

## CANSO Strategic Review Towards 'Waypoint 2013'

The CANSO strategic review, designed to find a successor to the Imagine 2010 programme which concludes in June, is now more than half way to completion.

Following the appointment of Graham Lake as CANSO Director General, and the Executive Committee meeting in January, the outline of the strategy has now taken shape. The details now being worked out will build on further consultation with CANSO Members, including feedback at the CEO Conference on March 8th and the results of the Work Programmes Questionnaire (see Airspace 7, Q4 2009, and box below). The final strategy and work programme will be presented for approval at the June AGM.

### Transforming Global ATM

CANSO's aim is to be 'the global voice of ATM', and since the beginning of the Imagine 2010 strategy it has fulfilled that objective. New members have joined from every region of the globe. A dedicated regional work programme for the Middle East has been created, to join

the existing European and Asia-Pacific offices. CANSO's reach and influence in different regions, and at ICAO has been bolstered by successful conferences and events, and improved communications. Global Membership has grown to 108 Members.

Most importantly, the output of the CANSO Workgroups has been focused and strongly developed, to help lead ANSPs and raise the performance of ANS. The lead Imagine 2010 programmes of Safety, Environment, and Business Transformation have developed best practice, metrics and targets across a whole range of ATM issues. Guidance material now exists which is relevant to ANSPs wherever they are in the world and whatever stage of maturity they have reached. A new Operations Committee has been established and participants in the Global Benchmarking group have increased.

The aim now is to help ANSPs implement best practice and achieve a step-change in ATM performance. To symbolise this new aim, CANSO itself will be positioned not just as 'the global

voice of ATM' but as an organisation dedicated to 'Transforming Global ATM Performance'.

### Waypoint 2013

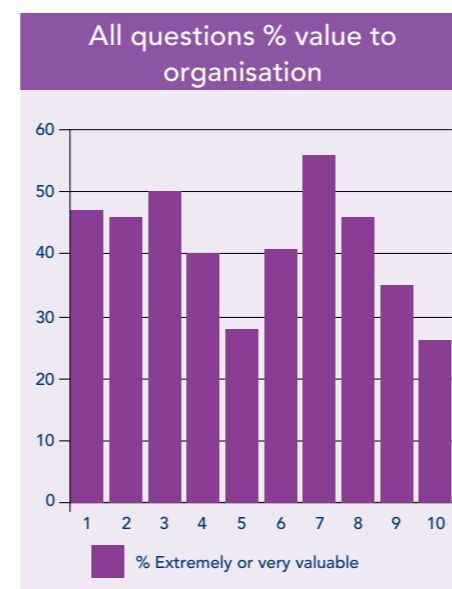
"In order for CANSO to be effective in transforming global ATM performance, our new strategic programme will be focused on implementation through working together and improving together" explains Graham Lake. "In an era of scarce resources, CANSO must look at innovative ways of developing its guidance material and raising ANSP performance. Our new strategic plan, called 'Waypoint 2013' introduces a number of concepts which aim to achieve that requirement." Lake is keen to point out that the current planning is only a part of a longer term vision for ATM: "A Waypoint is a marker along the way. We want the industry to understand that Waypoint 2013 will be just the first of a number of staging posts on our journey to our Global Vision. At each stage, I foresee CANSO playing an ever-more important role in delivering change and improvement to the aviation system."

### Results of the Work Programme Questionnaire

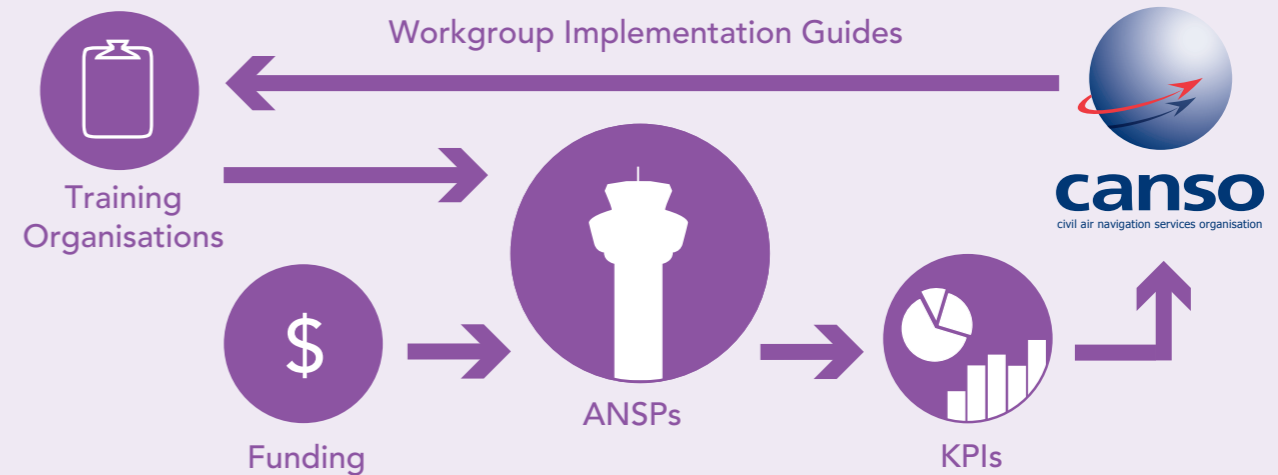
The survey carried out in the fourth quarter of 2009 by the CANSO Secretariat was designed to engage the Members on the key work programmes of the Association, with particular reference to the Imagine 2010 priorities and the longer-term 'Global Vision on the Future of ANS'. Some interesting patterns emerged from the results, which have gone forward to the planning for 'Waypoint 2013'.

Members were asked to categorise the work programmes under each of the 10 pillars of the Global Vision, on a scale of 0-5 (with 0 indicating 'No Value' and 5 being 'Extremely Valuable').

The graph indicates the percentage of votes for categories 4 and 5 ('very' or 'extremely valuable') out of the total marks given to each Global Vision category. The figures indicate that the core 'Imagine 2010' issues – Safety (1) Environment (2) Business approach (3) are all among the most important facing members today. Customer focus (7) is also seen as very important. Less important issues were Civil-Military Cooperation (5) Optimised ATM Systems (9) and Security (10). Seamless ANS (4), People (6) and Appropriate Regulation (8) also attracted support.



### The CANSO Training-Accreditation-Implementation Cycle



The CANSO Training-Accreditation-Implementation cycle is a new concept designed to help CANSO Members implement best practice and be acknowledged as having done so. Customers of an ANSP which is engaged in the process will have confidence that the ANSP is optimising its safety, efficiency, and operations, in line with or exceeding ICAO requirements.

The cycle begins with an approach from a reputable training academy to take a CANSO Standard of Excellence or piece of guidance material – for example Safety Management System

Implementation – and work with the CANSO Workgroup responsible to turn it into a training course. This Course gets a seal of approval from CANSO and is then offered to the world ATM community. ANSPs that send their managers on the Course will then be able to award themselves a CANSO accreditation mark indicating that they have achieved a CANSO Standard of Excellence.

The process does not stop there though. The managers who attended the course will be encouraged to 'buddy' with the developers of the original Standard of Excellence.

This will strengthen the links between ANSPs around the world, as well as allow KPI data to be exchanged and improvements or evolution of the material to be made.

The final strand of the concept involves the use of development funding from international sources such as the aid agencies, to give ANSPs in developing countries the funds to join the CANSO training-accreditation-implementation cycle. In this way, global ATM accelerates the improvement and harmonisation of the ANS system.

In addition to the 2013 objectives for CANSO's current Workgroups, Waypoint 2013 has four major elements:

- A new focus for CANSO as an organisation dedicated to transforming global ATM performance
- A training-accreditation-implementation cycle to support ANSPs in the implementation of best practice (see box above)
- TRANSPIRE: Transforming Performance Initiative for Reducing Emissions. A new project embracing CANSO's Operations, Environment, Safety, and Performance workstreams, aimed at delivering optimised city pair routes using the latest technology and techniques. Building on existing projects such

as the ASPIRE project in the Asia Pacific, CANSO's aim is to drive operational and environmental benefits for customers.

- Collaboration and global connection. Further engagement at regional level and with industry stakeholders – including a strengthened commitment to communications both within the industry and to outside parties.

The CANSO CEO Conference in March marks the next stage of the Strategic Review, giving CEOs the first chance to hear the proposals, and give their initial reactions. The next three months will give Members a chance to input more fully into the process, particularly with thoughts on the objectives of the various Workgroups as they debate their milestones up to 'Waypoint 2013'.

The aim, says CANSO Director of Communications Chris Goater, is for "total buy in" from the CANSO Membership. "It is important that CANSO sets the strategic direction," he comments, "and our Members would expect this. But equally, Members need to feel that they have had the right opportunities to interrogate the proposals and make any required adjustments."

"CANSO will stand or fall on how it adapts and remains relevant to its Members needs, during a period of incredible change in our industry," agrees Lake. "But equally, ANSPs increasingly look to CANSO to equip them with the tools to service a more demanding aviation system. Waypoint 2013 will be the programme that enables us to do just that." ➤