

Supporting
European
Aviation



PARTNERING
FOR OPERATIONAL EXCELLENCE



Main summary DAY 1 & DAY 2

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European
Aviation



NETWORK
MANAGER





- Societal impact of aviation industry;
- Pressure is not only on capacity/delay but also on environment. The urgency in ENV topics for aviation e.g.e decarbonisation, fuels, aircraft fleet, hybridisation, ANSPs/Airports ENV friendly...;
- Traffic stagnated at the end of 2019 but still insufficient capacity and results worse than 2017;
- AOs bankruptcy (GMI, Thomas Cook, etc.), 737 MAX (affecting, quite a number of flights and not easy to substitute...) and slower traffic growth predicted (is it an incentive for less work on major topics ?);
- In OPS - Airspace is still very much fragmented –ATC bottlenecks, staffing & capacity still major issues;
- Enhanced CDM process at network level is being worked (NDOP, NDTEC, NMB) - Actions at different timeframes, Summer 2020, 2021, 2024-25 horizon and longer;



- 2019 measures and initiatives provided some improvements to very bad expectations (delay reduced and improved volatility in a Summer with relatively low influence of weather and social actions);
- Balance staffing to protect 1st rotation and night curfews;
- Positive impact of eNM2019 measures. Volatility reduction. Network coordination supported by regional and bilateral coordination (eg. WX, etc) .ATCO rosters improving but still to be optimised for evenings/weekends. Overall less sectors than needed in 2020 according to current predictions (some due to new requirements on fatigue management);
- Enhanced Pre-tactical Plan – Bring together FMPs (sector configurations), AOs (anticipated FPLs/intentions, WX, Airports information) and aerodrome information already from 2020 if possible;
- Operational excellence. All together actions !!!! Nominate champions. Involvement of airports and airlines as well. Work in parallel in a 5-year plan;



- Technological improvements - Automation, Digital platforms, Artificial Intelligence and Machine Learning, Cybersecurity) for ALL partners that constitute the network. iNM on Eurocontrol side. Gradual deliveries from 2023-2024. Big programme in coming 10 years. Crucial for NMOC and for all stakeholders. Promote and speed B2B connections.
- File it, fly it still a trade-off discussion - Predictability versus flexibility in operations;
- Disruptions (Iran/Iraq situation, etc) can significantly and unexpectedly move traffic regionally but also in the Network.
- Airlines buffer wider time and additional airplanes with significant additional costs. It is not sustainable for long period;
- 2018 was significantly bad because it was a nervous year in the system for all (AO, airports, ANSPs, NM). It can have safety implications;
- EU261- brings additional complexity and is misused – we need to address and influence EU;
- Based on 2019, we need to look how better support AMS airport with surrounding ACCs. AMS significantly influenced for EDUU;



- Technology CPDLC, datalink issue 20 years. Becoming reality as of Feb 2020. Airlines made huge investment but some ANSPs have not kept pace;
- We need achievable results and expectations. Pragmatism and incremental steps to have scalability and achieve capacity. Next year we should avoid discussing same issues because we have not made progress;
- In 2020 no perfect pre-tactical, but we need to start working on it;
- In 2019 – we were Lucky on WX. We need to continue on WX, procedures and sharing info;
- AOs need flexibility – It can go both ways - Relax RAD measures or put more when required;
- Deploy SESAR solutions where stakeholders have been involved and the approach has been validated;
- For 2020 need to look and penalised flights with significant delays- 15 min, 15-30 min, 30-60min and beyond 60 minutes look in consistent way;
- Negotiations ongoing on rosters and collective agreement in many States;



- ANSPs working in multiple pillars – Human , Social, Technology, Airspace – but no easy solutions in short term;
- We need to work with EC on a harmonised approach to mitigating the strikes – minimum service and predictability;
- We need same interpretation of rules in all countries – e.g. more flexibility in Italy from NSA of moving and re-certifying ATCOs than in Spain
- Focus should be on passenger and his/her experience (from all stakeholders, AOs, airports, NM);
- Operational Excellence is supported by everyone – start with good and best practices and move towards standardisation and harmonisation;
- Let's move from Blame Game to Team Game ;
- Integration of Airports – rather than subordinate AOP to NOP;
- eNM work in combination with some luck (better WX and less industrial actions) – we need to take it further and OPS Excellence is the way forward;



- **Leadership Panel Main Take Aways:**
 - Punctuality
 - Collaborations and Plans
 - Communication
 - Environment and Capacity at the same time
 - Use lessons learned
 - Procedures reliable and flexible at European level
 - Investments and Human Capabilities