



## WORKING PAPER

### THIRTEENTH AIR NAVIGATION CONFERENCE

Montréal, Canada, 9 to 19 October 2018

#### COMMITTEE A

**Agenda Item 3: Enhancing the global air navigation system**  
**3.5: Other ATM issues**

#### AIR NAVIGATION SERVICES BUSINESS CONTINUITY FRAMEWORK

(Presented by the United Arab Emirates)

##### EXECUTIVE SUMMARY

This paper presents the importance of establishing the air navigation services business continuity framework to work hand in hand with the currently available guidance prescribed in the *Procedures for Air Navigation Services – Air Traffic Management* (PANS-ATM, Doc 4444) reference contingency plans which air navigation services providers (ANSPs) need to have in place.

There are different business continuity management (BCM) standards and best practices within different domains within the aviation community which should be looked at to increase resilience especially during long term disruptions

**Action:** The Conference is invited to agree to the recommendations in paragraph 3.1.

#### 1. INTRODUCTION

1.1 Business continuity management (BCM) has been identified by various States, organizations and entities within and outside the domain of aviation in order to increase resilience and protect the business through a well-defined framework by having a complete and independent system which not only identifies but puts in place the right measures for all types of risks while considering the risk appetite of the organization within a State.

1.2 There is globally established ISO Standard related to BCM, ISO 22301. In addition some States published national standards such as:

- a) the British Standard BS 25999 that was withdrawn in 2012 when it was (in effect) replaced by ISO 22301;
- b) Standards Australia introduced their Standard AS/NZS 5050 that connects far more closely with traditional risk management practices. This interpretation is designed to be used in conjunction with AS/NZS 31000 covering risk management; and
- c) within the United Arab Emirates (UAE) there is a Business Continuity Management Standard to build an organization's capability to continue functioning and delivering

its prioritized activities when its operations are disrupted due to emergencies or crises, which has been mandated for both the government and private Sectors while focusing on increasing United Arab Emirates' resilience as a State.

## 2. DISCUSSION

2.2 A business continuity management system (BCMS) is a part of the overall risk management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity within the organization. The process of establishing the BCM starts with identifying business needs, carrying out current assessment to determine risks, developing recovery strategies and creating business continuity plans for mitigating such risks and resumption of critical services.

2.2 Continuity and contingency planning is about being prepared for all types of disruptions, e.g. equipment failures, safety emergencies, natural disaster, nuclear crisis, security crisis, strikes or losing supplier – and being able to be recover quickly back on your feet. A business continuity plan (BCP) pinpoints the most important parts of main processes, identifies potential risks to these critical pieces and assures continuance of the business. Contingency planning is only a part of continuity planning — it means having a backup if original plan no longer works.

2.3 EUROCONTROL has published “EUROCONTROL Guidelines for Contingency Planning of Air Navigation Services (including service continuity)”. There are no specific requirement for BCM. However, the guidance for service continuity appears to be similar to BCM.

2.4 Airports Council International (ACI) has published the “ACI Policy Handbook” 9th Edition from 2018 that contains statement that airports should implement a BCM approach that comprises preventive measures, contingency measures and business recovery measures.

2.5 In accordance with national requirements and in order to increase resilience, the United Arab Emirates General Civil Aviation Authority has launched a comprehensive project to establish and implement a business continuity management system that includes ANSP.

2.6 In order to achieve harmonization related to BCM within domain of ANSP, the need of a generic BCMS framework for ANSPs that will address comprehensive framework of civil aviation and specific role of ANSPs, may be considered bearing in mind the following:

- a) BCM has the most comprehensive approach on all impacts such as: safety process impact, operational impact, legal impact, financial impact, reputational impact and security impact;
- b) it is not possible to foresee every conceivable type of ANSP emergency, not only air traffic services (ATS) emergency, but also: communications, navigation, and surveillance (CNS) emergency, aeronautical information service (AIS) emergency or emergency that could be effected at the same time more than two service providers;
- c) therefore, our planning should focus on the possible impact to the ANSP's processes, systems and staff, from different events, since these could have a similar impact on ANSP operations. It is important that the BCM plans are built in collaboration with airports and airspace users.

3. **CONCLUSION**

3.1 The Conference is invited to agree on the following recommendations:

That the Conference:

- a) request ICAO to consider the need for appropriate guidance material for air navigation services provider (ANSP) business continuity management (BCM) in order to define a globally harmonized approach; and
- b) encourage States/ANSPs to further develop ANSP BCM plans in collaboration with relevant customers and stakeholders.

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