

ICB

Industry Consultation Body

ICB Work Programme for 2021-2022



**Produced by the Industry Consultation Body
July 2021**

This document sets out the work programme, priorities and working procedures for the ICB in 2021-2022. The work programme reflects the ICB's desire to provide proactive advice to the European Commission on all issues affecting the successful implementation of the Single European Sky.

For further information please visit <http://www.icb-portal.eu/>

1 CONTEXT

The ICB work programme provides a high-level overview of the main subjects and issues to be addressed by the ICB, along with a description of the ICB's working processes. The 2021 Work Programme was initially developed in October 2020 and approved in December 2020, based on the assumption that work would continue in January 2021. However, during the first six months of 2021 the ICB went through a hiatus as the Commission restructured the support function. Consequently, the work programme was revisited in June 2021 to ensure it remains relevant and will now extend its outlook for its remaining mandate period.

In addition, a new Chair Team for the ICB has been established after the resignation of the Chair, Gerry O'Connell, in January 2021. Gerry passionately led the ICB for 2 years, and the Commission has extended its appreciation for his commitment to the role. One of the deputy Vice Chairs, Michael Mowinski (ACI) also stepped back from the ICB following his departure from Fraport and ACI.

The new Chair Team will comprise:

- Chair (AUs): a new 6-months rotating chairmanship has been established and has been endorsed at the General Meeting/02 in Q3.
 - o Nick Rhodes (current chair)
 - o Achim Baumann
 - o Vanessa Rullier
 - o Rory Sergison
- Vice Chair (CANSO): Francois Huet
- Deputy Vice-Chairs:
 - o Patricia Bier (CANSO)
 - o Ansgar Sickert (ACI)

1.1 ACHIEVEMENTS LAST YEAR

2020 was a year dominated by the global COVID-19 pandemic, resulting in widespread travel restrictions, leading to an unprecedented crisis in the aviation sector. In June 2021, after the pandemic resurgence air traffic in Europe continues to be less than 50% of 2019, and industry is currently predicting 2025 for a recovery to pre-pandemic levels.

Despite the widespread challenges, several Commission initiatives have been progressed:

- In order to take utmost account of the catastrophic consequences of the traffic collapse due to the pandemic, exceptional measures for the third reference period (2020-2024) of the Single European Sky Performance and Charging Scheme were proposed and approved through the new COM IR (EU) 2020/1627 of 3 November 2020¹. Following this a revised set of Union-wide targets for Reference Period 3 were proposed and adopted by the Commission on 2 June 2021.

¹ [Commission Implementing Regulation \(EU\) 2020/1627](#).

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- On 22 September, the European Commission published its proposal for an upgrade of the Single European Sky regulatory framework², a revised SES 2+ package, which comes on the heels of the European Green Deal and builds on the recommendations of the Wise Persons Group (WPG). The objective is to modernise the management of European airspace, make it scalable and resilient, and to establish more sustainable and efficient flightpaths. The estimated potential is of a reduction up to 10% of air transport emissions.
- In parallel and in consequence of the recommendations within the report of the European Court of Auditors, the PCP Regulation was revised with the aim of improving the effectiveness of the SESAR projects, resulting in the CP1 Common Project proposal³. CP1 Implementing Regulation no. 116/2021 was adopted on 2 February 2021.⁴
- The Council has adopted its position ('general approach') on 3 June. The European Parliament has adopted its negotiating mandate on 17 June. On such basis triologue between the two co-legislators and the Commission will take place with a view to agreeing on a common text and approve it as soon as possible. Positions of the EP and of the Council are far apart so negotiations are expected to be tough and complex. The Commission targets an agreement under French Presidency (Summer 2022).
- Discussions around the evolution of SESAR Joint Undertaking through a "SESAR 3" integrated ATM partnership, and a new SESAR Deployment Manager, for which the Commission plans to launch a call for proposal in 2021.

The ICB's working methods were severely impacted by the travel restrictions and by the unforeseen adjustments to the changing priorities of the industry and the Commission, which led to the postponement and cancellation of planned meetings. Nonetheless, work could still progress thanks to the continued active engagement of ICB members, support and chair teams.

During 2020, the ICB continued with the ongoing work programme concluding the paper on 'acceptance process for GNSS in ATM' and started new topics issuing a position paper on 'Industrialisation' and two problem statements on 'Just Culture' and on 'Reducing environmental impact of European ATM'. This led, respectively, to the issue of a letter to the Commission and the release of a first draft position paper.

1.2 LOOKING FORWARD

Procedures for adoption of the new SES 2+ framework shall continue into 2021. A period of change and debate at the institutional level will most likely influence the work programme of the ICB. Consequently, flexibility will be required to respond to evolving Commission requirements. Adoption by the co-legislators is foreseen at beginning 2022, with work on the implementing rules subsequently scheduled with

² The current proposal was submitted to the Council and the Parliament for deliberations, which the Commission hopes will be concluded early December 2020.

³ Special Report 11/2019.

⁴ CP1 Regulation entered into force on 22/02/2021.

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preparatory work to implement the reform scheduled for 2024. Entry into force is expected for the start of RP4 (January 2025).

The next few years shall also be marked by the debates around the recovery from the COVID-19 crisis and about how the industry can become more resilient and better prepared to cope with similar disruptions in the future. It is also acknowledged that the current crisis creates the opportunity to act together to change the industry, improve performance in all areas, and particularly in relation to the environment.

It should be highlighted that under the existing proposal for the reform of SES, the ICB would cease to exist. The role of industry in advising the EC is reflected in many consultation mechanisms, including by the Better Regulation Approach at the level of implementing rules. The Commission has confirmed its full support for the ICB and its work until the new regulation comes into force. The ICB can now capitalise on this opportunity to advise the Commission on the SES.

1.3 ICB PRIORITIES FOR 2021-2022

For 2021/22, the top priorities for the ICB will continue focused in delivering strategic input based on the ICB Vision for SES 2035 that is to have:

“An innovative, efficient, resilient, globally interoperable and sustainable European ATM network, delivering predictable and seamless operations for passengers and the aviation supply chain.”

In its work programme for 2021/22, ICB envisages to align with upcoming and emerging topics within the Commission’s strategy, gain cross-industry consensus, and enable the ICB Vision with the following priorities:

- **Being proactive in its activities.** The ICB will focus on looking ahead to the policy agenda. In this way, the ICB can advise the Commission at the appropriate time to shape consensus at an early stage to have the most impact.
- **Adding value to the Commission and making a tangible impact.** Topics will be proposed where a cross-industry view is possible, and the resulting advice can add value to the Commission. Strong internal communication, both within and between ICB stakeholder groups, will help identify broad, cross-industry ‘sweet-spots’. Topics where consensus is unlikely should be avoided but can, and should, be noted especially if they are considered of importance for SES implementation.
- **Enabling the industry’s vision for SES.** Work items should build on, further detail and enable the agreed positions and direction in the ICB’s vision. This should be in line with the upcoming strategic items for the Commission. The ICB should be the platform where industry positions are presented, clarified, discussed with a view to build a consensus among stakeholders.

The inputs of the ICB work programme are illustrated in Figure 1. The remainder of the work programme describes the ICB processes (Section 2) which can be implemented to tackle the identified work items (as described in Section 3).

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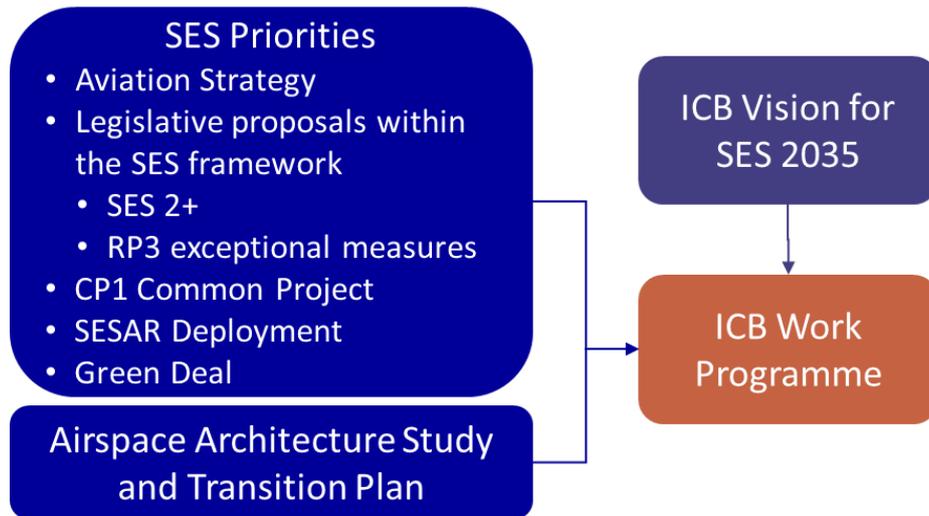


Figure 1: ICB work programme inputs

The ICB also recognises the fundamental importance of **civil-military coordination** and of ensuring the integration of new entrants (e.g.: UAS); this will be considered during the discussions of each topic.

In order to continue delivering high quality and timely advice and given that SES priorities continue to be restructured during the negotiations between EU institutions, the ICB Work Programme will also be sufficiently **flexible** to accommodate ad-hoc tasks that could appear during the SES reform process.

2 ICB PROCESSES

2.1 OVERVIEW

The ICB has a number of ways of working at its disposal, ranging from the General Meeting (GM) to the Working Group (WG), facilitated workshops, ad-hoc meetings to ensure flexibility, a provision for teleconferences, and the portal and email to keep members informed.

In the working arrangements the following aspects are considered:

- Given the need for change and for faster moving ATM policy environment, the ICB aims to keep an **agile approach**. The aim stated by the Chair Team is to develop an ICB position in a maximum of 6 months for 'structural' issues where the fundamental interests of one stakeholder group cannot be easily reconciled and 3 months for less sensitive topics. This aspiration requires strong commitment from the ICB members, particularly as they must have expert resources available, so strategies to ensure buy-in from members can be sought.
- Items will be given **sufficient time for consideration** – allowing time for joint thinking around topics between Members, deliberations with their own Members, and **consensus building**. Therefore, items are clearly scoped and agreed from the outset to enable focused, efficient discussions.
- The output of each work item seeks to provide **clear recommendations** to the Commission and relevant stakeholders, and there should be a feedback loop on their response to recommendations from the ICB.
- Logging and monitoring the recommendations provides transparency to the feedback loop and visibility on how they are being addressed.

2.2 STRUCTURE AND ORGANISATION

The organisation and structure of the meetings and workshops, approval processes and the relationship with the Single Sky Committee can be found in the ICB ToR.

The General Meeting (GM) of all ICB Members will provide a forum for the communication of ICB activities, addressing institutional matters and strategic discussion, driving and overseeing the delivery of the work programme.

The ICB will also continue to run facilitated workshops, particularly when topics require broad industry consensus, or proactive items starting from a "blank sheet of paper" to encourage initial debate. The ICB also aims to prioritise workshops proposed/sponsored by the Commission with Industry and Member States participating and exchanging views.

3 WORK PROGRAMME

3.1 OVERVIEW AND SCHEDULE

The ICB meetings plan for 2021 and 2022 will be defined in due course, allowing sufficient flexibility to accommodate new topics that might arise from the SES reform process.

The ICB GMs will be chaired by the Commission. They are attended by senior representatives of the member organisations, who will approve the ICB Work Programme for 2021-2022 and consider the strategic direction of the ICB. It will also explore strategic institutional matters at the request of the Commission.

The GM will reflect on how ICB can best support the Commission in providing advice from industry, avoiding duplication of other consultation platforms, shaping the coming years' work programme, and increasing the impact of its advice.

Advice will be developed in the ICB Working Group in the form of position papers and letters. Workshops will also serve to discuss less-developed topics.

3.2 DELIVERY OF THE WORK PROGRAMME

In 2021 and 2022, the ICB will focus on topics related to the ICB priorities set out in section 1.3. The main focus for the remainder of 2021 will be the following three themes:

- **CNS Rationalisation**
- **ATM contribution to aviation environmental sustainability;**
- **Recovery from COVID-19 pandemic crisis;**

Other main themes will be revisited in 2022:

- **Implementation of the concepts proposed by AAS**
- **Operational validation of artificial intelligence;**
- **Industrialisation roadmap.**

This work programme will continue to be refined throughout 2021 with addition of new working topics linked to new SES priorities if required (e.g.: impact of the ongoing development of an overall European strategy for data on ATM/aviation). Each topic will be elaborated at the start, focusing on the Commission's and industry's key issues, questions and priorities, **aiming to avoid duplication with parallel work streams**. 'Problem statements' may be used to articulate and agree the focus of each work item.

The table overleaf summarises the work programme set for 2021-2022.

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Topic	Focus areas	Approach	Timescale	Output	Forum(s)	Related work streams
Environment	<p>How to achieve the improvements of the flight trajectory (operation and technical perspective)</p> <p>Green incentives, including funding options and how to prioritise deployment and R&D</p> <p>The need for advanced future metrics</p>	<p>Progression of the development of an industry position paper on the environment, summarising all on-going initiatives and providing a focus for the Commission going forwards.</p> <p>Ensure coherence with the outcomes of "Destination 2050", an initiative of Europe's five main aviation associations (A4E, ACI, ASD, ERA, , CANSO) to support the EU's climate change ambitions by proposing "<i>a route to net zero European aviation</i>" and mapping out the right measures to achieve the decarbonisation of the industry in the long term.</p>	2021 Q3-Q4	ICB Position Paper	<p>ICB Working Group</p> <p>ICB GM</p>	<p>European Green Deal</p> <p>EU ETS</p> <p>ICAO CORSIA</p> <p>ICAO CAEP</p> <p>Airspace architecture transition plan</p> <p>Destination 2050 project</p> <p>ATM/ANS Environmental Transparency – EASA & EUROCONTROL Joint Working Group</p> <p>CANSO Europe Ad hoc Environment Expert Group</p>

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CNS Rationalisation	<ul style="list-style-type: none"> - How to improve the management and implementation of CNS infrastructure - CNS advisory group's proposed action plan 	<p>Chair attendance as observer in CNS advisory group meetings, to follow the work of the group, disseminate the information to the ICB membership, and potentially provide the collective input from the ICB, as will be necessary.</p> <p>Input to the review and development of the CNS Advisory Group's report and action plan.</p>	2021 Q3-Q4	<ul style="list-style-type: none"> ICB Letter ICB position paper 	<ul style="list-style-type: none"> ICB GM ICB Working Group 	CNS advisory group
Recovery from COVID-19 pandemic crisis	<p>Focus on the 2 pillars of the Aviation Roundtable report, and the ATM-related aspects</p> <ul style="list-style-type: none"> - European Aviation Relief Programme - EU Pact for sustainable Aviation 	<p>Development of an industry position paper on the recovery post COVID-19 crisis, based on further development of the ATM-related aspects of the roundtable report.</p> <p>Develop further detail for each of the recommendations.</p> <p>Include how to prioritise the different measures.</p>	2021 Q4-2022 Q1	ICB Position Paper, or letter to the Commission	<ul style="list-style-type: none"> ICB GM ICB Working Group 	<ul style="list-style-type: none"> Aviation roundtable COM IR on exceptional measures for the RP3 (2020-2024) of the single European sky performance and charging scheme due to the COVID-19 pandemic SES 2+ regulatory package

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Topic	Focus areas	Approach	Timescale	Output	Forum(s)	Related work streams
Implementation of concepts proposed by AAS	<p>Beyond the CP1 proposal, ICB will work on the identification and assessment of promising aspects in terms of digitalisation, resilience, scalability, efficiency, etc, taking into account the sector context.</p> <p>Implementation of promising concepts – in the short, medium and long term – towards progressive digitalisation of the ATM sector (e.g.: virtual centre, cross border operations) considering the human dimension and interoperability.</p>	<p>Development of an industry position paper with recommendations on which might be the most promising concepts ahead.</p> <p>Starting with a 'state of play' paper highlighting the context and expected main challenges.</p>	2022 Q1-Q3	ICB Position Paper	<p>ICB GM</p> <p>ICB Working Group</p> <p>ICB Workshop</p>	<p>Airspace architecture study and transition plan</p> <p>SES 2+ regulatory package</p>

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Operational validation of artificial intelligence	<p>AI and machine learning acceptance in ATM safety critical scenarios (harmonization, regulation and certification).</p> <p>Human machine integration.</p>	<p>Development of an industry position paper with guidelines and requirements for AI and machine learning acceptance in ATM.</p> <p>A 'state of play' paper will be produced for Members, providing an overall summary of the topic and highlighting the various existing concerns and recommendations from ATM stakeholders. This will support ICB members to subsequently engage in the topic via a workshop to allow open discussion, and then focused developed of advice through the ICB WG.</p> <p>Include how to prioritise the different requirements.</p>	2022 Q2-2022 Q3	ICB Position Paper	ICB WG ICB Workshop	<p>Airspace architecture study and transition plan</p> <p>European ATM Master Plan (ed 2020)</p> <p>FLY AI Report⁵</p> <p>High-Level Expert Group on Artificial Intelligence⁶</p>

⁵ <https://www.eurocontrol.int/publication/fly-ai-report>, 5 March 2020.

⁶ <https://ec.europa.eu/digital-single-market/en/high-level-expert-group-artificial-intelligence>, <https://ec.europa.eu/futurium/en/european-ai-alliance/ai-hleg-steering-group-european-ai-alliance>.

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Topic	Focus areas	Approach	Timescale	Output	Forum(s)	Related work streams
Industrialisation roadmap	<p>Implementation of the recommendations from the Industrialisation study.</p> <p>Monitor the pace of implementation of the CP1, in close cooperation with mandated bodies/organisations.</p> <p>Accelerate the pace of implementation of all SES technical mandates.</p>	<p>Development of a paper identifying and sharing cross industry best practices in contributing to the timely achievement of existing industrialisation timelines.</p> <p>Starting from the related documents developed by different mandated bodies/organisations (e.g.: SESAR Deployment Programme).</p>	2022 Q2-2022 Q4	ICB Paper	ICB Working Group	<p>Commission Industrialisation Study</p> <p>CP1 Common Project</p> <p>RP3 performance plans, including a description of the investments to deploy CP1</p>
Commission's Ad-hoc requests	<p>Any topics identified throughout the year that are aligned with the Commission's priorities.</p> <p>Workshops proposed/sponsored by the Commission with Industry and States participating and exchanging views.</p> <p>Member States sensitization of ATM needs.</p>	<p>Approach to be defined as required.</p> <p>Involvement of the Member States in the ICB discussions.</p>	2021 Q3-2022 Q4	<p>Meeting Minutes</p> <p>Supporting discussion Paper(s)</p> <p>Position Paper(s)</p>	<p>ICB Working Group</p> <p>ICB Workshop</p>	SES 2+ regulatory package