



*International Civil Aviation Organization*

**CNS/MET SG/7 and CNS/ATM IC SG/10**

Bangkok, Thailand, 15 – 21 July 2003

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**Agenda Item 15:        Review and update the ASIA/PAC Regional Plan for the CNS/ATM systems**

**THE AUSTRALIAN AIR TRAFFIC MANAGEMENT  
STRATEGIC PLANNING FRAMEWORK**

(Presented by Australia)

**SUMMARY**

This paper outlines the collaborative framework established by Australia for the ATM Strategic Planning process. It highlights the benefits of using such a methodology for the future development of ATM within the Region.

**1.        INTRODUCTION**

1.1            The Australian ATM Strategic Plan [hereafter referred to as ‘the Plan’] was developed through a cooperative planning approach that involved a cross section of Government and aviation industry organisations that have a stake in the future of Australia’s ATM system. In developing the Plan, stakeholders have worked together through several working groups to prepare the first & soon to be released second edition of the Plan. This paper presents an overview of the process used in Australia, and proposes that these processes be adapted, and adopted, for use in the Asia Pacific region, in support of the Global Operational Concept Document, the Global Plan, and the ICAO global and regional planning processes.

**2.        BACKGROUND**

2.1            The need for the Plan grew both from the pragmatic recognition of the current ad-hoc nature of CNS implementation and ATM enhancement – both regionally and globally - and from a recognition of the potential significant benefits of a cooperative approach to future investments in ATM systems by airspace users (in terms of airborne equipment) and service providers (in terms of ground based infrastructure and systems). Furthermore, there was a growing appreciation that air traffic management covers all aircraft operations from the time a flight is planned through to time the aircraft parks at the destination airport – not simply that component currently managed by the Air Traffic Service Provider. The development of new air traffic management systems also has safety regulatory implications. Hence the need to engage broad representation from aircraft and airport operators and the aviation safety regulator in the strategic planning process.

2.2            As part of the ongoing process and the continued collaborative approach to planning, Australia has also developed a Target Operational Concept which describes an ideal future vision of Air Traffic Management. It presents a concept of how this advanced system will operate in terms of operational practice, need and outcome, and attempts to remain independent of enabling technologies and applications. The future concept, in articulating an ideal, also represents a target towards which the current system will aspire, and forms a basis for the design and development of transitional strategies and migratory planning.

### 3. THE PLAN

3.1 The Australian ATM stakeholders realised that no one single organisation can give effect to the level of coordination required to achieve the “ideal future” of ATM. Instead, a “round table” of key stakeholders needed to be created, each participating on a “strategic partnership” basis, each understanding that their participation is purely in the interests of harmonisation and effective use of available resource.

3.2 Such a round table forum had the potential to become unwieldy, and might soon have degenerated simply because of the internal vested interests of each stakeholder. The key was to “want to participate” and eventually then to “need to participate”. It required strong leadership from all stakeholder organisations, and a commitment by the most senior management in each of those organisations to the process.

3.3 A forum of 100 people would not work, though many 1000’s of people will be involved in developing implementation strategies. What was proposed was a national ATM Executive Steering Committee, comprising the most senior managers from significant representative organisations. No single organisation permanently chairs the forum – and no single organisation – except for provision of secretariat support – “owns” the process. The Australian forum meets on a yearly basis, though facility exists to meet more regularly if required.

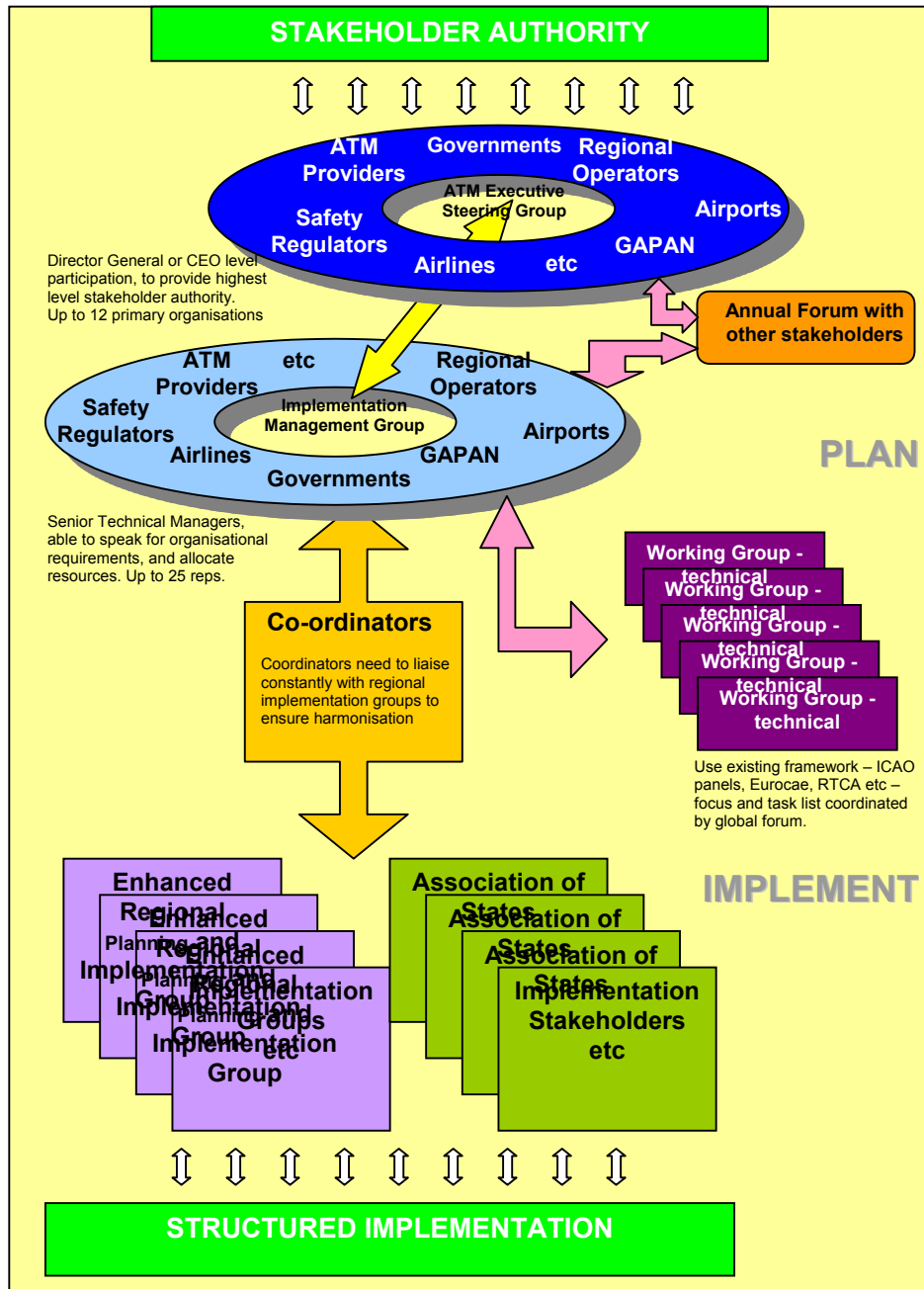
3.4 At a working level, a working group forum meets on a more regular basis, to develop and manage the implementation strategies. This working level forum engages senior technical specialists, empowered by their organisations, in the development and implementation oversight for the future ATM environment. A key to success is not to create a set of parallel processes.

3.5 The diagram on the next page outlines the planning and implementation framework proposed. As indicated previously, the intent is to maintain existing organisational structures, where possible, but re-focus terms of reference, and tasking, to align with global implementation strategy.

3.6 It is important to understand that the steering committee is NOT a decision making body – rather, it is a body of decision makers. That is, the representatives empower ATM implementation by agreeing key strategies, and then facilitating the implementation of those strategies within their own organisation. This is a new and challenging concept.

3.7 The success of the framework is critically dependent on highest level executive management commitment from all key stakeholders. The strategic management framework consists of:

- a strategic management process and methodology;
- senior representatives of ATM stakeholder organisations;
- an ATM Strategic Management Group to provide broad guidance, direction and coordinate resources for ATM strategic management activities; and
- an ATM Strategic Planning Forum.



3.8

An effective strategic management framework will ensure there is:

- broad agreement by stakeholders on the major ATM service delivery issues including cost and charges;
- broad agreement on the investment priorities to address ATM capability gaps;
- development of sustainable safety and business cases to support optimum ATM investment decisions;
- simultaneous and integrated planning, development and implementation effort by all relevant ATM stakeholders, under agreed contractual arrangements, if required, to ensure the timely delivery of ATM improvements;
- collaboration and alignment on ATM strategic planning, financing and implementation within each stakeholder organisation; and
- innovative ATM planning and implementation, consistent with a broad and on-going commitment to ICAO.

3.8 Recognition of the interdependencies in the planning process required to shape the future development of the ATM system encourages key stakeholders to seek the establishment of a more collaborative ATM planning and project implementation framework.

3.9 The ATM strategic management framework has been structured such that there is a core component of the key ATM stakeholders (the Australian ATM Strategic Management Group - ASTRA) and a support component that facilitates broader communications with other ATM stakeholders. ASTRA is responsible for the following:

- development of the Target ATM Operational Concept;
- identification and analysis of the gaps between the current system and the Target ATM Operational Concept to determine the required changes in ATM services and service levels;
- refinement of key ATM strategies;
- analysis of ATM strategies and the subsequent identification and development of ATM capability options for existing and future ATM services and support functions;
- management of the Australian ATM Strategic Plan, including regular review and update;
- development of proposals for major ATM investment and R&D projects, including project business cases;
- monitoring and reporting on the progress of ATM implementation projects;
- provision of specialist knowledge to ATM stakeholder executives and business centres, and project teams;
- initial identification of financial resource requirements for ATM project implementation;
- establishment of an ATM information network; and
- facilitation of the Australian ATM Strategic Planning Forum.

3.10 The major benefit of adapting and adopting the ATM strategic management framework for the development of a regional ATM Strategic Plan, is that it will facilitate a systematic and collaborative approach by all ATM stakeholders to ATM planning and implementation within the region. The purpose of the ATM strategic management framework is to ensure that:

- there is simultaneous and integrated ATM planning, development and implementation effort by all relevant ATM stakeholders, under agreed contractual arrangements, if required, to ensure the timely delivery of ATM services and the achievement of ATM system goals;
- there is broad agreement on the ATM investment priorities to address ATM capability gaps;
- there is broad agreement by stakeholders on the major ATM service delivery issues, including cost and charges;
- sustainable safety and business cases are developed to support optimum ATM investment and implementation decisions;
- there is trans-business/trans-program functional collaboration and alignment on ATM strategic planning, financing and implementation within each stakeholder organisation; and
- ATM planning and implementation in the various Regions and States is innovative and consistent with their on-going commitment to ICAO.

#### **4. RECOMMENDATION**

4.1 It is recommended that APANPIRG:

- a) adopt the Australian ATM Strategic Planning Framework in principle as a mechanism for future ATM planning within the Region; and
- b) establish a task force aimed at developing a Regional ATM Strategic Plan, similar in format to that developed by Australia, and aimed at alignment with the intent of the ICAO Global Operational Concept and the ICAO Global Plan.

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