

ICB

Industry Consultation Body

ICB Work Programme for 2023



**Produced by the Industry Consultation Body
April 2023**

This document sets out the work programme, priorities and working procedures for the ICB in 2023. 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 last Work Programme covered 2022 and 2021. The Work Programme for 2023 was developed in October 2022 and will be subject to approval at GM/03.

A new Chair concept and Chair Team was established and formally approved at ICB GM/02 in September 2021. The new Chair concept is based on Airspace Users (AUs) chair rotation every six months within four representatives. The current ICB Chair Achim Baumann (A4E) will be followed by Rory Sergison (IATA) in six months. A new Deputy Vice Chair, Bertina Ho-Mock-Qai (CANSO), was appointed following departure of Patricia Bier (CANSO).

1.1 Achievements last year

The year 2022 was 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. The COVID-19 crisis also created the opportunity to act together to change the industry, improve performance in all areas, and particularly in relation to the environment.

In line with this orientation, during 2022, the ICB continued with the ongoing work programme for 2021-2022 concluding the position paper on 'Reducing environmental impact of European ATM'. A new topic issuing a problem statement and a position paper on 'Making European ATM more resilient to shocks based on the lessons learnt from the COVID crisis' was concluded in November 2022.

Additionally, 'The next steps for the implementation of the vision proposed by the AAS' was introduced and progressed in 2022 by issuing a problem statement and two draft position papers. The final Position paper on this topic will aim to feed into the update of the ATM Master Plan and is expected to be concluded in Q1 2023. Figure 1 provides an overview of ICB deliverables in 2022.

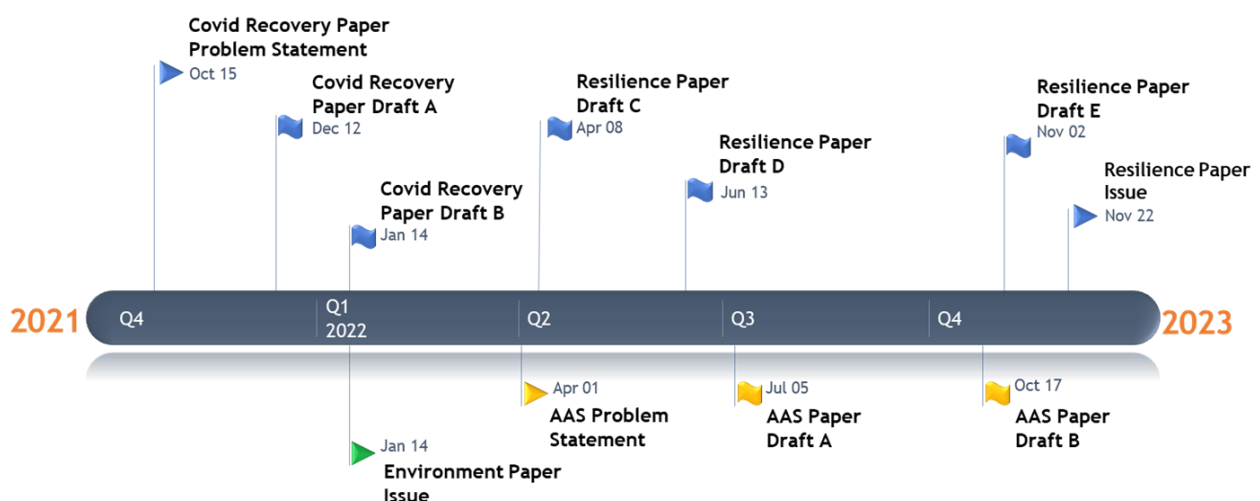


Figure 1: ICB's work in 2022

Two remaining subjects in the ICB Work Programme 2021-2022 on 'Operational validation of artificial intelligence' and 'Industrialisation roadmap' were not pursued as Artificial Intelligence is addressed in other relevant fora whilst the industrialisation

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roadmap is expected to be addressed as part of the ATM Master Plan update campaign.

In 2022, the ICB also provided support to the CNS advisory group, specifically for the CNS stakeholder consultation.

1.2 Looking forward

In line with the European Commission's and SESAR JU's vision to make air transport smarter, more sustainable, connected and accessible to all, while maintaining the level of safety, several Commission initiatives have been progressed in 2022 and will influence the way forward in 2023:

- The reform of the Single European Sky is in the triologue phase between the Council and the European Parliament. Discussions are difficult but the aim remains to have the reform entering into force for the start of RP4, in 2025.
- Triggered by the Common Project One (CP1) Regulation, the SESAR Deployment Programme (SDP) was recently updated and approved by the European Commission on 12th August 2022.
- The deployment of CP1 regulation is ongoing and the last SESAR Deployment Manager (SDM) Fact Sheet from June 2022 illustrates the strong dynamic around CP1 implementation, both in terms of number of completed projects and impact on ATM performance.
- The SESAR vision, as embodied in the European ATM Master Plan, is critical for a post-COVID recovery or to address the impact of the war in Ukraine on the aviation industry, aiming to deliver a fully scalable traffic management system capable of handling growing air traffic, both manned and unmanned. The SESAR 3 Joint Undertaking recently published the Multi-Annual Work Programme (MAWP) covering the SESAR 3 Research and Innovation (R & I) activities foreseen between 2022 and 2031.
- During September 2022, the European Commission - CINEA - European Climate, Infrastructure and Environment Executive Agency, launched the 2022 CEF 2 Transport Call for Proposals with a total budget of 5 billion euro to support modernisation in European transport and open to all modes, including aviation.
- In June 2022, the Commission welcomed political agreement between the European Parliament and the Council on the Directive on the resilience of critical entities (CER Directive), proposed by the Commission in December 2020.

Procedures for adoption of the new SES 2+ framework shall continue into 2023. A period of change and debate at the institutional level is likely to influence the work programme of the ICB. Consequently, flexibility will be required to respond to evolving needs of the aviation community at the international, regional and national levels and advise the Commission accordingly. Adoption by the co-legislators is foreseen during 2023. Work on the implementing rules and preparatory work to implement the reform is scheduled for 2024, or even 2023 in the case of performance and charging Regulation, if the changes are to enter into force for RP4 in January 2025.

Under the existing proposal for the reform of SES, the ICB would cease to exist as a mandatory advisory body. The role of industry in advising the Commission is reflected in many consultation mechanisms, including by the Better Regulation approach at the

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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 2023

For 2023, the top priorities for the ICB will focus 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 2023, 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 aviation community and the Commission and making a tangible impact.** Topics will be proposed where a cross-industry view is achievable, and the resulting advice can add value to the aviation community and 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 2. 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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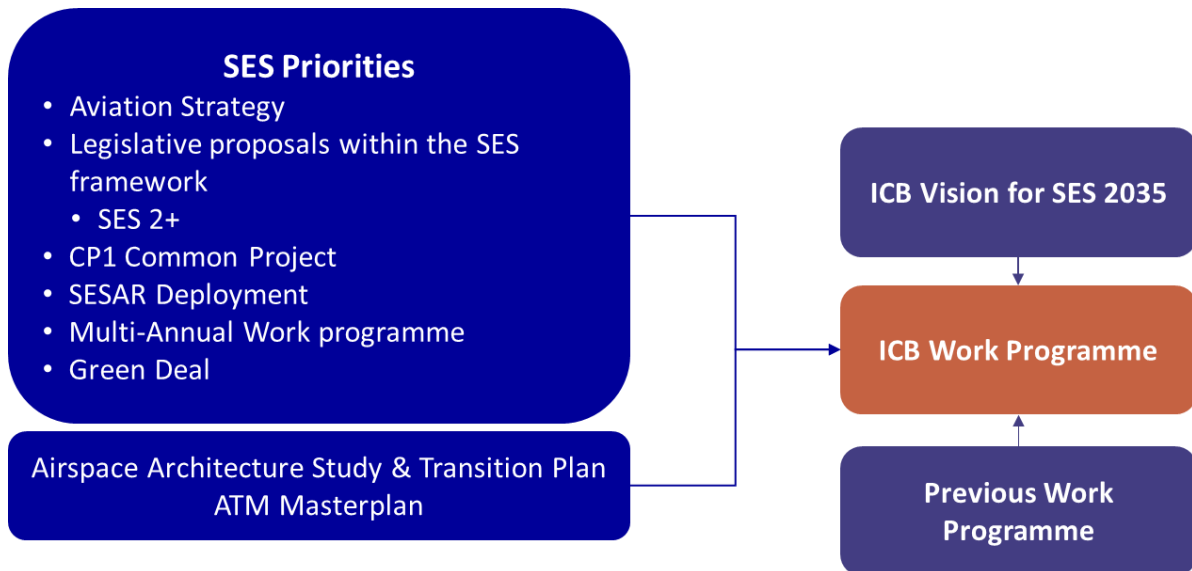


Figure 2: ICB work programme inputs

The ICB recognises the fundamental importance of **safety, environment, 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 6 to 9 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.
- The intent of the ICB positions is to provide Commission with **succinct ICB position papers with concise recommendations**, reflecting the "unfiltered positions of the industry", that provide a consensus view from the industry on matters that are not yet being provided in other forms. Supporting information, such as stakeholder views and discussion points on a specific topic will be collected separately. Therefore, two types of documents may be produced:
 - Position papers: focusing on the agreed, common views on a subject and recommendations of ICB directed at the Commission or other organisations.
 - Companion documents: supporting information, and context, serving as background information.
- 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 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.

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The purpose of the ICB WG is to develop advice on the implementation of SES, and in particular technical and operational issues (including those related to standardisation and interoperability) and lower-level institutional topics not addressed at the GM.

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 2023 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 2023 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 the 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 WG in the form of position and discussion papers. Workshops will also serve to discuss less-developed topics and/or resolve diverging opinions.

3.2 Delivery of the work programme

In 2023, the ICB will focus on topics related to the ICB priorities set out in section 1.3.

The following topic from Work Programme 2021-2022 will be concluded in 2023:

- **Beyond the AAS: Next steps for the implementation of the vision proposed by the AAS.**

Two remaining subjects in the ICB Work Programme 2021-2022 on 'Operational validation of artificial intelligence' and 'Industrialisation roadmap' were not pursued as Artificial Intelligence is addressed in other relevant fora whilst the industrialisation roadmap is expected to be addressed as part of the ATM Master Plan update campaign. The main focus in 2023 will be the following two priority topics:

- **ATM/ANS service provision during a crisis**
- **Shortage of skilled personnel with impact on operations, research and industrialisation.**

This work programme will continue to be refined throughout 2023 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 and 'Companion documents' may be used to provide supporting information, and context. Should the ICB not cover all the topics in 2023, it will use the remaining topics as a basis for the ICB Work Programme for 2024.

The table overleaf summarises the work programme set for 2023.

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Topic	Focus areas	Approach	Timescale	Output	Forum(s)	Related work streams
<p>Beyond the AAS: Next steps for the implementation of the vision proposed by the AAS</p>	<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 (eg 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>The paper will aim at providing a useful input to the European ATM Master Plan campaign to be launched in 2023.</p>	<p>Q1 - Q2 2023</p>	<p>ICB Position Paper</p> <p>Companion Document</p>	<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> <p>ATM Master Plan update campaign 2023</p>

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ATM/ANS service provision during a crisis	<p>ATM/ANS services deemed necessary to provide services in or during a crisis impacting traffic levels.</p> <p>Mechanisms to ensure they are effectively provided (e.g. costs and funding principles). This should build on recommendations from ICB Position paper on Resilience¹.</p>	<p>Development of an industry position and/or discussion paper with definition and requirements on ATM/ANS services during crisis.</p> <p>Development of a position and/or discussion paper to explore mechanisms to ensure ATM/ANS service can be effectively provided during a crisis with firm recommendations that could help decision-makers in their considerations.</p>	Q1 – Q3 2023	<p>ICB Position Paper(s)</p> <p>and/or</p> <p>ICB Discussion paper(s)</p> <p>Companion Document(s)</p>	<p>ICB GM</p> <p>ICB Working Group</p> <p>ICB Workshop</p>	<p>Aviation Roundtable</p> <p>SES 2+ regulatory package</p>

¹ Recommendation 3: Reflect on how to increase the economic resilience of the ATM sector in, through and out of crises: ‘It is recommended to explore mechanisms to adapt the costs of ATM/ANS service provision in a more effective way during a crisis, as well as mechanisms to secure the financial resilience of all ATM stakeholders in, through and out of the crisis. The ICB advises to address this in a separate ICB position paper’.

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Topic	Focus areas	Approach	Timescale	Output	Forum(s)	Related work streams
Shortage of skilled personnel with impact on operations, research and industrialisation	<p>The skills shortage is affecting the entire European economy significantly increasing competition for human resources in all sectors and all EU countries.</p> <p>Several countries expect to lose up to 1/3 of their ATCOs over the next 5 years due to retirement. There will be a need to replace them by new ATCOS competent, well trained and up-to-date with all new technological developments and skills.</p> <p>With the ATM/ATCO positions having lost its lustre due to amongst other things its volatility and waxing concerns about sustainability, attracting skilled resources has become a challenge, placing the effective industry recovery at risk and resulting in a significant risk to operations, capacity and also the ability of industry to innovate and implement new solutions.</p>	<p>Development of a position paper on the topic.</p> <p>Reflect on the work delivered by IWG-125</p> <p>Provide recommendations on how to best prepare and adapt the industry to the resource challenges ahead and discuss technical solutions including digitalisation and automation that would enhance ATM/ATCO roles.</p>	Q2 – Q4 2023	<p>ICB Position Paper</p> <p>Companion Document</p>	ICB Working Group	<p>EU Pact for Sustainable Aviation</p> <p>Aviation Roundtable</p> <p>EASA Safety issue Report – Skills and Knowledge Degradation</p> <p>ATM Master Plan</p> <p>IWG-125 Next Generation Aviation Professionals (NGAP) Programme</p>

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Topic	Focus areas	Approach	Timescale	Output	Forum(s)	Related work streams
Electronic conspicuity² and integration of UAM into non-segregated airspace and at aerodromes	<p>Input to EASA project on interoperability of EC devices.</p> <p>Gaps in current roadmaps.</p> <p>Potential opportunities using other innovations (e.g. use of OSNMA (GNSS) to support information provided by ADS-B to improve integration).</p>	<p>Development of an industry position paper on the topic.</p> <p>Inform all ICB members about the outcomes of Drone Strategy 2.0 and EASA framework for UAM in relation to electronic conspicuity.</p> <p>Provide recommendations on potential opportunities to EASA and others.</p>	Q1 – Q2 2023	<p>ICB Position Paper</p> <p>Companion Document</p>	<p>ICB GM</p> <p>ICB Working Group</p> <p>ICB Workshop</p>	<p>Drone Strategy 2.0</p> <p>EASA framework for UAM</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>	2023	<p>Meeting Minutes</p> <p>Supporting discussion (s)</p> <p>Position Paper(s)</p> <p>Companion Document (s)</p>	<p>ICB Working Group</p> <p>ICB Workshop</p>	<p>SES 2+ regulatory package</p>

² A general term for technology that can help airspace users and air traffic services to be more aware of any crewed and uncrewed aircraft operating in the same airspace and thus strengthen the ‘see and avoid’ principle.