

# RAISING THE BAR: BUILDING “EUROCONTROL 2030”

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**Raúl Medina**  
**Director General**

As I start my tenure, I am very aware that EUROCONTROL today is a highly respected institution, at the heart of European aviation. For this achievement, I would like to thank my predecessor, Eamonn, and recognise the many successes of his time in office.

In the past two years, we have seen events move faster than the overall ability to control them: pandemic, war, economic crisis, and climate change. None of these challenges can be solved quickly or easily but a solution to any of them will require that we listen to one another and work together. It is paramount that we focus on our common interests, not on occasional differences, and that we reaffirm our commitment to build back better. This is what I see as the key to our success, and this is the work I want to carry out at EUROCONTROL.

My ambition for my mandate is to take European aviation to the next level, moving fully into the digital era, overcoming the challenge of efficiently managing traffic growth, including the current significant increase of military aviation activities, and taking a leading role in supporting the transition to green aviation. To achieve this, I will build on our excellent foundations, focus on deepening the cooperation with our Member States on both civil and military levels, as well as with the operational stakeholders and the European institutions.

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# Supporting Ukraine

Support to Ukraine, a EUROCONTROL Member State in distress following the unjustified aggression by Russia, is one of my highest priorities, and I will start with the implementation of the **solidarity package** agreed in November. EUROCONTROL, in close cooperation with the European Commission, will also support Ukraine with a sound recovery scheme. This scheme is already active. It will be further developed to support Ukraine and the Ukrainian aviation sector to be operationally ready when air traffic recovers. These initiatives will be contained in the **Yellow-Blue Roadmap**, our tool to coordinate and deliver our help to Ukraine.





# A reinforced Partnership

I want to ensure we have **strong and collaborative** relationships **with our Member States, European institutions, and operational stakeholders**. My approach will be based on ensuring an open and robust dialogue with each of them. This dialogue must exist on all levels across the Agency, with a view to understanding how best to deliver added value and address aviation needs.

EUROCONTROL should continue to be the **honest broker** for all our partners. A **reinforced partnership with the European Commission** will be fundamental as we work hand-in-hand to drive the evolution of the aviation sector.

EUROCONTROL will continue to have a **pan-European approach** with a clear focus on an efficient network and traffic flows and to develop a Single European Sky on a pan-European basis.

# A new 'Push': Fostering Technology & Digital Transformation

Technology and people are two key drivers for the EUROCONTROL of the future. The Agency has started the digital transformation journey with the launch of the **iNM and the Digital Platform**. Now is the time for us to deliver them **as planned**. iNM will be a pillar to achieve the Single European Sky. I will reinforce the structures needed to make these projects successful and will strengthen their monitoring. This will allow us to see where we are and where we are going. I will make this visible and transparent in the roadmap

**Network Transformation 2030.**



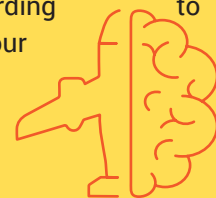
Summer 2023 will be complex on a network level, and a strong Network Manager will be instrumental to address the anticipated capacity challenges. EUROCONTROL is preparing next summer through **reinforced cooperation** with the Member States, the European Commission, airlines, ANSPs, the military and airports. The approach will be based on Cooperative Decision Making (CDM) to guarantee the maximum efficiency of the network and to respond to the demand to work closely together. Preparatory work is already well underway and the roadmap

**'Prepared for Summer 2023'** will encompass the full set of measures and actions to be carried out in the coming months.



**Aviation intelligence** will continue to be positioned as one of the **core services** of EUROCONTROL. Provision of data, and analysis of this data, is key for optimum delivery of many of our services and also supports the SES performance requirements. Our service offering will be developed further, with **new products and new tools**. These will be increasingly **tailormade** and **automated** according to the needs of the users, making our deliverables ever more fit for purpose. These activities will be developed in the new initiative

**Aviation Intelligence +.**



EUROCONTROL has the unique task to improve efficiency and flexibility in the use of airspace between **civil and military** users with a pan European approach. I believe this is paramount and is one of the important enablers to successfully achieve the goals of the Single European Sky, while equally **facilitating military mission effectiveness** and **adapting to the new present conditions**. Military traffic is currently three times above the past and this calls for much closer civil/military cooperation and smart solutions for the Single European Sky initiative. Without strong civil-military ATM coordination, the performance of the Network could be severely affected. EUROCONTROL will **further reinforce the cooperation** with NATO, and the EU in this field, and in particular with EDA, as well as ensuring a synchronised civil-military deployment of SESAR solutions.

Building on the experience and resources of the **EUROCONTROL Innovation Hub (EIH)** and expertise of the **EUROCONTROL Network Manager**, I intend to further promote **innovation** inside and outside the Agency. The EIH will become even more of a **welcoming space for all Member States and stakeholders**, strengthening its **customer-oriented approach** by delivering the innovation services needed by the whole pan-European aviation community. To that end, the Agency will elaborate a new innovation business plan: **Innov 2030**, positioning key topics such as ATM, UAM/U-space, High Altitude Operations (HAO), Artificial Intelligence and Sustainability as top priorities. I will also address the future location of the Hub. My ambition is to make the EIH the **centre of innovation for European aviation** with more customers and more projects, delivering increased added value and fully at the service of all our stakeholders.



The **CRCO** is a fundamental financial service the Agency provides to our Member States, airlines and ANSPs ensuring liquidity in the network. I intend to innovate in this area with **CRCO 2.0**, which will ensure that the CRCO is further integrated into operations, creating synergies, avoiding duplications and taking advantage of best-in-class technology and tools to provide an even better service and customer experience.

On **SESAR**, EUROCONTROL will continue to **support the S3JU and the SDM** with a strong determination to achieve the Single European Sky. Their move to EUROCONTROL HQ will

facilitate and strengthen the cooperation between all of us. In addition, I will **reinforce the link** between SESAR and the operational needs via a further integration with iNM and the digital platform. The Agency will strengthen its role in all research matters, addressing this at pan-European level.

**The Maastricht Upper Area Control Centre (MUAC)** ensures the safe, efficient, and expeditious flow of civil and military aircraft in the upper airspace (above 24,500 feet) of Belgium, the Netherlands, Luxembourg and North-West Germany. MUAC is an innovator in the industry and as such, a EUROCONTROL demonstration site for the performance and efficiencies achievable thanks to the deployment of cutting-edge technologies and operational concepts. In this role, MUAC has an enormously positive impact on ATM development in Europe. I will continue to **support the evolution and modernisation of MUAC, in full coordination** with the four States involved.

At the start of 2022, EUROCONTROL **Luxembourg** was rebranded as the EUROCONTROL Aviation Learning Centre (ALC). The aim is to **provide customers with a best-in-class** and unique learning experience. ALC's training activities in 2022 were a combination of face-to-face classroom courses, on-line courses, e-learning and webinars, making the digital transformation a tangible reality for our stakeholders. In the coming years, ALC **will further modernise** its tools, introducing new learning experiences to reach wider student audiences.

# Modernising our Approach to People

Behind everything the Agency is doing, there are **people** and everything starts from there. This is why we need a powerful **internal engagement** approach to ensure we can achieve the Agency's mission.

A key step in this journey will be to develop a comprehensive people and talent policy **All on Board** including coordinated plans

and actions to allow us to get the best from our people and ensure EUROCONTROL is fit for the future. This policy will cover **talent management, cultural change, recruitment strategy, gender balance, diversity approaches and internal communication.**



An honest **social dialogue** is key for a healthy organisation, and I intend to promote it and to relaunch it in a transparent and pragmatic manner.

**Modernising** the approach to people management and making the Agency fit for purpose, will be only possible if we develop and implement the Staff Reform in an effective manner. For this, we need not only a **culture change** programme but also a framework, that I will put in place, to guarantee a **proper implementation and monitoring** of the Reform.

To provide input to the Agency's modernisation, I will set up a **Gender Equality Advisory Group**, and an internal **Idea Generator Group** composed of dynamic and innovative staff to provide new and fresh ideas.





# Facing Reality: Tackling the Inflationary Gap & Improving Efficiency

EUROCONTROL needs to further strengthen its **cost-efficiency efforts** to face the inflationary gap and the challenges of the current economic situation.

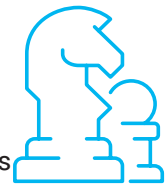


To that end, the Agency will develop a plan **Finance: fit for 2030** for submission to the SCF.

We also need to **identify gaps, duplications and unneeded services**, based on an analysis of what our Member States and stakeholders want us to deliver. The main objective is to ensure that EUROCONTROL delivers the

**best value for money** by maximising the efficiency of our Agency, notably by breaking down silos and avoiding duplications.

Identifying the appropriate structure and resourcing for the Agency will enhance the Agency's efficiency. To that end, **Plan2Lead**, a **people resources plan**, based on the priorities identified by our business needs, will be produced for the next five years. This will **identify all the resources** needed for EUROCONTROL to deliver on our core activities, and how to implement a robust and flexible structure in terms of talent, competencies and stable costs.



Another fundamental part of the **efficiency measures** will be addressing the cost of the **compensation of pensions** paid by the budget. A specific task force has been set up with the Member States and the Agency will provide new ideas and solutions to be discussed.

# Flying Green

The decarbonisation of the aviation sector has been underway for several decades but still, the **pressure to speed up decarbonisation** has never been so high. Our latest traffic forecasts show that demand is still increasing, making the transition to net zero emissions even more challenging. Different decarbonisation roadmaps have been published and the recent long-term aspirational goal (LTAG) adopted during ICAO Assembly 41 shows the commitment of the whole aviation ecosystem. EUROCONTROL aims to play a **central role** by developing a brand-new platform of green services, **FlyingGreen** to support ECAC Member States and operational stakeholders to decarbonise.



Besides the need to decarbonise, **other challenges** have also been identified. The recent inclusion of non-CO<sub>2</sub> into EU-ETS shows that climate optimised trajectories need to be further addressed. New entrants such as zero emission aircraft need to be integrated in our European network. The environmental footprint of the ATM infrastructure (e.g. CNS) needs to be optimised. Climate change financing, Sustainable Aviation Fuels and associated renewable energy, market-based measures such as ETS and CORSIA remain high on our agenda. The societal acceptance of a growing aviation sector also needs to be addressed. To this end, EUROCONTROL aims to provide even more studies, analysis, educational material, training, articles, and webinars targeting a broader audience.

Due to increased extreme weather conditions, understanding climate change impacts on our operations is also a **key priority**. The risks related to climate change need to be better assessed to mitigate or to adapt to those risks, and to avoid disruption of service. Together with our stakeholders, EUROCONTROL will further develop guidance and recommendations for climate change adaptation.

Ultimately, EUROCONTROL will further develop its **Corporate Social Responsibility (CSR)** strategy by developing ESG guidance and reporting, by decreasing the carbon footprint of its infrastructure and operations.

To address these challenges, EUROCONTROL will use its operational and technical expertise, working transversally inside the Agency, and will **support** the European Commission, ECAC Member States and the stakeholders **to decarbonise** aviation both **through specific initiatives** and through the **Network Manager** with the optimisation of flight profiles, airspace design and relaxation of measures with fewer flight restrictions.

# Continue Building the House of European Aviation & International Engagement

EUROCONTROL will continue on the path to become the **House of European Aviation**: already the PETSCO (PRB support) and the SDM are under the same roof and the S3JU will join in February 2023. In addition, in its HQ, EUROCONTROL hosts several European and International Organisations and bodies, including the EASA & EUROCONTROL Technical and Coordination Office in Brussels, CANSO, airline associations and aviation staff associations as well as the UK Technical Cooperation Office.

I will continue to support this approach, **in close cooperation with the European Commission**, and will look to partner with stakeholder organisations when organising **meaningful meetings and events** on key aviation topics such as High-Altitude Operations, virtualisation, cybersecurity and sustainability.

In the course of 2023, I plan to **celebrate** a number of achievements with all the aviation

community, notably the **opening of the new NM Operations building** and **the 60th Anniversary of the Organisation**.

EUROCONTROL will keep working at **international level** to strengthen our relationship with key partners globally, like ICAO, to ensure full synchronisation and alignment. In close cooperation with the European Union, I will focus on the opportunity to **associate new countries** to EUROCONTROL with **Comprehensive Agreements** and will promote further collaboration with other countries of interest. In this regard, I will be an **ambassador for European industry** and will strengthen the support the Agency provides to our industry in countries beyond the Organisation's borders.

EUROCONTROL will also continue to be the **heart of aviation crisis management** and will support our **Member States and stakeholders** on future crises and other unexpected situations.

## Working together

I have high ambitions for what we can achieve together over the coming five years. Working as a team, with transparency and respect is central to my philosophy. I believe that based on a solid programme, shared and understood by all, we will be able to face the many challenges ahead, raise the bar, and together take European aviation to the next level.



EUROCONTROL

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