



## ANSPs STRATEGY DOCUMENT

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Version 1.0

## Document revision history

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## 1. NEFAB ANSP Vision

NEFAB ANSPs co-operate to continuously improve performance to airspace users.

## 2. Introduction

NEFAB co-operation of four States has been established within the Single European Sky initiative of European Union with the objective to continuously improve ATM 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 organisation of air traffic management in the airspace concerned regardless of existing boundaries.

NEFAB Air Navigation Services Providers have been established by NEFAB States – the Republic of Estonia, the Republic of Finland, the Republic of Latvia and the Kingdom of Norway, the sole owners of these entities with the aim to provide air traffic management services in their designated airspaces, fulfil the certain international obligations of the States assumed by the accession to the ICAO Convention, also as being EU member States or Norway as a member of European Economic Area.

The present NEFAB ANSP strategy document describes the overall framework established by NEFAB States for ANSPs co-operation, the general principles for setting objectives and implementation thereof, and the main strategic goals for coming five years, set consistently with NEFAB States' strategy. This strategy document also provides the basis for the NEFAB 5-year business plan.

## 3. Position of NEFAB States

The States as the contractual NEFAB partners have established the governance framework and areas of FAB co-operation, and particularly laid down the main strategic expectations for ANSP co-operation in the State-level Agreement. The States assumptions for airspace design and management, and safety management principles are elaborated in the NEFAB Airspace Policy and in the NEFAB Safety Policy.

1. Safety and performance are the primary values of NEFAB co-operation.
2. ANSPs shall develop a common safety policy aiming at creating a harmonised Safety Management System.
3. States shall work towards common technical systems and the cost-efficient deployment of infrastructure for the provision of communication, navigation and surveillance services by civil ANSPs. NEFAB ANSPs are responsible for enhancing co-operation within different operational areas, including airspace, ATS provision, ANS support and systems support.
4. States shall encourage ANSPs to develop a common contingency plan for services provided within NEFAB.
5. The NEFAB ANSPs are responsible for practical implementation of the structures, procedures and best practices related to the airspace management and design in accordance with the common NEFAB airspace policy, to ensure optimum use of regional airspace and consistency with European route network.
6. In addition to the above, the States have introduced national performance plans and co-ordinated the common NEFAB performance plan. In order to achieve the planned goals the ANSPs implement measures for continuous control and follow-up of applied key performance indicators.

## 4. Extended strategic vision

NEFAB ANSP partners intend to develop the sound legal arrangements, conceptual documents and relevant technology enablers in order to enhance a NEFAB partnership, and thereby comply with the requirements set out in the EC Regulations and NEFAB State-level Agreement.

NEFAB ANSP partners provide co-ordinately safe, cost-efficient and environment-friendly air traffic management services, focusing on progress in the air transport sector and added value, and at the same time contributing to the national defence requirements of their nations to advocate the sovereignty of the airspace.

NEFAB ANSP vision for continuously improving performance to airspace users extends to the following elements:

- provision of air traffic services according to the customers' requirements at fair price and optimal capacity demonstrating the best performance in the region;
- striving and achieving additional performance gains and operational contingencies through regional cooperation and cross-border activities, more particularly developing:
  - advanced flexible use of airspace and dynamic airspace management solutions,
  - interoperable systems, harmonised procedures, compatible software and datasets,
- contributing to improved European ATM network performance.

## 5. General principles for setting objectives and implementation thereof

The NEFAB ANSP strategy in general is aimed at continuously improving performance to airspace users through co-operative development and provision of air navigation services. The general principles for setting strategic objectives and implementation thereof are as follows:

- (1) The enablers for performance driven NEFAB co-operation are:
  - development of ATM systems and harmonisation of ATS procedures, aligned with ATM Master Plan and consistent with SESAR Deployment Programme,
  - implementation of SESAR solutions as NEFAB projects,
  - improved and synchronised deployment and profitable cooperation through industrial partnerships;
- (2) Establishing the supporting structures/activities in safety and technical domains;
- (3) Organisation of effective cooperation network with its major partners and stakeholders;
- (4) Robust and lean NEFAB Programme management structure, flexibly employing the experts into development support from member ANSPs or outsourcing if needed.

## 6. Strategic objectives

### 1) Improvement of airspace use, continuing to promote the best practices

- increasing the effectiveness of airspace usage, developing further co-operation with neighbours:
  - optimising the major terminal areas to better cope with free routing operations;
  - working to cope with XMAN requirements in NEFAB airspace;
  - working with Performance Based Navigation implementation for major terminal areas;
  - considering removal of route structure in FRA areas;
  - continuing co-operation with the DK/SE FAB on airspace development;

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- implementation of A-FUA principles to improve cross-border FUA cooperation:
    - taking into use common European coordination tool LARA and enhanced data exchange.
- 2) Improvement of ATS provision and support services in NEFAB area**
- implementing advantageous dynamic cross-border service provision solutions (e.g. FINEST), enhancing cross-border contingencies;
  - review the possibilities for optimisation and rationalisation of CNS infrastructure, incl. Performance Based Navigation;
  - establishing independent business structures for shared services where feasible.
- 3) Implementation of Single European Sky objectives**
- timely and co-ordinately implementation of the requirements of Single European Sky regulations;
  - participation in the SESAR Deployment Programme, utilising available co-funding instruments of the European Union, particularly ensuring technical readiness for:
    - coordinated implementation of iSWIM and cyber-security measures,
    - revising NEFAB DLS long-term implementation strategy,
  - participation in partnerships targeted towards the implementation of common solutions optimising broad scale service provision (e.g. Borealis alliance).
- 4) Assurance and enhancement of ATM safety**
- systematic contribution to the development and harmonisation of safety management systems and supporting to that organisation models:
    - supporting the FINEST activity;
    - coordinated and efficient utilisation of safety management related resource across the FAB;
  - enhancement of safety data exchange.
- 5) Systematic organisation, development and networking of the ATM domain**
- cooperation with international organizations:
    - contributing development of key-positions of CANSO for common voice of ANSPs,
    - development and operation of European ATM network in cooperation with NM:
      - contributing to the evolution of NM,
      - active participation in NMB and NDOP,
      - contribution to further development of network services;
  - developing collaborative customer relations management and streamlined public relations, NEFAB brand development and marketing;
- 6) Cooperation with States**
- harmonisation of change management systems and procedures;
  - harmonisation of competency requirements;
  - support the States in performance scheme target settings;
  - influence harmonised integration of RPAS procedures into NEFAB ATM environment.

## Acronyms

ANSP	<i>Air Navigation Services Provider</i>
ANS	<i>Air Navigation Services</i>
ATM	<i>Air Traffic Management</i>
ATS	<i>Air Traffic Services</i>
CANSO	<i>Civil Air Navigation Services Organisation</i>
CNS	<i>Communication, Navigation, Surveillance</i>
DLS	<i>Data Link Services</i>
DK/SE	<i>Danish/Swedish</i>
EC	<i>European Commission</i>
EU	<i>European Union</i>
FAB	<i>Functional Airspace Block</i>
FINEST	<i>Finnish-Estonian Integrated Services of ANSPs</i>
FRA	<i>Free Route Airspace</i>
FUA	<i>Flexible Use of Airspace</i>
A-FUA	<i>Advanced FUA</i>
ICAO	<i>International Civil Aviation Organisation</i>
iSWIM	<i>Initial System Wide Information Management</i>
LARA	<i>Local And Sub-Regional Airspace Management Support System</i>
NEFAB	<i>North European Functional Airspace Block</i>
CEOB	<i>Chief Executive Officer Board (of NEFAB ANSPs co-operation)</i>
MB	<i>Management Board (of NEFAB ANSPs co-operation)</i>
NEFRA	<i>North European Free Route Airspace</i>
NM	<i>Network Manager (of EUROCONTROL)</i>
NMB	<i>Network Manager Board</i>
NDOP	<i>Network Directors of Operations</i>
PBN	<i>Performance Based Navigation</i>
RPAS	<i>Remotely Piloted Aircraft System</i>
SESAR	<i>Single European Sky ATM Research</i>
XMAN	<i>Cross-Border Arrival Management</i>