#### **Asia/Pacific Airport Coordinators Association (APACA)**

Agenda Item 5

Independence and Transparency of Coordinators

18th APACA meeting 18 June, 2019 Cape Town, South Africa

## Independence of Coordinator (1)

#### What is independence of Coordinator?

- I Independent from airlines
- I Independent from airport
- I Independent from government

#### How can it be done?

- I Financial Independence
  - Ø Multiple parties representing various stakeholders share funding of the coordination entity
    - Fund from airlines in proportion to the slots they have
    - Fund from airports in proportion to the slots they have
  - Ø Not for profit organization
- I Functional Independence
  - Ø The company employing the staff should be the coordination entity
  - Ø An alternative employment arrangement is a clear secondment contract to the coordination entity

## Independence of Coordinator (2)

IATA WSG Annex 11.8



#### **Worldwide Slot Guidelines**

#### 11.8 INDEPENDENCE OF COORDINATOR

Best Practice	Best Practice
Functional Independence	Financial Independence
The company employing the staff should be the coordination entity	<ul> <li>Multiple parties representing various stakeholders share funding of the coordination entity</li> </ul>
<ul> <li>An alternative employment arrangement is a clear secondment contract to the coordination entity</li> </ul>	<ul> <li>Single till' approach which allows some internal cross subsidy in the coordination entity</li> </ul>
<ul> <li>Budget review is conducted by qualified financial and accounting professionals</li> </ul>	Not for profit organization (cost recovery primarily bu allow for ICAO principle of 'reasonable margin')
✓ The "Board" of the coordination entity cannot influence coordination decisions	<ul> <li>Revenue generation acceptable but must not effect to functional independence</li> </ul>
<ul> <li>Coordinator office facilities are not shared within the physical space of stakeholder organisations</li> </ul>	<ul> <li>Secondments from stakeholder organizations are acceptable but financial control of coordination staff through pay must not be in the hands of stakeholders</li> </ul>
<ul> <li>Separation of coordination software systems and schedule data from other stakeholders e.g. airlines or airports</li> </ul>	
✓ The coordinator must conduct business in an independent manner	
✓ No conflict of coordination role with other activities	
✓ No single stakeholder holds a majority interest	
✓ All stakeholders should be consulted in the appointment of a coordination entity	
✓ Separation of coordination from sanctions role in order to maintain a 'balance of power'	
Poor Practice	Poor Practice
Active employees of interested stakeholders are responsible for coordination (governments, airports, airlines)	One party fully funds coordination
Dual-role (coordinator/airline scheduler)	Coordination entity is subsidized by an interested stakehold

# Independence of Coordinator (3)

Economy	Australia	Chinese Taipei	Japan	Indonesia
Organization	Airport Coordination Australia (ACA)	Airport Coordination Taipei (ACT)	Japan Schedule Coordination (JSC)	Indonesia Airport Slot Management (IASM)
Form of Organization	Private Company (Established in 1997)	Non profit organization (Established in 2005)	Non profit organization (Established in 2008)	Non Profit Organization (Established in 2015)
Represent- ative	Petra Popovac	Flora Yeh (Summer) Karyn Huang (Winter)	Hiroki Takeda	Toto Sudiarto
Airport Coordinated	41 Airports coordinated/ Managed (Australia 8(L3), UAE 1, Philippines 1, Oman 4, Saudi Arabia 26, Ireland 1)	2 Airports (Level 3: 1, Level 2:1)	5 Airports (Level 3: 3, Level 2: 2)	35 Airports in Indonesia (Level 3: 1, Level 2: 1)
Coordination Committee	Coordination Committee (SYD, BNE, MNL, JED, RUH) Facilitation Committee (Australia, Others)	Coordination Committee	Airports Coordination Committee (NRT, HND, FUK)	
Web Site	http://www.airportcoordinat ion.org	http://www.aptcoord.org.t w/	http://www.schedule- coordination.jp/	http://www.iasmslot.com/

# Independence of Coordinator (In 2011)

Airlines	Airport	<b>Civil Aviation Authority</b>
Indonesia	Delhi Airport (DEL)	Cambodia (SSCA)
New Zealand	Mumbai (BOM)	China (ATMB)  Hong Kong (HKSCO)
Philippines	Bangalore (BLR)	Airport Authority of India (AAI)
Sri Lanka	Hyderabad (HYD)	Chubu Centrair (JCAB)
	Singapore (CSC)	Fukuoka (JCAB)
		Macau
		Malaysia (ACM)
		Pakistan
		Thailand
		Viet Nam (CAAV)

# Independence of Coordinator (in 2019)

Airlines	Airport	Civil Aviation Authority
Sri Lanka	Delhi Airport (DEL)	Cambodia (SSCA)
	Mumbai (BOM)	China (ATMB)  Hong Kong (HKSCO)
	Bangalore (BLR)	Macau
	Hyderabad (HYD)	port Authority of India (AAI)
	Singapore (CSC)	Chubu Centrair (JCAB)
	Malaysia (NSCM)	Pakistan
	South Korea (KASO)	
		Thailand
		Viet Nam (CAAV)

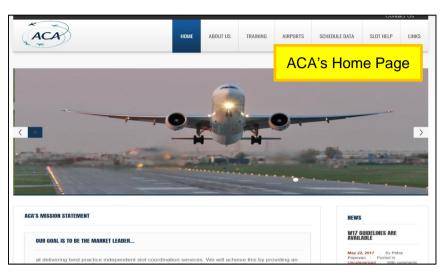
## Transparency of Coordination (1)

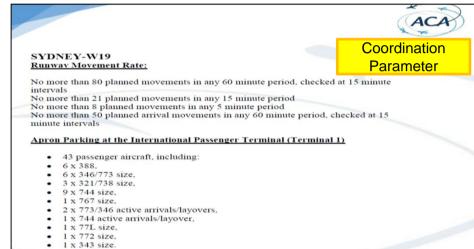
Item	WSG	Contents
Role of Facilitators	4.5.1	b) Make available to interested parties details of the coordination parameters and; utilization of the declared capacity
Role of Coordinators	5.5.1	b) Make available to interested parties details of the applicable coordination parameters, local guidelines and regulations, and any other criteria used in the allocation of slots, at least 7 days before the Initial Submission Deadline for each SC, where possible.
		c) Make available to the airlines and to the airport managing body, as soon as all SALs are distributed, a list of slots allocated, remaining slots available and the reasons why slots were not allocated as requested. This information should ideally be in SSIM Chapter 6 format and accessible by online means.
Availability of Airport Capacity	9.3.2	Coordinators and facilitators must make the following information available to the airport managing body and to all airlines operating or planning to operate at the airports they coordinate:  9.3.2.1 The coordination parameters for the next season, for all constrained components of an airport's infrastructure, such as runways, taxiways, aircraft parking stands, gates, terminal capacity (check-in, security, baggage reclaim, etc.), and environmental constraints (for example, night restrictions); and  9.3.2.2 The actual utilization of declared capacity and how full or close to full the airport is on a typical busy week of the most recent summer and winter seasons. This data should be as detailed as possible to illustrate in graphic form the schedule limitations at the airport for each coordination parameter and indicate which hours may or may not be congested or full.
Historic Slots (SHL)	9.4.1	Coordinators must provide each airline with the details of their historic slots at Level 3 airports as an SHL message. These messages must be distributed for each airport when the historic slots are determined by the coordinator, but not later than the SHL Deadline.
Initial Coordination (SAL)	9.9.1	Coordinators and facilitators must inform each airline of the results of Initial Coordination by SAL message as soon as it is complete, but no later than 23:59 UTC on the SAL deadline date set in the Calendar of Coordination Activities. SAL messages should be sent at the same time to all airlines that requested slots at the airport.

## Transparency of Coordination (2)

Item	WSG	Contents					
Data	9.9.6	As soon as all SALs are distributed for their airport(s), coordinators and facilitators must make the data for that airport available to all airlines and to the airport managing body. This data must contain full details by airline of all allocated times and outstanding requests and be up to date at the time of the request. The data should be available on the coordinator's or facilitator's website to facilitate access. If website access is not available, the coordinator or facilitator must make the data available to airlines and to the airport managing body upon request.					
Coordination 5.6.1 Committee		The Coordination Committee is established at a Level 3 airport to advise the coordinator on matters relating to capacity, slot allocation and monitoring the use of slots at the airport.					
	10	<b>Coordination Committee</b> : a committee established at a Level 3 airport to advise the coordinator on matters relating to capacity, slot allocation and monitoring the use of slots at the airport.					
Slot Performance Committee		<b>Slot Performance Committee</b> : a sub-committee of the Coordination Committee formed to advise the coordinator on slot monitoring issues, with the objective of improving punctuality and combating slot misuse.					
	11.4	Coordination Committee – Terms of Reference					
	11.5	Slot Performance Committee – Terms of Reference					

## Airport Coordination Australia (ACA)



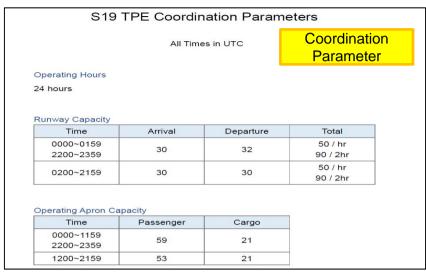


SUMMER 19 NAC CHART-SYD										
Local	UTC	MON	TUES	WED	THUR	FRI	SAT	SUN		
0600-0659	2000-2059				_					
0615-0714	2015-2114									
0630-0729	2030-2129	C			С	NΙΔC	Char	te		
0645-0744	2045-2144	×	×	С	×	INAC	Oriai	ıs		
0700-0759	2100-2159	×	×	С	×					
0715-0814	2115-2214	×	×	×	×	×				
0730-0829	2130-2229	×	×	×	×	×				
0745-0844	2145-2244	×	×	×	×	×	С			
0800-0859	2200-2259	×	×	×	×	×	С			
0815-0914	2215-2314	×	×	×	×	×				
0830-0929	2230-2329	×	×	×	×	×				
0845-0944	2245-2344	×	×	×	×	×	į.			
0900-0959	2300-2359	×	×	×	×	×				
0915-1014	2315-0014	×	×	С	×	×	С	C		
0930-1029	2330-0029	×	×	С	×	С	С	С		
0945-1044	2345-0044	X	X	С	×	С	С	X		
1000-1059	0000-0059	×	С	С	С	C				
1015-1114	0015-0114	С			С		4			
1030-1129	0030-0129	С	С	С	С	С				
1045-1144	0045-0144				С					
1100-1159	0100-0159					1				
1115-1214	0115-0214									
1130-1229	0130-0229									

SIR	
W19	
97JUN	
PER	Slot Listing
HCX171 CX170 270CT28MAR 1234567 334351 HKGHKG1450 1610HKGHKG JJ	Side Listing
HCX183 CX144 300CT25MAR 0030000 317333 HKGHKG2100 2220HKGHKG JJ	
HCX183 CX144 270CT22MAR 0000007 317333 HKGHKG2150 2310HKGHKG JJ	
HCX183 CX144 01NOV27MAR 0000500 317333 HKGHKG2210 2335HKGHKG JJ	
HCZ319 28MAR28MAR 0000060 283333 CANCAN1425 J	
HCZ319 CZ320 270CT27MAR 0230567 283333 CANCAN1425 1625CANCAN JJ	
H CZ320 260CT260CT 0000060 283333 1625CANCAN J	
HD7234 D7235 02DEC31JAN 1030560 377333 KULKUL0700 0805KULKUL JJ	
HD7236 D7237 260CT27MAR 1234567 377333 KULKUL2135 2250KULKUL JJ	
HEK420 EK421 270CT28MAR 1234567 491388 DXBDXB0920 1420DXBDXB JJ	
HEK424 28MAR28MAR 0000060 36077W DXBDXB1605 J	
HEK424 EK425 270CT27MAR 0204507 36077W DXBDXB1605 2200DXBDXB JJ	
HEK424 EK425 280CT25MAR 1030060 36077W DXBDXB1610 2155DXBDXB JJ	
HGA724 GA725 270CT28MAR 0204567 162738 CGKCGK0800 0940CGKCGK JJ	
H GA727 260CT260CT 0000060 257333 2335DPSDPS J	
HGA728 28MAR28MAR 0000060 257333 DPSDPS1525 J	
HGA728 GA727 270CT27MAR 1234567 257333 DPSDPS1525 2335DPSDPS JJ	
H HT013 01NOV01NOV 0000500 00073F 0150XCHXCH F	
H HT013 15NOV15NOV 0000500 00073F 0150XCHXCH F	
H HT013 29NOV29NOV 0000500 00073F 0150XCHXCH F	
H HT013 13DEC13DEC 0000500 00073F 0150XCHXCH F	
H HT013 27DEC27DEC 0000500 00073F 0150XCHXCH F	
H HT013 10JAN10JAN 0000500 00073F 0150XCHXCH F	
H HT013 24JAN24JAN 0000500 00073F 0150XCHXCH F	
H HT013 07FEB07FEB 0000500 00073F 0150XCHXCH F	
H HT013 21FEB21FEB 0000500 00073F 0150XCHXCH F	
H HT013 06MAR06MAR 0000500 00073F 0150XCHXCH F	
H HT013 20MAR20MAR 0000500 00073F 0150XCHXCH F	
HHT015 02NOV02NOV 0000060 00073F CCKCCK0615 F	
HHT015 16NOV16NOV 0000060 00073F CCKCCK0615 F	
HHT015 30NOV30NOV 0000060 00073F CCKCCK0615 F	

#### Airport Coordination Taipei (ACT)

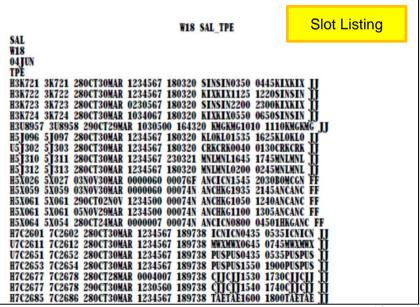




**A Typical Week in** \$19 (SHL) **Period** \$31Mar 2019-26Oct 2019

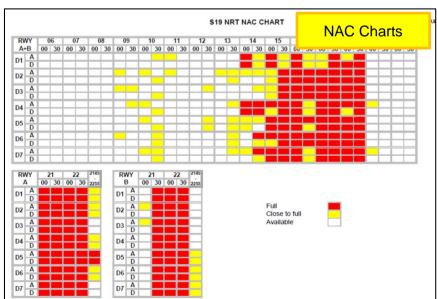
City Taipei Airport code TPE NAC Charts

Time			-	Arriv	al			П			De	part	ure						Tota	I		
HOUR :UTC	1	2	3	4	5	6	7	П	1	2	3	4	5	6	7	1	2	3	4	5	6	7
0000-0059								П	X	X	C	X	X	X	X	Т	I					Г
0100-0159								П				С		X	П	Т						
0200-0259								П								X	X	С	X	X	С	X
0300-0359							С	П									C		C			С
0400-0459								П							П	С	С	С	С	С	Χ	С
0500-0559								П							П					С		
0600-0659								П										С				С
0700-0759								П												C		0
0800-0859								П								С	С			С	С	C
0900-0959				С				П										С	С			X
1000-1059								П														
1100-1159								П														
1200-1259								П														
1300-1359	С		С		X		X	П														
1400-1459					C			П														
1500-1559								П			С								С			
1600-1659								П														
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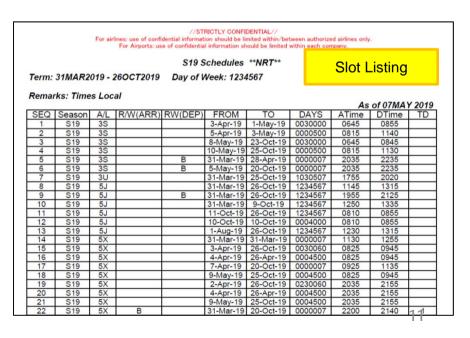


## Japan Schedule Coordination (JSC)



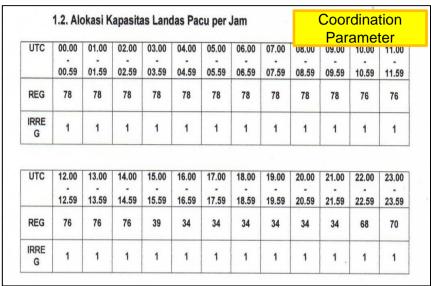


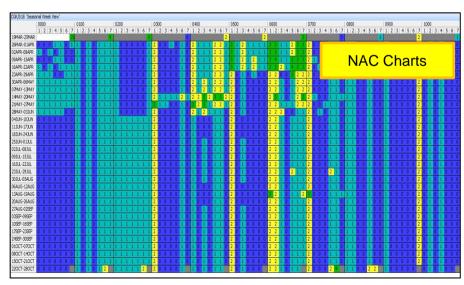
Aircraft	Movement	Restrictio	ns for W19 at NR	Coordination
< Runway	<u>/ &gt; </u>			
C	ategory	We	ekly Total Movements	Parameter
Common	ı in A/B Runway	М	ax 5,753 per week	
Sliding	Scale per 30	Minutes >		
. 0600-215				
	Runway	Total Movements		
Arrivals	Departures	***************************************		
2	30	32		
3	29	32		
5	28	33		
6	27	33		
8	26	34		
9	25	34		
10	24	34		
11	23	34		
12	22	34		
13	21	34		

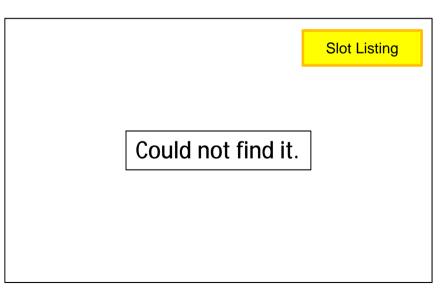


## Indonesia Airport Slot Management (IASM)

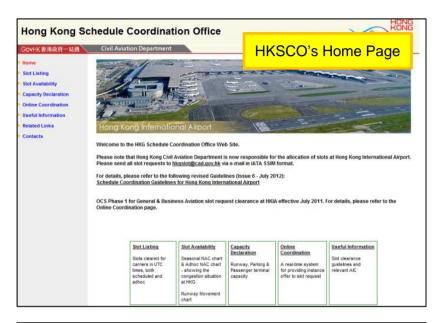


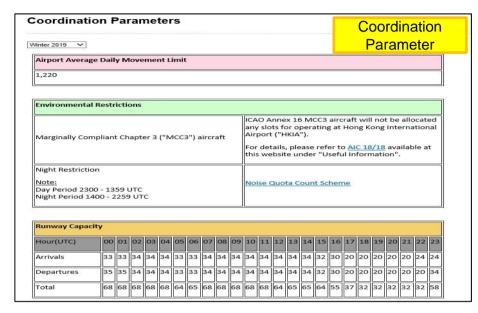


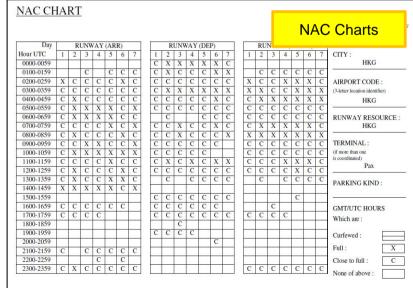




### Hong Kong Schedule Coordination Office (HKSCO)







		, W12, Live				Slot Listing
H2P0779	2P0780	280CT29MAR		180320		1210CRKCRK JJ
H2P0798	2P0799	280CT28MAR	0004007	180320	CEBCEB0235	0310CEBCEB JJ
H2P0798	2P0799	290CT29MAR	1030500	180320	CEBCEB0945	1020CEBCEB JJ
H2P0798	2P0799	300CT30MAR	0200060	180320	CEBCEB0235	0310CEBCEB JJ
H3K0691	3K0692	280CT30MAR	1234567	180320	SINSIN0225	0305SINSIN JJ
H3K0695	3K0696	280CT30MAR	1234567	180320	SINSIN1145	1225SINSIN JJ
H3K0697	3K0698	280CT29MAR	0000507	180320	SINSIN0540	0620SINSIN JJ
H3K0697	3K0698	290CT30MAR	1204060	180320	SINSIN0540	0620SINSIN JJ
H3K0697	3K0698	310CT12DEC	0030000	180320	SINSIN0540	0620SINSIN JJ
H3K0697	3K0698	19DEC27MAR	0030000	180320	SINSIN0540	0620SINSIN JJ
H3S0506	3S0513	290CT26NOV	1000000	00077F	FRAALA1915	2135DXBLEJ FF
H3S0506	3S0513	03DEC25MAR	1000000	00077F	FRAALA1915	2135DXBLEJ FF
H3S0508	3S0519	300CT06NOV	0200000	00077F	LEJLEJ0715	1000LEJLEJ FF
H3S0508	3S0519	13NOV26MAR	0200000	00077F	LEJLEJ0715	1000LEJLEJ FF
H3S0512	3S0519	290CT25MAR	1000000	00077F	LEJBGY0600	0950LEJLEJ FF
H3S0512		01NOV29NOV	0004000	00077F	LEJBGY1935	2135DXBLEJ FF
H3S0512	3S0513	06DEC28MAR	0004000	00077F	LEJBGY1935	2135DXBLEJ FF
H3S0514	3S0513	300CT27NOV	0200000	00077F	LEJDXB1900	2135DXBLEJ FF
H3S0514	3S0513	310CT28NOV	0030000	00077F	LEJDXB1900	2135DXBLEJ FF
H3S0514	3S0513	02NOV30NOV	0000500	00077F	LEJDXB1900	2135DXBLEJ FF
H3S0514	3S0513	04DEC26MAR	0200000	00077F	LEJDXB1900	2135DXBLEJ FF
H3S0514	3S0513	05DEC23JAN	0030000	00077F	LEJDXB1900	2135DXBLEJ FF
H3S0514	3S0513	07DEC04JAN	0000500	00077F	LEJDXB1900	2135DXBLEJ FF
H3S0514	3S0513	11JAN29MAR	0000500	00077F	LEJDXB1900	2135DXBLEJ_FF
H3S0514	3S0513	30JAN27MAR	0030000	00077F	LEJDXB1900	2135DXBLEJ 🌃

## Korea Airport Schedule Office (KASO)



