

ICB

Industry Consultation Body

ICB Work Programme for 2024



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

This document sets out the work programme, priorities and working procedures for the ICB in 2024. 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 2023. The Work Programme for 2024 was developed in September 2023 and approved at GM/04 in December 2023.

A new Chair concept and Chair Team was established and formally approved at ICB GM/02 in September 2021. The current ICB Chair Team comprises ICB Chair Achim Baumann (A4E) and two ICB Vice-Chairs, Ansgar Sickert (ACI) and Bertina Ho-Mock-Qai (CANSO).

1.1 Achievements last year

During the year 2023 the debates continued 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. Additionally, the loss of experienced aviation personnel during the COVID-19 crisis and the recent struggles in recruitment as traffic demand recovers have resulted in a growing skilled labour crunch.

In line with this orientation, during 2023, the ICB continued with the ongoing work programme for 2023 concluding the position paper on 'Next Steps for the Implementation of Vision proposed by the AAS'. Building on a recommendation from the ICB Position Paper on Resilience, a topic on 'ATM/ANS Service Provision during a Crisis' was introduced and progressed in 2023. The final Position Paper on this topic was issued in December 2023. Additionally, a new topic issuing a scoping paper on 'Shortage of labour and skilled personnel with impact on operations, capacity, research and industrialisation in ATM' was introduced in Q3 2023.

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 2023 and will influence the way forward in 2024:

- The reform of the Single European Sky is in the trialogue phase between the Council of the European Union, the European Parliament and Member States. Discussions are difficult but the aim remains to have the reform entering into force for the start of RP4, in 2025.
- In September 2023, the European Commission has received the Performance Review Body's proposed EU-wide target ranges for the fourth reference period (RP4, 2025-2029) of the Single European Sky performance and charging scheme. The indicative targets will be put to stakeholders in a targeted consultation. The target ranges aim to better incentivise the performance of the monopoly air navigation service providers designated by the Member States. They also aim to ensure the highest safety standards, encourage more efficient flight paths to reduce environmental impact, and improve the punctuality of flights, as well as value for money for airlines and passengers.

Industry Consultation Body

- The deployment of CP1 regulation is ongoing and the SESAR Deployment Manager (SDM) Fact Sheet from October 2023 illustrates the strong dynamic around CP1 implementation, both in terms of number of completed projects and impact on ATM performance.
- On 26 January 2023 IR (EU) 2021/664 came into force, laying down rules and procedures for the safe operations of UAS in the U-space airspace, for the safe integration of UAS into the aviation system and for the provision of U-space services.
- Conformity Assessment for ATM/ANS systems & ATM/ANS constituents: A new legislation consisting of 4 implementing acts and 1 delegated was adopted on 12 September 2023. This implementing regulation can be described as equivalent to a Certificate of Airworthiness, but for ground systems, and needs to be put in place in the next 5 years. Certification responsibilities will shift from NSAs to EASA. This regulation will increase interoperability, make the performance of ATM ground equipment more uniform, and support the introduction of innovative technologies.
- EASA has published a 'Proposal for a Roadmap on Higher Airspace Operations (HAO)' exploring the challenges of future operations in the airspace above FL550. Delivered by the SESAR 3 JU ECHO project, led by EUROCONTROL, the ConOps defines future operational roles, responsibilities, procedures and infrastructure required to support higher airspace demand over the short, medium and long term.
- The Commission has adopted its proposal to make 2023 the European Year of Skills, with the aim of giving a fresh impetus to lifelong learning, empowering people and companies to contribute to the green and digital transitions, supporting innovation and competitiveness. The objective of the European Year of Skills 2023 is to help companies, in particular small and medium-size enterprises, to address skills shortages in the EU, and promote a mindset of reskilling and upskilling as well as helping people to get the right skills for quality jobs.
- In July 2023, the European ATM Master Plan Level 3 (MPL3) Implementation Plan 2023 was published, providing a holistic view of the commonly agreed actions to be taken by ECAC States, in the context of the implementation of SESAR. EUROCONTROL Provisional Council endorsed this document in August 2023.
- The launch, on 10 October 2023, of the campaign to update the European ATM Master Plan 2024. The updated Master Plan – which will have sustainability at its core, given the urgent need to decarbonise the aviation sector as part of the drive to make Europe's economy carbon-neutral by 2050 – will set out the vision and ambitions required to meet that goal. The campaign also received strong support from the aviation industry, with the publication of a joint declaration underlining "Making Europe the most efficient and environmentally friendly sky to fly in the world – The time is now!".
- The SESAR vision, as embodied in the European ATM Master Plan, is critical for the post-COVID recovery as well as for addressing 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. In 2022, the SESAR 3 Joint Undertaking published the Multi-Annual Work Programme (MAWP) covering the SESAR 3 Research and Innovation (R & I) activities foreseen between 2022 and 2031.

Industry Consultation Body

Procedures for adoption of the new SES 2+ framework shall continue into 2024. 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. For the changes to enter into force for RP4 in January 2025, work on the implementing rules and preparatory work to enact the reform is scheduled for 2024 and 2023 in the case of the performance and charging Regulation.

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 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 2024

For 2024, the top priorities for the ICB will focus in delivering strategic input based on the ICB Vision for SES 2035 that is to achieve:

"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 2024, 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 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).

Industry Consultation Body

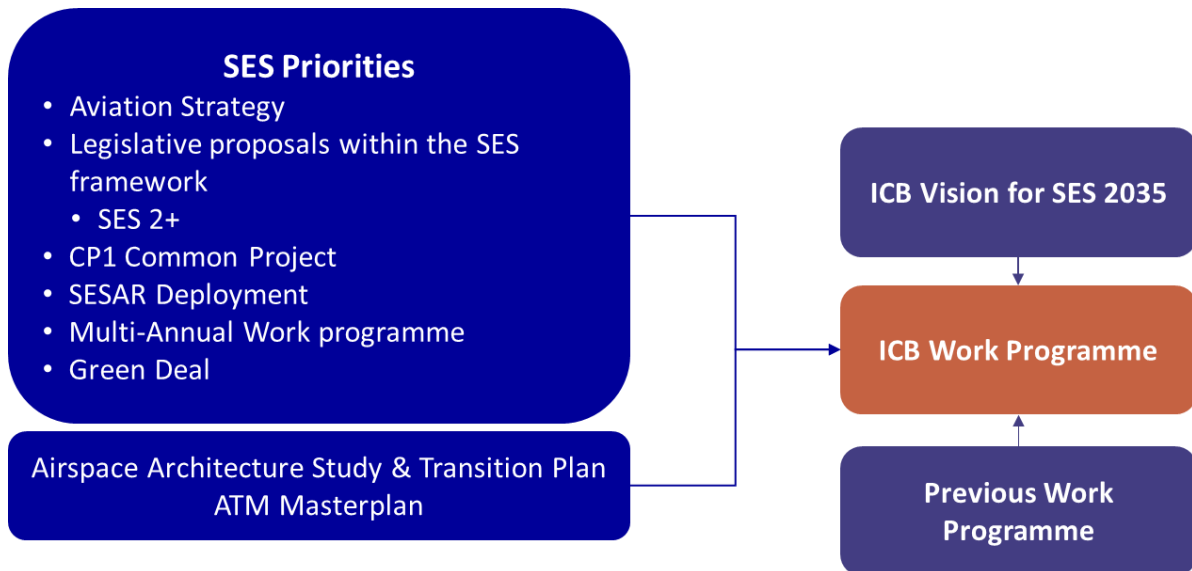


Figure 1: ICB work programme inputs

The ICB recognises the fundamental importance of **safety, environment, civil-military coordination** and of ensuring the integration of new entrants (e.g. UAS). These 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 be sufficiently **flexible** to accommodate ad-hoc tasks that may appear during the SES reform process.

2 ICB Processes

2.1 Overview

The ICB has a number of ways of working at its disposal. These range 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 a 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 the Commission with **succinct ICB position papers with concise recommendations. These will be** reflecting the "unfiltered positions of the industry" and provide a consensus view from the industry on matters that are not yet provided elsewhere. 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:
 - Concise **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. There should be a feedback loop on EC responses 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.

Industry Consultation Body

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 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 2024 will be defined in due course, allowing sufficient flexibility to accommodate new topics that might arise from the SES reform process or made necessary by unforeseen developments.

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 2024 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 2024, the ICB will focus on topics related to the ICB priorities set out in section 1.3.

The following topics from Work Programme 2023 were concluded in 2023:

- **Beyond the AAS: Next steps for the implementation of the vision proposed by the AAS.**
- **ATM/ANS service provision during a crisis.**

The main focus for 2024 will be the following two priority topics:

- **Shortage of labour and skilled personnel with impact on operations, capacity, research and industrialisation.**
- **Civil-military cooperation in aviation and its environmental impact.**

Additionally, in July 2023, ICB has received invitation from EUROCONTROL Network Manager to support development of the CNS Evolution Plan.

This work programme will continue to be refined throughout 2024 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 2024, it will use the remaining topics as a basis for the ICB Work Programme for 2025.

The table overleaf summarises the work programme set for 2024.

Industry Consultation Body

Topic	Focus areas	Approach	Timescale	Output	Forum(s)	Related work streams
<p>Shortage of labour and skilled personnel with impact on operations, capacity, research and industrialisation</p> <p>(Priority topic)</p>	<p>The labour and 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. The same applies to ATSEPs.</p> <p>With the ATM 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>Coordinate with EUROCAE WG-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 roles.</p>	Q2 2024	<p>ICB Scoping Paper</p> <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>EUROCAE WG-125 Next Generation Aviation Professionals (NGAP) Programme</p>

Industry Consultation Body

Topic	Focus areas	Approach	Timescale	Output	Forum(s)	Related work streams
<p>Civil-military cooperation in aviation and its environmental impact</p> <p>(Priority topic)</p>	<p>The increase of air traffic, changed airspace requirements for military aviation, environmental driving forces, and a growing demand for airspace and fuel efficiency requires steps to optimize the use of airspace.</p> <p>Existing concepts such as flexible use of airspace (FUA) and airspace management (ASM) in the spirit of civil-military collaborative decision-making (CDM) aim at allowing airspace users to share Europe’s airspace efficiently at all times.</p> <p>Identification of current gaps and issues to be addressed.</p> <p>Recommendations based on lessons learned and best practices applied.</p>	<p>Development of an industry position paper on the topic.</p> <p>Provide recommendations on solutions to improve strategic, pre-tactical and tactical civil-military cooperation, leading to greater operational and fuel efficiency and increased security focusing on identified gaps and, based on best practices.</p>	<p>Q2 – Q4 2024</p>	<p>ICB Position Paper</p> <p>Companion Document</p>	<p>ICB GM</p> <p>ICB Working Group</p> <p>ICB Workshop</p>	<p>EUROCONTROL Civil-military cooperation priorities 2023+</p>

Industry Consultation Body

Topic	Focus areas	Approach	Timescale	Output	Forum(s)	Related work streams
Challenges with the integration of new airspace entrants (high-altitude aircraft/low-altitude satellites)	<p>Look into challenges of the legal frameworks of Space vs. Airspace and the operational challenges of the space objects having to cross airspace before reaching their space cruising altitude.</p> <p>Focus on one kind of operation only or a general discussion on the topic (to be defined in Scoping Paper).</p> <p>Review of current work on the topic. Assessment of operational challenges and recommendations on activities that need to be delivered by industry and institutions to address these.</p>	<p>Development of an industry position paper on the topic.</p> <p>Identification of challenges for awareness building purposes as well as associated recommendations.</p>	Q3 – Q4 2024	<p>ICB Scoping Paper</p> <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> <p>CNES 9th Workshop on Satellites End of Life and Sustainable Technologies</p>

Industry Consultation Body

Topic	Focus areas	Approach	Timescale	Output	Forum(s)	Related work streams
<p>Virtual Centres and remote ATS, addressing the legal, institutional and regulatory aspects</p>	<p>The work on operational aspects and technical enablers for remote ATS looks promising. Existing remote Tower services provide meaningful inside and useful experience for this type of operation.</p> <p>Cross-border operation involves significantly more actors which may require a modified/adjusted approach.</p> <p>Legal, institutional and regulatory aspects including sovereignty, liability, civil-military joint operation, licensing, training etc. require further consideration.</p> <p>Technical standardization to support interoperability, deployment, charging and financing are also areas which require more work.</p> <p>The surrounding conditions touching on the accountabilities, responsibilities and roles for the stakeholders and the various regulatory and oversight bodies are insufficient for a large-scale deployment.</p>	<p>Assessment of the needed implementation framework from a legal and institutional aspect.</p> <p>Development of a position paper on the topic.</p> <p>Provide recommendations on the best way to address any open points blocking a deployment of the virtual centre and implementation of remote ATS within EU and between ADSPs and ATSUs.</p>	<p>Q4 2024</p>	<p>ICB Scoping Paper</p> <p>ICB Position Paper</p> <p>Companion Document</p>	<p>ICB Focus Groups</p> <p>ICB Working Group</p> <p>ICB Working Group</p>	<p>SESAR R&D activities</p> <p>ATM-MP update campaign</p> <p>SESAR Deployment Programme</p>

Industry Consultation Body

Topic	Focus areas	Approach	Timescale	Output	Forum(s)	Related work streams
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>	2024	<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>	SES 2+ regulatory package