

24 October 2025

Stephanie Werner
First Assistant Secretary
Department of Infrastructure, Transport Regional
Development, Communication, Sport and the Arts
GPO Box 594 Canberra ACT 2601

Dear Stephanie,

RE: Draft Community Aviation Consultation Group (CACG) Guidelines

Brisbane Airport Corporation (BAC) welcomes the release of the Department's Draft CACG Guidelines and reaffirms our commitment to meaningful, ongoing community engagement as a core component of our values. As Queensland largest international gateway, we understand the need to engage with the community as we deliver on a record program of investment over the coming decade.

The current CACG structure and guidelines have served as a constructive base for discussion, bringing together our community members, local Councils, State Government and subject matters experts to inform airport planning, investment and delivery. However, after a nearly 15 years of operation (acknowledging revisions in 2017), we support the intent of the Aviation Whitepaper to refine and strengthen the role of CACGs, particularly as major airport precincts continue grow in size and operational complexity.

While we acknowledge the intent of the CACG and its functions, our experience continues to highlight opportunities to improve its scope, structure, membership and governance. As host of the Brisbane Airport Community Aviation Consultation Group (BACACG), we have found it to be of limited effectiveness as a tool of greater community input into BAC's work programs, a forum to gather community feedback on airport operations, and as a means of improving the flow of information both to, and from the community and BAC. We believe there are several factors supporting this view, including:

- **Representation:** ensuring appropriate community representation has been a challenge. For example, Brisbane Airport neighbours the key Federal electorates of Brisbane, Griffith and Ryan and the State Government electorates of Nudgee, Clayfield, Lytton and Chatsworth. Each of these electorates has a mix of residential, commercial and industrial tenants, with a wide range of drivers and agendas regarding airport operations. Frequently, the individuals nominated to represent Federal electorates may not be across airport planning, investment and operations, often leading to misunderstandings and confusion on key engagement topics. This in turn, leads to a lack of trust from community members towards the BAC representatives, making engagement on complex topics highly challenging.
- **Consistent Government engagement:** closely related to the above, we believe the attendance of Federal, State and Local Government authorities is crucial to the

success of the CACG. Representation from Government bodies, particularly those involved in decision making around airport developments, provides community members a forum to understand the perspectives of government regulators, as well as one where the community can share its own perspectives on government decisions. Unfortunately, we note the revised Guidelines state DITRDSCA representation is not explicitly required at CACGs. Further, while State and Local Governments are not expressly outlined in CACG membership, we would encourage the language of the Guidelines to reflect the importance of Government membership at CACGs.

- **Transparency:** while we acknowledge and support the advisory nature of CACGS, at times, there is no clear understanding from members how their input into major infrastructure or policy decisions is translated into their final form. Further, as CACGs are required to meet only 3 times a year, the elapsed time between a meeting, the provision of feedback and delivery timelines means members may not have visibility on progress against their feedback in a contemporaneous manner. Similarly, we have also found where meetings are infrequent, overly technical, and not outcomes focussed, participation from representatives can drop over time. We think CACGs should have transparent action tracking incorporated into the Guidelines. This action register can outline clear actions, responsibilities, due dates and status updates.
- **Meeting governance:** we support the engagement of a professional, independent Chair to facilitate CACG meetings. However, at times, it has been difficult to ensure the meeting remains focussed on a broad range of community matters, with certain issues continuing to dominate discussion due to the views of specific members. We believe CACG Chairs should be given explicit discretion under the Guidelines to determine final CACG Agendas, and refer nominated issues to other, more appropriate forums, where required.

Specific Feedback

In addition to the general feedback above, we also provide specific feedback on the draft Guidelines:

- **Meeting frequency:** we believe CAGS should aim to operate four times per year. This is to allow a quarterly reporting cadence as well as better align CACGS with key project timeframes
- **Airport operators and agenda times:** the draft Guideline states presentations from the airport operator should not account for more than half the meeting duration. At times, depending on project sequencing and requests from CACG members, airport operators may need to spend time on significant updates. We believe discretion should be provided to the Chair, in line with their role, and the broader objectives of the CACG.
- **Timeframes for minutes and agenda items:** given the scale and complexity of the issues discussed at BACACG, we think 10 business days does not provide sufficient time for members to review and consider matters, and engage with their communities for feedback. We suggest 20 business days would be more reasonable, and in line with forums of a similar nature.

- **Membership:** we believe membership should be reviewed on a regular basis. However, we do not support membership being compulsorily renewed annually, as this could result in a loss of knowledge and the development of relationships across CACG members. We think members should be called to express their interests in continuing their CACG membership on a yearly basis, with compulsory external advertising to be undertaken every three years. We also support the inclusion of a wider membership base, including members of the business and tourism communities. This inclusion draws particular importance given Brisbane Airports role as a major economic and tourism driver in the region.

Thank-you for reviewing our feedback. We would welcome an ongoing dialogue with DITRDSCA on how to improve community engagement via the CACG framework. If you would like further information on this submission, please contact [REDACTED]
[REDACTED].

Kind regards



Henry Tuttielt
Executive General Manager Communications and Public Affairs