



NEFAB Programme Annual Report 2015  
Section 1 NEFAB Programme

Version 1.0

## Document revision history

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# 1. INTRODUCTION

## 1.1. This document

This document summarizes the NEFAB ANSP Programme activities in 2015. The document is divided in two sections:

- ▲ Section 1: NEFAB Programme
- ▲ Section 2: Financial

Section 1 is intended for general publicity to ensure transparency about NEFAB Programme activities for all NEFAB stakeholders. Section 2 is intended for ANSPs internal use.

## 2. Objectives and organisation

### 2.1. NEFAB Objectives

NEFAB is one of nine functional airspace blocks in Europe established in December 2012 in response to the EU's Single European Sky initiative.

The objective of NEFAB is to achieve optimal performance in the areas relating to safety, environmental sustainability, capacity, cost-efficiency, flight efficiency and military mission effectiveness, by the design of airspace and the organization of air traffic management in the airspace concerned regardless of existing boundaries.

### 2.2. NEFAB ANSP Programme and its organisation

NEFAB ANSP Programme is based on the Cooperation Agreement signed by the air navigation service providers (ANSPs) of the NEFAB states, AVINOR (Norway), EANS (Estonia), FINAVIA (Finland) and LGS (Latvia).

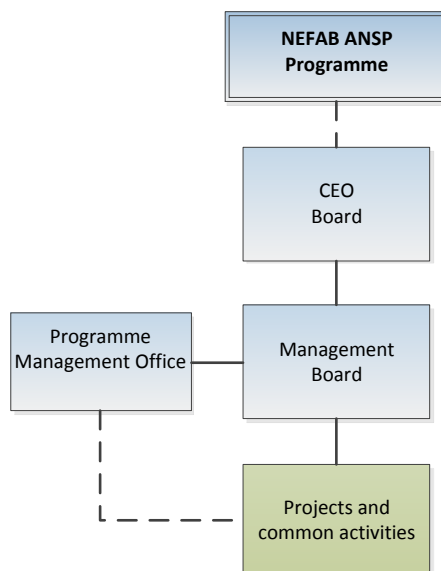
The ANSPs are autonomous service providers, with own responsibilities and accountabilities to the respective states and owners. The Programme is responsible for the planning and execution of common activities, including business planning, budget and cost management, project initiation and execution and communication. The Programme is resourced by the NEFAB ANSPs. The scope of cooperation between the NEFAB ANSPs is to develop and implement decided projects based on identified improvement initiatives in the following areas:

- ▲ Airspace
- ▲ ATS Provision
- ▲ Business development (e.g. common Services and Products)

The ANSP collaborate in developing concepts, design, cost-benefit and risk analysis for the implementation of agreed initiatives that are implemented at ANSP level.

The NEFAB Programme structure is designed to govern, run and manage the programme and joint project activities at FAB level. The Programme is organised on several levels to ensure strategic and tactical decisions and daily management:

- NEFAB ANSP CEO Board
- NEFAB Programme Management Board
- NEFAB Programme Management Office



**Figure 1: NEFAB ANSP Programme structure**

**NEFAB ANSP CEO Board** is the ultimate and strategic decision making body for the NEFAB ANSP cooperation. It is composed of the Chief Executives of the NEFAB air navigation service providers. The CEO Board shall provide scope decisions for the strategic, business and financial developments and act as a link ensuring anchoring of strategic cooperation and communication with NEFAB key stakeholders and strategic partners.

**NEFAB Management Board** is the supervisory body for the performance and execution of the Business Plan, accompanied by a detailed plan of activities. It is composed of senior executive representatives from the Air Navigation Service Providers. Management Board executes tactical decisions and guidance, supervises the progress of the NEFAB Programme and provides decisions related to NEFAB projects and their execution.

**NEFAB Programme Management Office (PMO)** manages the NEFAB Programme and supports the air navigation service providers and states to reach the NEFAB objectives and performance targets, including information exchange and stakeholder engagement. The NEFAB Programme Office is facilitating the Programme and supporting the projects managing the budget, resources, costs, risks and issues.

In 2015 the PMO was staffed with three full-time positions: PMO Manager, PMO Coordinator and Business Planner/Communication Manager.

### 2.3. Common projects and support functions

Business Development Areas (BDAs) were a part of the NEFAB organisation structure, established to support the NEFAB Programme in identification and coordination of common activities. The BDAs did not function as intended, hence the CEOB decided in April 2015 to

reinforce the business angle of the NEFAB Programme, and organize the former Business Development Areas (BDAs) activities as projects with clear responsibilities and deliverables.

The Safety BDA was restructured to the Safety Support Function to act as enabler supporting the operational changes related to the implementation of FRA; the rest of BDAs were discontinued.

Support functions are those joint NEFAB activities required for contributing to the implementation of the agreed targets and activities. Support functions are decided by the NEFAB Management Board on a case by case basis, and terms of reference (ToR) shall be described.

## 3. Strategies and Business plans

### 3.1. NEFAB ANSP Strategies

NEFAB ANSP Strategies are developed and reviewed annually involving all ANSPs at CEO and MB level.

In 2015 the planning cycle was initiated by the MB workshop in January, giving inputs to the CEO Strategy workshop held on 23-24 April. The outcome has been incorporated to the NEFAB Programme business planning and reflected in the Programme's 5 year Business Plan, with defined strategic target areas for 2016 - 2020:

- ▲ Exploitation of business opportunities
- ▲ Operational efficiency
- ▲ Robust NEFAB structure

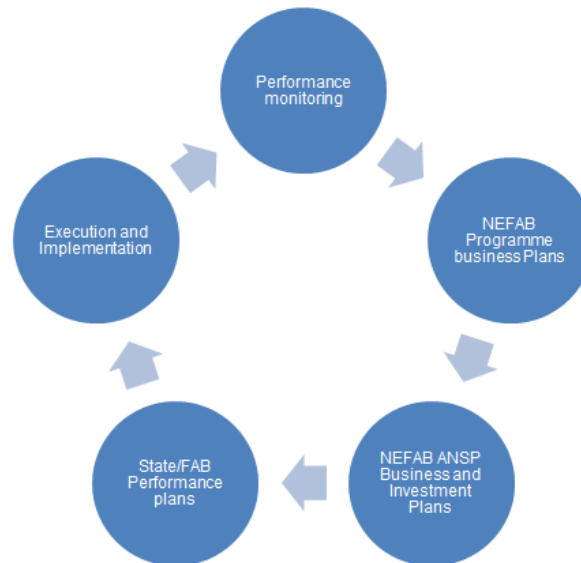
### 3.2. Business plans

#### 3.2.1. General

The NEFAB Programme annually updates 5 year Business Plan and develops Annual Business Plan for the coming year. Business planning is done in order to develop and maintain NEFAB Programme Strategies and common activities and fulfilling the intentions of establishing NEFAB.

Improved cost efficiency is one of the key objectives in the NEFAB Programme and rationale for establishing Functional Airspace Block in accordance with the requirements of the Single European Sky legislation.

The NEFAB Business Plans form basis for ANSP business and investment plans, and finally input to the FAB performance plan.



**Figure 2: The Business Planning cycle**

### 3.2.2. Annual plan 2015

The annual plan 2015 translates the strategies contained in 5 year business plan into concrete actions and is used by the NEFAB Management Board and the Programme Office to follow up NEFAB projects and activities. These activities are derived from separate plans (e.g. NEFAB Network Plan), mainly focused on the implementation of the NEFAB Target Concept 2015 Project and NEFRA Phase 1.

The activities in the annual plan were divided in main areas with description of milestones and deliverables:

- ▲ NEFAB Target Concept 2015 implementation coordination
- ▲ NEFAB Target Concept 2020+ initiation
- ▲ Harmonisation of Safety Management Systems (SMS)
- ▲ Project and activities stemming from the Business Development Areas
- ▲ NEFAB Programme Management Office

During 2015 NEFAB ANSPs focused on the implementation of Free Route Airspace and relevant actions stemming from the NEFAB Network Plan.

The activities are described in more detail in the following chapter 4 'Programme activities 2015' and in chapter 6 'Stakeholders and Communication' .

## 4. Programme activities 2015

### 4.1. NEFAB TC and Free Route Airspace

The main delivery in 2015 was the NEFAB Target Concept Network Plan implementation on 12 November. The Target Concept development was a common project activity that was transferred to the ANSPs for implementation. In 2015 the main Programme activity was

monitoring and coordinating the ANSPs implementation projects fulfilling the defined operational requirements in the NEFAB Network Plan.

The implementation activities were performed by ANSPs individually, including validations (Fast Time and Real Time Simulations), upgrade of ATM systems, publication and training, and NSA approvals of changes coordinated between the ANSPs and the State National Supervisory Authorities.

The Network Plan is composed of several elements being implemented in order to maximize operational flexibility and benefits for the airspace users by introducing free route airspace (FRA) across the four NEFAB States with common rules for flight planning in FRA, and to improve coordination between air traffic control centres, enhance capacity and maintain safety levels. The concept also involved major changes in Airspace Management with changes in structural design of temporary segregated areas, enhancements in Flexible Use of Airspace processes all to improve predictability for civil and military users.

A key element of the target concept was to implement a continuous Free Route Airspace across the NEFAB states. However to maintain safety levels it was decided to implement the continuous FRA in steps, with the first step to implement FRA in each NEFAB state and with a next step to eliminate compulsory border points for flight planning by June 2016. Furthermore the implementation of FRA in Bodo Oceanic will follow the formal ICAO NAT procedures with implementation in summer 2017.

By the implementation of NEFAB Free Route Airspace, the airspace users can plan and execute their flights according to business trajectories without adhering to fixed routes at all times in airspaces of Estonia, Finland, Latvia, and Norway.

## 4.2. NEFRA Programme

NEFAB and DK/SE FAB ANSPs have been cooperating to implement a continuous FRA across the two FABs in the North European free Route Airspace programme (NEFRA). The NEFRA concept is the interface of the FRA volumes between the two FABs (above FL285 due the lower FRA level in DK/SE FAB). As the first step NEFRA implemented common flight planning rules in FRA in November 2015 with compulsory points at the borders NEFAB State borders and with DK/SE FAB FRA (Called Scenario 6). The NEFRA Programme continues into 2016 with the aim to establish the continuous FRA across the two FABs in 2016 (Scenario 8).

## 4.3. NEFAB Target Concept 2020+

The NEFAB Target Concept 2015 is the interim step towards 2020+ targets. To continue the development of the NEFAB TC for realizing further improvements and benefits, project NEFAB TC2020+ will be mobilized as continuation of NEFAB TC2015.

The initial review of the NEFAB TC 2015 operational and technical requirements was completed in May 2015 specifying the minimum requirements for scenario 6 and 8, the requirements to be implemented within TC 2020+ as well as to requirements decided not to be implemented at all by ANSPs.



Due to the prioritization of the NEFAB TC 2015 implementation activities, the initiation of the NEFAB TC 2020+ Project was postponed to 2016,

#### 4.4. Harmonisation of Safety Management Systems (SMS)

The preparation for initiating the SMS Harmonisation project was done in Q1 2015, however the ANSPs safety resources were engaged in the implementation of FRA in November and the SMS project was decided to be postponed to 2016.

#### 4.5. Project and activities stemming from the Business Development Areas

In 2013 the Business Development Areas were established in the areas of AIS/AIM, CNS, Training, and Safety to strengthen the business angle of the Programme. The BDAs were expected to make proposals for joint activities with potential to be implemented as common projects or activities at the Programme level.

However, the outcome of BDAs was not as expected and intended and were therefore terminated in 2015, with the exception of the Safety BDA which was reorganized into the Safety Support function to the Programme.

### 5. Strategic alliances and cooperation with other FABs

#### 5.1. Borealis Alliance

NEFAB ANSPs are individual members of the Borealis Alliance. The alliance is established to facilitate cooperation between the members, on commercially-recognised business partnering principles and the achievement of Single European Sky and ICAO performance targets.

The key activity of Borealis Alliance is the Borealis Free Route Airspace programme, with the objective to implement a continuous FRA across three FABs and 9 states based on the NEFRA concept (see NEFRA chapter above). The NEFAB Programme has been involved with the development of the Borealis concept and project management plan, and is represented in the Borealis FRA Project Steering and Expert groups.

### 6. Stakeholders and Communication

#### 6.1. Stakeholders

NEFAB recognises the importance of 'one voice' policy to ensure more influence towards the international society and cooperation bodies. The Programme has been enhancing communication with stakeholders in line with the established stakeholder engagement process, based on common aligned NEFAB messages depending on interest and influence of particular stakeholder group.

Stakeholder engagement and communication have been executed at Programme level and individually by each ANSP depending on the target audience. The NEFAB Programme interacts with the NEFAB Council and its Committees, and Air Navigation Services

Consultative Board. ANSP Trade Unions have been addressed and engaged at local levels only. Whilst ANSPs are main focal points in communication towards their customers, NEFAB Programme is building initiatives of a FAB-wide interaction with the civil and military airspace users.

At European level, NEFAB has common representation at EUROCONTROL Network Management Board and Air Navigation Services Board.

The NEFAB Programme has identified the following key stakeholders:

- ▲ States and NEFAB Council
- ▲ National NSAs and NEFAB NSA Committee
- ▲ States military and NEFAB Civil-Military Committee
- ▲ Major airlines
- ▲ ANSP management level
- ▲ ANSP trade unions and staff representatives (ANSP level)

## 6.2. Stakeholder communication

### 6.2.1. States and NEFAB Council

NEFAB Council was working in 2015 under the chairmanship of Finland, to be followed by Latvia on rotation basis in 2016.

The preparation for the NEFAB Council meetings was handled by the Financial and Performance Committee (FPC). NEFAB MB and/or Programme Office have been invited to the FPC, while either MB Chair and/or CEOB Chair have been representing NEFAB Programme in the Council and the Air Navigation Services Consultative Board (ANSCB).

The opportunity for the NEFAB Programme to be represented at the NEFAB governance meetings has been an important part of a twofold stakeholder engagement process, from one hand, raising awareness of states expectations towards the Programme regarding further developments of the NEFAB cooperation and strategic objectives, and from the other hand, allowing Programme to be involved and comment. Given the overlap of politics and business, a timely involvement of state stakeholders is crucial to the success of the NEFAB Programme activities.

Formal consultations with the Council are executed at the ANSCB. In addition the ANSPs have state level meetings with the States Ministries.

The NEFAB Council has been requesting regular status reports from the NEFAB Programme regarding development and progress. During 2015 the main issues communicated with the States have been:

- ▲ Progress of NEFAB Target Concept Project and implementation of FRA on 12 November 2015;
- ▲ Cooperation with DK-SE FAB regarding the establishment of a seamless Free Route Airspace between NEFAB and Borealis cooperation
- ▲ NEFAB ANSPs involvement in the SESAR Deployment Stakeholder consultation platform through FAB level nominated representatives;

- ▲ Exploration of business opportunities in the NEFAB ANSP Programme, ANSPs Strategy Plans and Business Plans; service provision arrangements for the future, e.g. political acceptance for NEFAB common companies, language requirements for ATS provision; legal prerequisites for cross-border operations
- ▲ FinEst initiative status information
- ▲ Review of the draft NEFAB Strategy Implementation Plan prepared by the Financial and Performance Committee; it was agreed that further prioritization of actions is needed and the plan will be finalized at the beginning of 2016
- ▲ Development of the new platform for [www.nefab.eu](http://www.nefab.eu)

In September, the Council arranged a workshop with the ANSP CEOs where the future strategies and cooperation between states and ANSPs were discussed. The MB Chair presented the NEFAB ANSP Programme Business Plan 2016-2020, highlighting the key focus areas and explaining the strategic rationale for each area. The Programme's input was appreciated by the states and next workshop is planned in 2016 with the participation of the Director Generals of Civil Aviation.

### 6.2.2. National NSAs and NEFAB NSA Committee

The NSA Committee has established several sub-committees and expert groups. NEFAB ANSP Programme has primarily communicated with the NSA Committee, and has also responded to some of the expert groups on specific topics.

The MB Chair or the Manager of NEFAB PMO have been invited to and represented the NEFAB Programme in the NSA Committee meetings. Status and progress reports on the NEFAB ANSP Programme have been provided and presented.

During 2015 the main communications have been on:

- ▲ FRA publication for 12 November 2015 implementation;
- ▲ NEFAB Target Concept implementation and formal approval process, clarifications of responsibilities and roles in the different steps of the Target Concept Project;
- ▲ Cooperation with DK-SE FAB regarding the establishment of a seamless Free Route Airspace between NEFAB and DK-SE FAB and Borealis cooperation;
- ▲ Change management process;
- ▲ Performance planning and NEFAB ANSP Programme contribution to the RP targets;
- ▲ Coordination of RAD related issues at NEFAB level;
- ▲ Coordination of Transition Altitude related changes;
- ▲ Communication on AIS/EAD issues.

### 6.2.3. States military and Civil Military Committee

The Civil Military Committee (CMC) is a cooperation and coordination body between NSAs and Military authorities. The NEFAB Programme is also having interaction with this Committee as needed, especially on the development and progress on NEFAB Target Concept, in particular ASM and FUA issues as well as implementation of FAB wide LARA and PRISMIL.

During 2015, the NEFAB Programme was invited twice to the CMC meetings, mainly for explaining the NEFAB TC and NEFRA as interface between two FABs.

#### 6.2.4. Major airlines

The airspace users consultation on FRA implementation was arranged in the framework of ANSCB event taking place on 12 October in Helsinki. NEFAB Programme had 2 presentations: NEFAB BP 2016-2020 and FRA implementation.

#### 6.2.5. ANSP management level

ANSPs are the owners of the NEFAB ANSP Programme. All communication between the NEFAB Programme and the ANSPs has been executed via the NEFAB MB and NEFAB CEO Board.

During 2015 the governing bodies of the NEFAB Programme (NEFAB MB and NEFAB CEOB) had regular monthly interactions, monitoring and controlling the activities based on status and progress reports, costs and budget, risk and issue management. They made decisions on strategies, joint business opportunities and development in the cooperation areas.

#### 6.2.6. ANSP Trade unions and staff representatives

NEFAB Programme is not directly communicating with ANSPs personnel, trade unions or other staff representatives. Communication with the personnel and trade union representatives is the sole responsibility of individual ANSPs. The NEFAB Programme has supported the ANSPs by developing presentation material on the NEFAB Programme.

### 6.3. SESAR Deployment Stakeholder Consultation Platform

The Stakeholders' Consultation Platform (SCP) is the instrument through which the SESAR Deployment Manager (SDM) consults operational stakeholders on the Deployment Programme to ensure the involvement of the operational stakeholders to the greatest possible degree.

The SCP consists of a Steering Group and Thematic Sub-Groups to perform detailed analysis of specific issues. NEFAB Programme participates in SCP as ANSPs grouping. NEFAB internal coordination and reporting process has been established within the NEFAB Programme facilitated by the PMO. For 2015 consultation cycle one representative was nominated to Steering Group – EANS/ Finavia alternate and 5 representatives to Thematic groups (TG) namely: TMA/En-route - Finavia, A/G G//G - Avinor, Airport Throughput - Finavia, Performance and CBA – Avinor as well as Standards and Regulations - LGS.

The Deployment Programme has direct influence on the ANSP's investments as co-funding provided under the CEF Transport Calls.

The main NEFAB SCP Team activities during 2015 were:

- ▲ Submission "Indications of Interest" with a short description of all projects intended for 2015 CEF Transport 2015
- ▲ Submission of NEFAB consolidated response to the SESAR DP GAP analyses and provided NEFAB consolidated response to SDM.
- ▲ Coordination and preparation of project applications on behalf of NEFAB for INEA Call 2015 co-funding

- ▲ Providing NEFAB input to the INEA Call 2015 project applications submitted by the Borealis Alliance

#### 6.4. NEFAB.EU website

The completely redesigned NEFAB web was released in 2015 to enhance the communication potential of NEFAB. It supports live communication through such features as highlights of latest news items, archives, an extensive section on Free Route Airspace, a subscription tool, and links with social networks (Facebook, Twitter and LinkedIn). Considering the importance of digital communications, release of the new web contributes to more efficient and regular communication with NEFAB stakeholders.

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