Waiting time in check-in
2. Ease of finding your way
3. Feeling of being safe and secure
4. Waiting time at security
5. Cleanliness of washrooms

What we are working on right now

- Terminal expansion project
- New taxi drop off area
- Security screening point improvements
- Plaza safety improvements
- Regional arrivals canopy

Figure 5-3: Quality of Service Report



Quality of Service Report Oct - Dec 2018

Customer Feedback

From the total number of passengers through the terminal

2,222,130



Oct 2018 – Dec 2018

We received 188 items of customer feedback

Complaints

162

Compliments

13

Enquiries

7

Suggestions

6

Average time to close out feedback: 13.8 days

To view our customer feedback and complaint handling process, please [click here](#).



- Excellent customer service from airport staff & volunteer Ambassadors
- Terminal cleanliness
- Solar panel installation on Terminal car park roof



- Ground transport drop off/ pick up area
- Security procedures at screening point
- Comfort of seating areas

Social Media



10k

Followers reached

Active conversations with our customers



199



Facebook
Check-in

36,909

Oct 2018 - Dec 2018



"Great Airport with easy access to get in and out of 5 Stars!"

"Friendly staff and volunteer Ambassadors"



"Really disappointing food options"

"Improve the drop off and pick, including for taxis"

C5



5.2.2. Innovation

Technologies and other innovations will improve customer experience, optimise operations and reduce disruptions. Technologies that are already being implemented at Adelaide Airport include the progressive upgrade from conventional check-in counters to self-service check-in and bag drop, use of permanent bag tags to replace paper bag tags, and SmartGate automated self-service border control services.

The development and implementation of this Master Plan is not just about building infrastructure, but also about thinking innovatively to deliver solutions that are right for AAL customers, inclusive of passengers, tenants, airlines and commercial businesses located at the airport.

Technologies that may be considered in the future include:

- Use of smart phones to guide passengers through the entire travel journey, from when they leave home to when they are at the airport
- Permanent bag tags embedded in passenger luggage that facilitate:
 - Decentralised bag drop, such as a drive-through at the airport or at hotels or in the city, to allow passengers to arrive at the terminal with bags already checked-in and unencumbered by luggage
 - Bag factory, allowing luggage to be checked-in at any time and screened and stored until ready for loading on aircraft
- Combined security and emigration walk-through screening that applies biometric technology
- Self-boarding or boarding by autonomous shuttles for aircraft departures
- Baggage on-demand, which provides smart phone notification when bags are ready for collection and allows bags to be delivered direct to the customer within the terminal or to the customer's destination (e.g. house or hotel)
- Autonomous vehicles within and around the Airport Business District

Innovation is not just centred on passenger processing; this approach is also applied to AAL's commercial endeavours. AAL continues to work with current and potential tenants to integrate innovative developments across the Airport Business District. This has been showcased with the state-of-the-art pathology laboratory which has recently opened in Burbridge Business Park and the new AFL Max facility which is the first of its kind in Australia and will use leading edge technology to help train young footballers.

The Adelaide Airport of tomorrow will feature new technologies and processes that make the customer experience faster, easier and more intuitive.



5.3. Development Objectives

5.2.3. Sustainability

AAL is a sector leader in global airport sustainability and is committed to sustainable business practices to ensure a healthy and safe environment for its employees, passenger and airline customers, and the community.

AAL's ongoing work in the core areas of environment, social and governance has been recognised through Adelaide Airport being ranked number one in the Global Real Estate Sustainability Benchmark (GRESB) for participating airports in 2017 and 2018, establishing itself as a leader in sustainability both within Australia and internationally.

In December 2018, AAL signed a \$50 million seven-year Sustainability Performance Linked Loan with ANZ – the first of its kind in Australia – that incentivises a borrower to further improve its performance against a set of environmental, social and governance criteria.

Receiving recognition as a sustainability leader in its sector reflects AAL's success in operating a sustainable business that is responsible and trusted by all stakeholders, including the community, its customers and shareholders.

AAL has adopted the principles and concepts of the International Integrated Reporting Framework. This framework seeks to bring greater cohesion and efficiency to the reporting process through an 'integrated thinking' approach and focuses on creating value over time. As part of this, in 2018 AAL completed an inaugural materiality assessment based on guidance provided by the Global Reporting Initiative standards. This assessment not only gauged how stakeholders view AAL in terms of environment, social and governance elements, feedback also helped identify potential risks and opportunities including emerging issues that could impact AAL's business success and stakeholder relationships in the future.

AAL's Sustainability Policy and Corporate Sustainability Strategy is the foundation for AAL's sustainability journey. Together, they provide a documented commitment to sustainability that is core to business planning, developments and operations. Further information on AAL's approach to sustainability is provided on the Adelaide Airport website www.adelaideairport.com.au

Taking into account AAL's vision for the airport and key development focus areas, the following development objectives underpin the overall development plans in this Master Plan. These objectives also guide specific future investments in facilities and infrastructure across the Airport Business District.



Contribute to Adelaide and South Australia's economic growth



Work closely with airlines, government, and the community



Embed sustainability in all that we do



Prioritise customer experience



Protect the safety and security of assets and people



Deliver innovative solutions for all airport users



Deliver infrastructure to support operations and the commercial viability of the airport

Figure 5-4: Development Objectives

5.4. Consultation and Engagement

5.4.1. Introduction

The successful operation and development of Adelaide Airport depends on the continued engagement with a wide range of stakeholders who are impacted by, and/or who impact, the airport.

In 2012, the Commonwealth Government released its Airport Development Consultation Guidelines. The Guidelines state that an effective consultation program is one that ensures that a proposal has been fully explored, concerns identified, and alternatives considered. However, this may not necessarily mean that all interested parties will be satisfied with the outcome.

Consistent with the Guidelines, AAL undertakes a range of ongoing consultation and education mechanisms to:

- Inform stakeholders and the community about on-airport land use, planning and developments
- Seek input on alternative approaches and options
- Provide information about what AAL has done, is doing, and plans to do
- Meet legal and regulatory obligations
- Provide stakeholders with the opportunity to influence the views of key decision makers

AAL is committed to ongoing and collaborative engagement with the community and stakeholders in relation to the planning, development and operations of Adelaide Airport. Stakeholder and community input is an important part of the Master Plan process.

5.4.2. Stakeholder Consultation

AAL's approach to consultation is focused on creating robust, transparent and collaborative communications. AAL uses creative, innovative and engaging communication techniques to interact with the community.

Adelaide Airport continues to engage with local communities surrounding the airport through a range of committees and forums.

Ongoing consultation enables AAL to engage with Commonwealth, State and Local Government authorities, aviation operators, airport tenants and the community through a range of forums. This currently includes the following:

5.4.2.1. Adelaide Airport Planning Coordination Forum

The Planning Coordination Forum (PCF) fosters high level strategic discussions between AAL and Commonwealth, State and Local Government representatives to improve the coordination of planning for the Airport Business District and surrounding areas.

5.4.2.2. Adelaide Airport Consultative Committee

The Adelaide Airport Consultative Committee (AACC) which includes local community representatives and key government and regulatory stakeholders is a forum where issues relating to the operation of the airport and potential effects on the local community can be raised. This includes topics such as aircraft noise, car parking, traffic access, environment and sustainability, bike-path access and commercial developments. The outcome of these community discussions informs the development of the Master Plan and associated Environment Strategy.

5.4.2.3. Adelaide Airport Technical Working Group

The Adelaide Airport Technical Working Group (AATWG) is a sub-committee of the AACC that provides a forum for AAL, Airservices and other key stakeholders to evaluate:

- Operationally required changes
- Environmental impacts of aircraft operations
- The impacts of proposed major developments on air traffic control
- Opportunities to improve aircraft noise outcomes for the community



5.4.3. Master Plan Consultation

This Master Plan has been developed in consultation with a wide range of stakeholders. Throughout this process, AAL has considered the feedback received and, where possible, sought to address the concerns and issues raised.

5.4.3.1. Development of the Master Plan

AAL has undertaken extensive consultation for the preparation of this Master Plan. This has included:

- The regular PCF and AACC meetings which have provided extensive feedback on airport planning considerations
- Stakeholder workshops to explore the planning elements detailed in the Master Plan
- Briefings which have been conducted with relevant State Government agencies, Local Government, aviation industry stakeholders and consultation groups
- Release of an exposure draft version of the Master Plan to key stakeholders including the State Department of Planning, Transport and Infrastructure, Commonwealth Department of Infrastructure, Transport, Regional Development and Communications, Department of Agriculture, Water and the Environment, Airservices, CASA and airlines

5.4.3.2. Release of the Preliminary Draft Master Plan for Public Comment

As required by Section 79 of the Airports Act, the Preliminary Draft Master Plan was made available for public comment for a period of 60 business days. Access to the Preliminary Draft Master Plan for public comment was advised and provided through:

- Publishing a newspaper notice inviting members of the public to provide written comments
- Making copies available for inspection and purchase at Adelaide Airport
- Providing an electronic copy for viewing and download on the Adelaide Airport website, www.adelaideairport.com.au/masterplan
- Making copies available for inspection at surrounding Local Governments

In accordance with the Airports Act, prior to the Master Plan being advertised for public comment, AAL advised the following persons of its intention to give the Commonwealth Minister a Draft Master Plan:

- The Minister of the State in which the airport is situated with responsibility for town planning or use of land
- The authority of that State with responsibility for town planning or use of land
- Each Local Government body with responsibility for an area surrounding the airport

To support the release of the Preliminary Draft Master Plan for public comment, AAL undertook the following activities:

- Face-to-face engagement activities
- Digital engagement through social media
- Information on the airport's website
- Provision of supporting information covering key matters such as aircraft-noise management, safeguarding airport operations, land use and commercial development, and the environment
- Briefings to key stakeholders and community groups
- Availability of copies of Master Plan 2019 (hard copies and electronic)

5.4.3.3. Submission of the Draft Master Plan to the Commonwealth Minister

As required by the Airports Act, the submission of the Draft Master Plan to the Commonwealth Minister was accompanied by the following materials:

- A copy of each written comment received during the public-comment period
- A written certificate signed on behalf of AAL, containing:
 - A list of names of the people or organisations that provided written comments to the Preliminary Draft Master Plan
 - A summary of the comments received
 - Evidence that AAL has given due regard to those comments





5.4.3.4. Publication of the Final Master Plan

In accordance with Section 86 of the Airports Act, following approval of the Master Plan by the Commonwealth Minister, AAL has:

- Published a newspaper notice advising that the Adelaide Airport Master Plan 2019 has been approved
- Made copies of the Master Plan 2019 available for inspection and purchase at Adelaide Airport
- Provided an electronic copy of the approved Master Plan for viewing and download on the Adelaide Airport website,
www.adelaideairport.com.au/masterplan