



Remarks of CANSO Director General, Jeff Poole at the CANSO Global ATM Operations Conference 12 March 2015

Welcome to the CANSO Global ATM Operations Conference. The operations community is at the core of CANSO's activities and it is good to be here. Since I spoke to you last year, much has happened. This past year has seen a number of anniversaries: 100 years of commercial flight, which we celebrated with a series of historical articles in Airspace magazine; 70 years of the Chicago Convention, which CANSO was privileged to attend; and CANSO's 18th birthday.

You could say we have come of age, but like any teenager we are restless for change – and in our case, that means transforming global ATM performance. Compared to the other major aviation trade associations we are the youngest but we are also the leanest and we certainly punch above our weight. CANSO has matured and gained strong credibility. We have been welcomed to the aviation 'top table' where we are clearly recognised and acknowledged as the global voice of air traffic management.

This has been particularly important in a year that has seen two major tragedies that have shaken the aviation industry. CANSO has been proactive in the two task forces that were established to look at the implications of the losses of Malaysia Airlines flights MH370 and MH17. The way in which the industry responded to these tragedies is testament to how effectively all parts of the industry can work together to tackle challenges; resolve problems; and cooperate for the overall benefit of the industry. I am particularly proud that CANSO was able to take a leadership role with our partners.

Vision 2020

Partnership is rightly one of the three pillars of Vision 2020 and this close partnership, working together in the task forces, has been a model for delivering results for the benefit of the whole aviation industry.

Vision 2020 continues to shape our approach and guide our work. We have recently reviewed the CANSO Work Plan with its 120+ deliverables to ensure it continues to be forward looking; challenging; and relevant to achieving the Vision 2020 goals. Over a third of the deliverables (46) are operations related and I would like to pick out some of them to illustrate how we must anticipate and prepare for the challenges of the future; and, in particular, to prepare for 'disruptive technologies and innovations' that will undoubtedly have the potential to change the way we do things.

Those of you at the Conference of World ATM Congress yesterday would have heard the distinguished panel make the point that, although new technologies may be disruptive to the status quo, if we do not embrace them proactively, their impact will be even more disruptive. I will take a brief look at two technologies that are already with us - remote towers and the rapid growth of remotely piloted aircraft systems or RPAS.

Remotely Piloted Aircraft Systems

Just as the internet, mobile phones and other technological advances have changed the way we live and conduct business, RPAS have the potential to open up all sorts of new opportunities for governments, companies and consumers. A key issue for ATM is how best to incorporate RPAS seamlessly, efficiently and safely, into the aviation system. Like all disruptive technologies, we in ATM are facing something new; something we are not used to and we have to rethink some of our traditional approaches to air traffic management. A particular challenge for ATM is that we are seeing non-traditional users entering airspace. They do not have the training or awareness that traditional users have so we are therefore dealing with new and unfamiliar mind-sets.

Thanks to Doug Davies, Chair of the CANSO Collaborative Airspace Workgroup, I recently had the opportunity as keynote speaker to give the ATM perspective at a major conference on RPAS organised by AUVSI. It is fair to say that the accommodation and integration of RPAS is a huge and complex issue but it is already happening to us at incredible pace.

The CANSO Collaborative Airspace Workgroup is doing great work on the implications of RPAS for air traffic management. But, as with many of our issues, we can only go so far before we need States to play their part. CANSO is working with ICAO through our participation in the ICAO Remotely Piloted Aircraft Systems Panel (RPASP) on standards and regulations; and developing best practice and training materials for air traffic controllers.

We want to avoid different States or regions creating a plethora of different requirements. We want to see a strong international regulatory framework to ensure the safe and efficient integration of RPAS into non-segregated airspace. This is best led by ICAO with strong input from CANSO and other industry partners.

Remote Towers

Remote towers are another innovative development that is changing the way we do things. For example, for the past few months, planes have been landing at Örnsköldsvik Airport in Sweden. But the airport has no operating control tower on site; flights are controlled by a remote tower located at Sundsvall, about 100 miles away.

By using remote towers, small and rural airports can be run efficiently without the investment in buildings and associated staffing levels. However, it is still early days for remote tower services and further work is needed to: develop common standards and training for ATCOs; develop contingency measures in case of hardware malfunction; and protect data from hacking or viruses. But remote towers will change the way the aviation industry operates and may just be a lifeline for smaller, less profitable airports.

Performance-based navigation

At the heart of Vision 2020 is our strategy to harmonise and standardise air traffic management globally so that planes can fly across invisible borders seamlessly.

Performance-based navigation (PBN) is the highest air navigation priority of the International Civil Aviation Organization (ICAO) and is an important element of the ICAO Aviation System Block Upgrades (ASBUs). Implementation of PBN is also a key Vision 2020 deliverable.

However, we all need to continue the job of explaining the benefits of PBN and ensuring not only that ANSPs are PBN capable but also that airlines fully accept PBN and ensure they have the appropriate avionics and their crews are trained.

CANSO will continue to play its part. We provide practical information on implementing PBN to States and ANSPs; we organise seminars and workshops; and we are launching today the CANSO *"Performance-Based Navigation Best Practice Guide for ANSPs"*.

The document provides practical guidance on PBN as it applies primarily to the terminal and approach environments. It highlights the need for a clear and concise set of design requirements, and focuses on the areas that ANSPs most commonly identified as areas of concern: knowledge, regulation, avionics equipage, resources, and training. It is intended to supplement, not replace, the excellent guidance material that is already provided by CANSO partner organisations—ICAO, IATA, and ACI.

I thank Tetra Tech AMT, Airways New Zealand, and NAV CANADA for their leadership in producing the Guide as well as the many other contributing CANSO Members. We can all be proud of a really excellent piece of work – well done.

FIR Boundary Crossings

A major impediment to harmonised and seamless airspace is the number of problems surrounding the crossing of flight information region (FIR) boundaries. At last year's conference we discussed this; ran a workshop to identify the impediments; and established the cross-committee workgroup. Since then some good work has been done. Out of some 20 issues, the workgroup is initially focusing on the problems surrounding different flight plans; and operations in mixed surveillance environments.

This is a good start but we still have much to do before we are in a position to initiate standard practices around the world. As I discussed earlier when I talked about disruptive technology, we need to be careful we are not overtaken by events. We must therefore continue to focus, not just on what we need to do to help ANSPs with current systems and procedures, but what else will be affecting us in future. I agree fully with the panel at World ATM Congress that we need to seize control of our own destiny by embracing these challenging technologies rather than allowing them to overtake us.

Environment

All of the operational efficiencies we make play an important role in reducing emissions from aviation. The environment is a big political issue for the aviation industry as a whole. In November, governments will meet in Paris for the UN climate talks (COP21) and next year

the ICAO Assembly will approve a climate change framework for aviation. For these events, the aviation industry must demonstrate to States that it has a comprehensive plan for tackling its emissions.

CANSO fully supports the cross-industry four-pillar environment strategy and we work with our industry partners through the Air Transport Action Group (ATAG), on whose Board I sit. But ATM is often invisible in the environment debate so we need to do more to talk about our environment activities. The reason for this is very clear: it is a great opportunity to promote the work we are doing with industry partners; and it is an opportunity for ATM to raise its profile with the general public.

In the lead-up to these watershed events, we must play our part. To this end we have contributed to various ATAG publications, lobbying activities and events where we have explained the role that ATM plays in reducing aviation emissions.

Over the next few months we are looking for ATM case studies on our efforts to cut emissions. These will be presented to governments at COP21 as part of an ATAG publication "*Aviation 100 Climate Solutions*". I hope and intend that we can submit at least ten good case studies with measurable emissions reductions. We need your help as CANSO Members to provide these case studies, so I shall be writing to all focal points shortly asking for submissions.

Measurement

Measuring performance is a critical part of what we do and helps improve efficiency. In December we published the CANSO "*Global Air Navigation Services Performance Report*" in conjunction with Helios. The detailed information in the report enables participating Members to study their own efficiency against that of other ANSPs and to identify opportunities for performance improvement. While participation is up on previous years I hope we can secure higher levels of participation for the next report. For the future we are investigating the inclusion of ATCO employment costs and ANS revenues.

Last week we launched another valuable measurement tool that will help ANSPs measure their operational performance. Up to now it has been difficult for ANSPs to measure their contribution to the aviation value chain and to separate out the ANSP key performance areas from the performance of the other stakeholders. But "*Recommended Key Performance Indicators for Measuring ANSP Operational Performance*" recommends the KPIs that best address what an ANSP can influence itself.

The document identifies twenty one KPIs spanning all phases of flights with KPIs for efficient use of capacity and efficient flight trajectories selected as priority indicators. The KPIs will significantly improve the alignment of global air traffic management (ATM) performance measurement. CANSO will help ANSPs implement their KPIs with workshops and focused guidance to help ANSPs create KPIs.

Both of these valuable measurement programmes lay the ground for operational improvements leading to improved efficiency and better service to our customers.

Conclusion

Today, I have touched on just some of the great work that the CANSO operations community is delivering. I feel we are doing a good job of ensuring that the global voice of ATM is heard loudly in the work we do with partners and States and we are adding significant value to our Members. And looking at the Vision 2020 Work Plan there is some impressive work and deliverables in the pipeline by the CANSO operations community that will help towards transforming global ATM performance.

I have also touched on some of the potential impacts of disruptive technologies and the rapid pace of change. While we are doing well in many respects, we must beware of a business-as-usual mentality; and we must avoid complacency. While we deliver on our commitments today, we must address the challenges of tomorrow.

The pace of change is accelerating and we need to step up to this challenge. I am discussing with Teri Bristol and Thomas Hoffman how best the CANSO Operations Standing Committee can ensure that our strategies and priorities address this challenging future while we continue to deliver on our many existing commitments.

So, please bear these comments in mind when discussing the key operational issues in ATM. I wish you all a successful conference and once again thank you all for your commitment and great work on behalf of CANSO and the ATM industry.