



AVISTRAT-CH

Airspace and Aviation Infrastructure Strategy of Switzerland



**Completion of implementation planning phase and initiation
of implementation phase**

Publication details

Published by:

Federal Office of Civil Aviation FOCA

Title page design:

Zense GmbH

Source in digital form

www.bazl.admin.ch

09.10.2023

Table of contents

1	Background to implementation phase	4
2	Key findings from implementation planning phase.....	4
2.1	Strategy paper	4
2.2	Framework conditions	4
2.3	Priorities.....	4
3	Initiation of implementation phase	5
3.1	Strategic Focus Area 1: 'Design of the airport system in Switzerland' (industry)	5
3.2	Strategic Focus Area 2: 'Improving the structure and management of the airspace' (FOCA)	5
3.3	Underlying initiatives.....	7
4	Organisation and stakeholder management	8
4.1	Programme client	8
4.2	Programme director	8
4.3	Programme manager.....	8
4.4	Advisory Board	8
4.5	Project management and lead sections	8
4.6	Stakeholder management	9
	Annex 1: Overview of initiatives	10

AVISTRAT-CH

1 Background to implementation phase

In mid-2016, DETEC gave the FOCA the mandate to reorganise Swiss airspace and its aviation infrastructure (i.e. air navigation infrastructure and aerodromes). To this end, the FOCA set up a programme called the Airspace and Aviation Infrastructure Strategy of Switzerland or AVISTRAT-CH for short. The programme aims to reduce the risks associated with using Swiss airspace and to ensure this limited resource is deployed efficiently, with as much regard for the environment as possible.

In spring 2022, the FOCA published the AVISTRAT-CH strategy report.¹ This is the product of a collaborative strategy development process between government authorities and key stakeholders in the Swiss aviation sector. Following the successful completion of the Vision and Strategy milestones, the AVISTRAT-CH programme is now entering the implementation phase. The FOCA used the one-year implementation planning phase to set the framework conditions and priorities for initiating the implementation phase, which are presented in this report.

2 Key findings from implementation planning phase

The implementation planning phase was used for preparatory work on the strategy paper and to establish the framework conditions and priorities for initiating the implementation phase. The following key findings emerged from this:

2.1 Strategy paper

Some elements of the strategy paper are at a more advanced stage than others. Specific targets and procedures have been set out for a number of initiatives, while others have not yet fully taken shape. A number of clarifications will likely be required in the future to allocate project-level targets. Depending on the nature and importance of these changes, they will be submitted to the FOCA Steering Committee and, if necessary, discussed in the AVISTRAT Advisory Board.

2.2 Framework conditions

The project's long-term, non-hierarchical structure helped bring the vision and strategy phase to a successful conclusion. However, this feature will likely prove more of a hindrance during the implementation phase. The transfer of implementation tasks into the hierarchical structure will call for greater involvement, visibility and steering from the entire FOCA hierarchy with regard to AVISTRAT activities, while also requiring the establishment of initiative-specific matrix teams. This will necessitate adjustments in role allocation and governance.

2.3 Priorities

Due to the varying importance of its individual components and the limited resources available, the implementation phase will be carried out in a prioritised and targeted manner. The most urgent activities for the two focus areas will be launched first. Supporting initiatives will be implemented on an ad-hoc basis. Initiatives already under way will be adjusted to the target and integrated into ongoing reporting.

¹[Airspace and Aviation Infrastructure Strategy of Switzerland \(24.05.2022\)](#)

3 Initiation of implementation phase

3.1 Strategic Focus Area 1: 'Design of the airport system in Switzerland' (industry)

The industry's goal with this objective is to create an optimised, coordinated Swiss airport system. This will adopt a future-oriented approach to user needs, consider the national airports (i.e. with regard to displacement), target a reduction of ground traffic to reduce airspace violations and create the basis for sustainable operations.

The following activities will take place in the second half of 2023:

- Priority 1: The Swiss Aerodromes Association (SAA) will take the lead on implementing strategic initiative SI-1-1², with the FOCA providing support on activities. As per the strategy paper, the three phases to implementing the initiative are: analysis of the current status, concept creation, realisation. For the first phase, three measures will be pursued until Q1/2024:
 - Updating the data set on existing infrastructures
 - Developing principles on operations/incidents and possible uses
 - Conducting a survey on the vision and motivation to change of aerodromes
- Priority 2: For the planning of strategic initiatives SI-1-2³, SI-1-3⁴ and SI-1-4⁵, the FOCA will coordinate with affected institutions in the industry by the end of Q1/2024 to determine the exact procedure.

3.2 Strategic Focus Area 2: 'Improving the structure and management of the airspace' (FOCA)

The goal of this focus area is to create an airspace and rules of use that are aligned with socio-political requirements and can be quickly and flexibly adapted to the changing requirements of users. The results of Strategic Focus Area 1 will be taken into account. Appropriate technologies will be used to ensure the airspace is managed in a targeted manner.

The following key activities will take place from the second half of 2023:

- Priority 1: Deciding which services should be used to optimise airspace use in the future and which technologies can be deployed to achieve this will be a key aspect of this focus area. The FOCA Steering Committee assigned this responsibility to an internal working group in July 2023 as part of Strategic Initiative SI-2-1.⁶ The working group liaises with Skyguide, the industry and the EASA. The group will develop principles by Q2/2024, which will then form the basis of a policy decision.
- Priority 2: By the end of the year, ongoing activities in the airspace section will be coordinated with related AVISTRAT initiatives as part of an internal FOCA process, taking into account their alignment, dependencies and priorities.

² SI-1-1: Coordinated development and use of the airport system

³ SI-1-2: Development and use of national airports to meet users' needs

⁴ SI-1-3: Sustainable development of Swiss airports

⁵ SI-1-4: Increased intermodality at the national airports

⁶ SI-2-1: Targeted development of the airspace

3.3 Underlying initiatives

The following key activities will take place from the second half of 2023:

- Priority 1: By the end of the year, discussions will be held with all lead sections, the first interim reports will be produced, and programme monitoring will be integrated. The programme management team will create an agile, high-level, overall project plan.
- Priority 2: As part of the following underlying initiatives, specific tasks with high relevance to AVISTRAT are already taking place independently of the launch of the implementation phase, and will be aligned with the AVISTRAT goals:
 - UI-1 Establishing an integrated safety and security culture: *Activities for anchoring a just culture within the Swiss legal system*
 - UI-3 Minimum safety requirements in the Swiss aviation system: *Activities for determining risk criteria*
 - UI-4 Protecting the integrity of the Swiss aviation system: *Activities for developing cyber competencies*
 - UI-6 Coordinated national mobility planning: *Participation in multimodal mobility (MMM)*
 - UI-7 CIV-MIL integration: *Cooperation on implementing new MAA ordinances*
 - UI-9 International cooperation in the field of policy and rulemaking: *Representation in international working groups with a focus on ICAO and EASA*
 - UI-10 Sustainable fuels and technologies: *Publication of SAF strategy in December 2022, implementation as part of revision of the CO₂ Act for the period after 2024*
 - UI-11 Targeted funding for innovation and research: *Increased support for new technologies with the new SFLV multi-year programme*
 - UI-12 Safeguarding training in Switzerland: *Dialogue on existing structures*
 - UI-13 Guidelines on data sharing, management and protection: *Cyber security oversight*
 - UI-15 Guidelines for airspace services in the U-Space: *Implementation of EASA regulations*
 - UI-16 Targets for regulating innovative aviation technologies: *Active involvement in the relevant specialist groups for development of corresponding EASA regulation*
- Priority 3: The following underlying initiatives will be analysed in consultation with the lead sections and launched as required during the implementation phase, with the timeframes to be determined:
 - UI-2 Risk-based action in the field of safety
 - UI-5 Amending the political guidelines
 - UI-8 International coordination of Swiss regulations
 - UI-14 Designing the infrastructure for unmanned aviation

4 Organisation and stakeholder management

Targeted organisational adjustments will be made as the programme moves into the implementation phase:

4.1 Programme client

The Director General of the FOCA takes on the role of the client.

4.2 Programme director

Responsible for strategic programme management and acts as a link connecting the industry's executive level with the steering committees and FOCA management.

4.3 Programme manager

Responsible for tactical and operational programme management and acts as an interface between the internal and external operational programme organisation.

4.4 Advisory Board

Industry and federal exchange body for the client and programme director. Consists of members of the previous project committee (Skyguide, sector representatives of national airports, sector representatives of scheduled flight operators, the Military Aviation Authority, GASCO, GS-DDPS and GS-DETEC) as well as the Air Force and the SAA.

4.5 Project management and lead sections

Project management groups (industry or FOCA-led) and lead sections (FOCA-led) will be nominated to implement and supervise the initiatives. In the FOCA, this work will take place within the established organisational hierarchy.

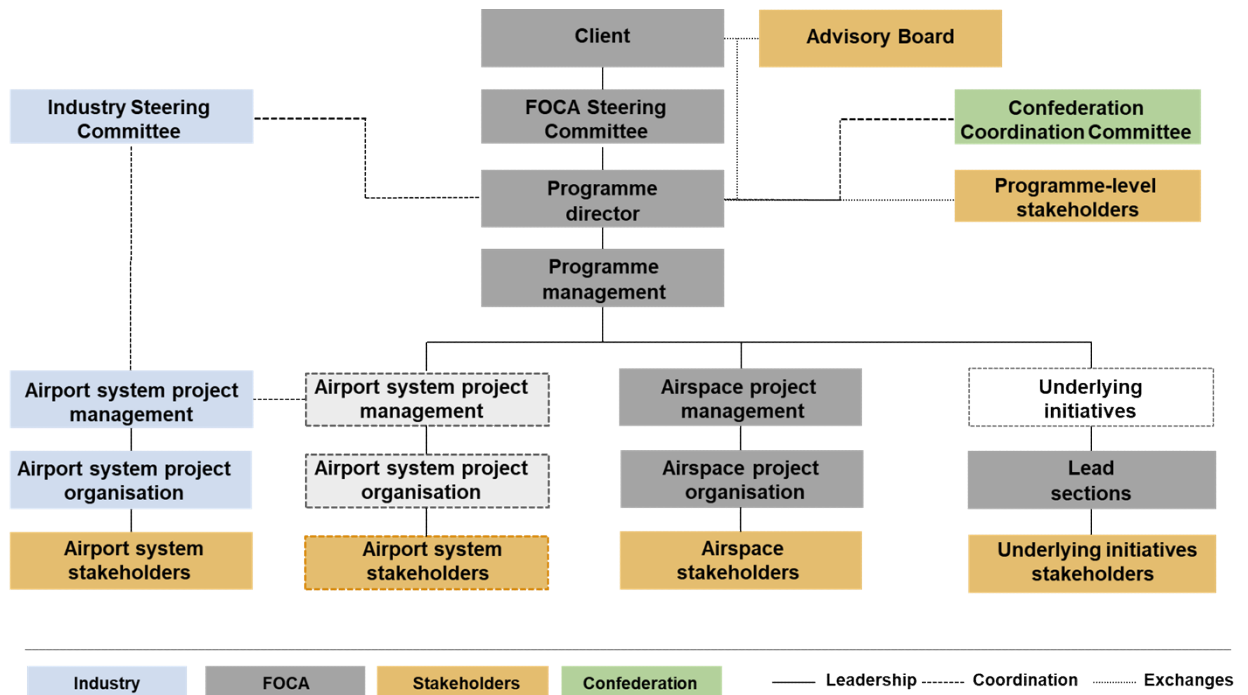


Figure 1: External programme organisation (implementation phase), updated 1.9.2023

4.6 Stakeholder management

In future, stakeholder management will be carried out on three levels:

1. Higher-level programme-related stakeholder management is carried out by the programme director, who provides guidance on the main approaches and the status of implementation, raises issues and reviews the concerns of other parties. The usual channels for this are the AVISTRAT Advisory Board, the industry and Confederation steering committees, and existing industry forums (e.g. Swiss Aviation Day).
2. Project-specific stakeholder management is carried out by the project management for focus areas 1 (industry) and 2 (FOCA), who will establish their own channels and coordinate with the programme management.
3. Initiative-specific stakeholder management is carried out by the lead sections, who will use existing channels/processes and update programme management.

The organisation may need to undergo situational adjustments in future to maintain the agility required to implement the programme.

Annex 1: Overview of initiatives

Initiative	Title
SFA 1	Strategic Focus Area 1 – Design of the airport system in Switzerland
SI-1-1	Coordinated development and use of the airport system
SI-1-2	Development and use of the national airports to meet users' needs
SI-1-3	Sustainable development of Swiss airports
SI-1-4	Increased intermodality at the national airports
SFA 2	Strategic Focus Area 2 – Improving the structure and management of the airspace
SI-2-1	Targeted development of the airspace
SI-2-2	Principles of route design
SI-2-3	Dynamic management of the airspace
SI-2-4	Access to the airspace using equipment
SI-2-5	Staggered implementation of airspace initiatives
UI	Underlying initiatives
UI-1	Establishing an integrated safety and security culture
UI-2	Risk-based action in the field of safety
UI-3	Minimum safety requirements in the Swiss aviation system
UI-4	Protecting the integrity of the Swiss aviation system
UI-5	Amending the political guidelines
UI-6	Coordinated national mobility planning
UI-7	CIV-MIL integration
UI-8	International coordination of Swiss regulations
UI-9	International cooperation in the field of policy and rulemaking
UI-10	Sustainable fuels and technologies
UI-11	Targeted funding for innovation and research
UI-12	Safeguarding training in Switzerland
UI-13	Guidelines on data sharing, management and protection
UI-14	Designing the infrastructure for unmanned aviation
UI-15	Guidelines for airspace services in the U-Space
UI-16	Targets for regulating innovative aviation technologies