



NEFAB Programme Annual Report 2017

Section 1: Programme Report

Version 1.0

Document revision history

Version	Date	Status	Approval
1.0	14/02/2018	Approved	MB/89
1.0	06/03/2018	Approved	CEOB/50

Table of Contents

1. Introduction.....	4
2. NEFAB and its Objectives.....	4
2.1. NEFAB Objectives.....	4
2.1.1. NEFAB Safety Support.....	4
2.2. NEFAB Common Representatives	5
2.2.1. Network Management Board (NMB)	5
2.2.2. Air Navigation Services Board (ANSB).....	5
2.2.3. Deployment Manager Stakeholders Consultation Platform (DM SCP).....	5
2.2.4. Local Single Sky Implementation (LSSIP).....	5
3. Strategies and Business plans.....	6
3.1. NEFAB Strategy 2016 - 2020 and its update for years 2018 - 2022.....	6
3.2. NEFAB Business Plan 2017 - 2021 and its update for years 2018 - 2022	6
3.3. Execution of the Annual plan 2017	6
3.3.1. Review of NEFAB Target Concept 2015 and preparing the Case Study for Target Concept 2020+	6
3.3.2. Finalisation of NEFRA Programme	7
3.3.3. Contribution to Borealis FRA Programme	7
3.3.4. Developing the NEFAB Remote TWR Concept	7
3.3.5. Preparing for Safety Management System harmonization	7
3.3.6. Developing cross-border operations.....	7
3.3.7. Contributing to the Pilot Common Project and Deployment Programme.....	8
3.3.8. Stakeholder consultation	8
4. Strategic alliances and Cooperation with other FABs.....	8
4.1. Borealis Alliance	8
4.2. NEFRA cooperation with DK-SE FAB.....	8
5. Stakeholders and Communication	9
5.1. Stakeholders.....	9
5.2. State-level Stakeholder Communication.....	9
5.2.1. States and NEFAB Council	9
5.2.2. Finance and Performance Committee (FPC)	9
5.2.3. National NSAs and NEFAB NSA Committee (NSAC)	9
5.2.4. States military and Civil Military Committee (CMC).....	10
5.3. Communication with Airspace users.....	10
5.4. Communication with ANSP Trade Unions and Staff Representatives	10
Annex: Status of Business plan 2017.....	Error! Bookmark not defined.

1. Introduction

The NEFAB Programme Annual Report 2017 is divided into two sections:

- ▲ Section 1: NEFAB Programme
- ▲ Section 2: Finance and Safety.

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

This document – Section 1 summarizes the NEFAB ANSP Programme activities in 2017.

2. NEFAB and its Objectives

2.1. NEFAB Objectives

NEFAB ANSP Programme is based on the Cooperation Agreement signed by the Air Navigation Service Providers (ANSPs) of the NEFAB states – ANS Finland (Finland), AVINOR (Norway), EANS (Estonia) and LGS (Latvia) in line with Single European Sky requirements.

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.

The Programme is organised on several levels to ensure strategic and tactical decisions and daily management.

NEFAB ANSP CEO Board (CEOB) is the ultimate and strategic decision-making body for the NEFAB ANSP cooperation. It is composed of the Chief Executives of the NEFAB ANSPs.

NEFAB Management Board (MB) is the supervisory body for execution of the Business Plan, accompanied by a detailed plan of activities. It is composed of senior executive representatives from the ANSPs.

NEFAB Programme Management Office (PMO) manages the NEFAB Programme and supports the ANSPs and states to reach the NEFAB objectives and performance targets, including information exchange and stakeholder engagement.

In 2017 the PMO was staffed with two full-time positions: PMO Manager and PMO Coordinator who served also as NEFAB Communication Manager.

2.1.1. NEFAB Safety Support

NEFAB Safety Support, the collective support function is composed of Safety Managers of NEFAB ANSPs. Its focal role is facilitating of harmonised safety management, also organising the safety data exchange and joint analyse in NEFAB ANSPs.

2.2. NEFAB Common Representatives

2.2.1. Network Management Board (NMB)

Network Management Board is supervisory body for Network Manager, which is the centralised function to optimise European Air Traffic Management network performance. NEFAB ANSPs have had a representative in the NMB, nominated by European Commission. NEFAB MB Chair (ANS Finland) has represented NEFAB.

2.2.2. Air Navigation Services Board (ANSB)

Air Navigation Services Board is the consultation body to discuss and give guidance to Eurocontrol business plan, work program and budget. NEFAB proposed candidate (ANS Finland) has had a seat in ANSB. For the next two-year term NEFAB proposed candidate (EANS) has been nominated.

2.2.3. Deployment Manager Stakeholders Consultation Platform (DM SCP)

The SESAR aims to modernise ATM in Europe implementing the Pilot Common Project (PCP) functionalities by 2030. For that the regularly updated Deployment Programme is developed by SESAR Joint Undertaking (SJU), and the implementation is coordinated and monitored by SESAR Deployment Manager (SDM).

NEFAB Programme has been represented in the SESAR Deployment Stakeholders' Consultation Platform (SCP) which is the instrument through which the 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 on specific issues.

For 2017 consultation cycle the number and scope of thematic subgroups was revised. As a result, SDM organised the consultancy process supported by Steering Group and by only thematic sub-group on Planning, Monitoring & Risks.

2.2.4. Local Single Sky Implementation (LSSIP)

EUROCONTROL is contributing to the Deployment Programme through Pan-European planning, monitoring and reporting activity by producing the set of annual Local Single Sky Implementation (LSSIP) documents, which demonstrate the progress made and detail the plans for each ECAC stakeholder in relation to their local implementation of the ATM Master Plan.

A LSSIP coordination group composed of representatives from all ANSPs is established ensuring harmonised/common reporting on FAB related items.

3. Strategies and Business plans

3.1. NEFAB Strategy 2016 - 2020 and its update for years 2018 - 2022

NEFAB cooperation in 2017 was executed in accordance with the strategy for the years 2016-2020 as agreed upon in 2015, including some operative changes during the last months of 2016, especially concluding the Target Concept 2015 and proposing the Target Concept 2020+.

NEFAB ANSP Strategies are developed and reviewed annually involving all ANSPs at CEO and MB level. In the beginning of 2017 the revision and update of NEFAB ANSP Strategy was initiated.

As the result of the NEFAB CEO Board and Management Board joint strategy workshop in May, the NEFAB ANSP Strategy for 2018-2022 and 5-year Business Plan were accepted by NEFAB CEO Board in September.

3.2. NEFAB Business Plan 2017 - 2021 and its update for years 2018 - 2022

NEFAB Business Plan for 2017-2021 was developed with full regard of the regional and European trends and future perspectives that were likely to impact the operations and business. The focus has been put on working with:

- ▲ changes resulting from SES initiative, and preparing for potential SES 2+ updates;
- ▲ SESAR Deployment Programme and the drivers Programme is bringing into ATM domain;
- ▲ European Aviation Strategy and the policy proposals it has brought into domains of safety, environment and innovation;
- ▲ assessment of performance review achievements and preparing for setting the performance targets for forthcoming periods.

NEFAB business planning has considered all these trends and developments to ensure that the Business Plan for every upcoming year provides a comprehensive roadmap for ANSP cooperation within the NEFAB Programme.

The Programme Business Plan 2018-2022 has been updated along the renewed Strategy, identifying similarly to Strategy six target areas and associated business deliverables for further 5 years business planning cycle.

3.3. Execution of the Annual plan 2017

The annual plan 2017 translates the strategies from the 5-year business plan into concrete activities. For 2017 the main activities were related to:

3.3.1. Review of NEFAB Target Concept 2015 and preparing the Case Study for Target Concept 2020+

TC2015 was reviewed and concluded as being completed. Some elements of TC, which did not influence the implementation of NEFAB FRA and NEFRA (ASM tool functionalities, data link services), were decided to link to other elements of Programme.

The Case Study of TC2020+ was built on three main elements – Cross Border Sectorisation and ATS, Common Flight Data Support, and Contingency Arrangements. The elements were considered independent of each other, however, being interrelated and as such supporting and strengthening each other. The outcome of the case study was considered as an input for updating Programme's strategies and business plans.

3.3.2. Finalisation of NEFRA Programme

The first step of cross-border FRA between two FABs has been implemented in June 2016 with seamless FRA operations between NEFAB East (Estonia, Finland, Latvia) and DK-SE FAB. Finally, the NEFRA Programme was completed with establishing seamless FRA interface above FL285 with Norway in May 2017, allowing unrestricted FRA operation across the borders of all six states in two FABs – NEFAB and DK-SE FAB.

FRA was also implemented in Bodø Oceanic from March 2017. Flight planning in Bodø Oceanic is done in accordance with ICAO Doc 7030.

3.3.3. Contribution to Borealis FRA Programme

NEFAB continued to contribute to the Borealis Alliance FRA Programme – the initiative to create a multi-FAB FRA by establishing interfaces between FRA areas in 3 FABs (NEFAB, DK-SE FAB and UK-IRL FAB) and Iceland. In 2017 the main activities were focussed on incremental implementation of Borealis FRA, also to developing the future solutions for cross border dynamic ASM and exploring the beneficial opportunities for business co-operation between the ANSPs of alliance (Time Based Separation, Voice over IP).

3.3.4. Developing the NEFAB Remote TWR Concept

This initiative was about to explore the potential of establishing shared remote TWR (rTWR) services for interested NEFAB members, aimed at provision of cost-efficient tower ATS and increased business opportunities within NEFAB, with low cost solutions.

The rTWR Case Study and Feasibility Study were analysed by MB in August 2017 and based on project report agreed with the proposal of continuing the implementation of concept at the ANSPs independently.

ANSPs will continue sharing the information on local rTWR projects as far as feasible and in line with their practices.

3.3.5. Preparing for Safety Management System harmonization

In the beginning of 2017 the SMS Harmonisation Pilot Study report was accepted. The study focuses on how to achieve more efficiency and improvement in the SMS processes – both in short and long term. The study has recognised different patterns in ANSPs and proposes how harmonisation would be continued.

The MB forwarded the report to Safety Support, requesting to revisit the SMS Pilot Study and to develop position on how to prioritise the conclusions and recommendations of the Study, on how to combine it with the emerging requirements of IR 373/2017, and on how to handle them with highest benefit, also getting along with the States' expectations in their Strategy implementation plan.

3.3.6. Developing cross-border operations

This is a bi-lateral cooperation programme between EANS and ANS Finland with the main aim to provide cross-border services in adjacent airspace.

The initial cost-benefit analysis demonstrates overall profitability of the project. The Conops will be further evaluated by a consultancy agency before Q2/2018 to select the most beneficial co-operation model.

3.3.7. Contributing to the Pilot Common Project and Deployment Programme

NEFAB ANSPs have had joint representation in the DM SCP, Steering Group and Thematic Groups. Objective is to identify common interests for co-funding, but also to coordinate and support the individual interests of ANSPs, or common interests under Borealis alliance.

3.3.8. Stakeholder consultation

The main stakeholder consultation event in 2017 – the ‘Customer Day’ workshop was focused on the recent implementation of NEFRA and getting the feedback from the implementation process and utilisation of FRA. Also, the need for fixed route network and any other expectations in terms of FRA developments were consulted. The information on further plans with FRA expansion over Borealis FRA area and NEFAB cross-border activities was provided.

These Business Plan activities are described in more detail in the in chapter 5 ‘Stakeholders and Communication’ and in the separate annex ‘Status of Business plan 2017’.

4. Strategic alliances and Cooperation with other FABs

4.1. 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 Borealis Alliance Framework Agreement sets up a framework for this industrial partnership between 9 European ANSPs - LfV (Sweden), ANS Finland (Finland), Avinor (Norway), ISAVIA (Iceland), Naviair (Denmark), EANS (Estonia), IAA (Ireland), LGS (Latvia) and NATS (UK). The objective of the Alliance is to enable joint initiatives to improve flight efficiency and reduce environmental impact, delivered across the whole area in a move which will also streamline cost of services and operational/technical infrastructure.

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. 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.

4.2. NEFRA cooperation with DK-SE FAB

NEFAB ANSPs reported the NEFRA project completed and proposed to NEFAB Council to discuss possible further cooperation at the NEFAB and DK-SE FAB ministerial meeting. The meeting concluded the NEFRA programme completed, advised to handle further practical ATM issues between two FABs within Borealis cooperation.

NEFAB Council recommended to call up the forum if any item to discuss between two FABs arises.

5. Stakeholders and Communication

5.1. 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 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.

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 operating in NEFAB area
- ▲ ANSP management level
- ▲ ANSP trade unions and staff representatives (ANSP level).

5.2. State-level Stakeholder Communication

5.2.1. States and NEFAB Council

NEFAB Council was working in 2017 under the chairmanship of Norway, to be followed by Estonia on rotation basis in 2018.

The Council emphasised appreciation to updated steering documents of ANSPs, which together with States’ Strategy and Implementation Plan “serve as constant inspiration to deliver the best cooperation possible, while pushing for that goal of achieving optimal efficiency through harmonisation, shared services and integration – all while pursuing optimal civil-military coordination”¹.

5.2.2. Finance and Performance Committee (FPC)

The Financial and Performance Committee (FPC) was chaired by Estonia.

The NEFAB ANSP Programme Manager was attending the FPC meetings in April and November, presenting the quarterly Programme Reports, also forwarding these reports to Council meeting in May and NSA Committee meetings in May and November. The NEFAB Programme has also provided inputs to the States Strategy Implementation Plan via FPC.

5.2.3. National NSAs and NEFAB NSA Committee (NSAC)

The NSA Committee (NSAC) was chaired by Norway in 2017.

¹ Tove Kristin Flølo, Concluding the NEFAB Council chairmanship, November 2017

NSAC meetings were provided with Programme Reports and supporting presentations. The main communication was identical to the FPC reports.

5.2.4. States military and Civil Military Committee (CMC)

The Civil Military Committee (CMC) is a cooperation and coordination body between NSAs and Military authorities. In 2017 the CMC was chaired by Estonia.

5.3. Communication with Airspace users

NEFAB Programme arranged a Customer Consultation Workshop together with NEFRA and NM stakeholders on September 7th at Oslo Gardermoen Airport. The event was attended by Airspace Users (BAE Systems, Emirates, Finnair, Lufthansa, NoRRA, SAS, Thomas Cook Airlines, US Air Force), Flight planning service providers, software developers, EUROCONTROL / NM, military stakeholders, ANSP representatives (ANS Finland, Avinor, LGS, LFV, Naviair) and NEFAB PMO – all together 26 attendees.

The workshop focused on the recent implementation of NEFRA and getting the feedback from the implementation process and utilisation of FRA. The key objective of the workshop was to unlock the full potential of cross-border Free Route Airspace through exchanging experiences on the cross-border FRA operations, their impact on flight planning, benefits and issues encountered. In addition, the need for fixed route network and any other expectations and wishes in terms of FRA developments were consulted. The information on further plans with FRA expansion over Borealis FRA area and NEFAB cross-border activities was provided.

5.4. Communication with 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 information papers on the NEFAB Programme.

-End-