



NEFAB Programme Annual Report 2016
Section 1 NEFAB Programme

Version 1.0

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Table of Contents

1. INTRODUCTION	4
1.1. This document	4
2. Objectives and organisation.....	4
2.1. NEFAB Objectives	4
2.2. NEFAB ANSP Programme and its organisation	4
2.3. Common projects, support functions and common representation	5
2.3.1. NEFAB Safety Team	6
2.3.2. Network Management Board (NMB).....	6
2.3.3. Deployment Manager Stakeholders Consultation Platform (DM SCP)	6
2.3.4. Local Single Sky Implementation (LSSIP)	7
3. Strategies and Business plans.....	7
3.1. Business plan 2016 - 2020	7
3.2. Annual plan 2016.....	7
4. Status Business plan 2016	8
4.1. Review of NEFAB Target Concept 2015	8
4.2. NEFRA Programme	8
4.3. Borealis FRA Programme	8
4.4. New NEFAB Business Model	9
4.5. NEFAB Remote TWR Concept.....	9
4.6. Safety Management System Harmonization.....	9
4.7. Cross-border operations	10
4.8. Pilot Common Project and Deployment Programme	10
5. Strategic alliances and cooperation with other FABs.....	10
5.1. Borealis Alliance	10
6. Stakeholders and Communication	11
6.1. Stakeholders.....	11
6.2. Stakeholder communication.....	11
6.2.1. States and NEFAB Council.....	11
6.2.2. National NSAs and NEFAB NSA Committee	12
6.2.3. States military and Civil Military Committee.....	12
6.2.4. Airspace users	13
6.2.5. ANSP management level.....	13
6.2.6. ANSP Trade unions and staff representatives.....	13
6.3. NEFAB.EU website.....	13

1. INTRODUCTION

1.1. This document

This document (Section 1) summarizes the NEFAB ANSP Programme activities in 2016.

This Section 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

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

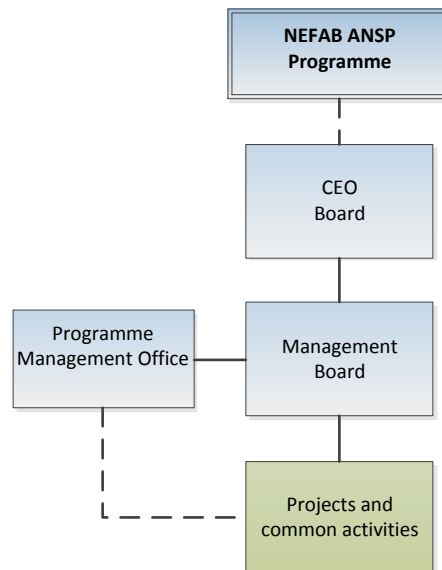


Figure 1: NEFAB ANSP Programme structure

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 administrating the Programme activities, and is facilitating the execution of annual business plan and is supporting the projects regarding budget, resources, costs, risk and issue management.

In 2016 the PMO was staffed with three full-time positions: PMO Manager, PMO Coordinator and Business Planner/Communication Manager.

2.3. Common projects, support functions and common representation

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 with defined Terms of References.

2.3.1. NEFAB Safety Team

Safety team composed of Safety Managers in NEFAB ANSPs is the only support function established in 2016.

In year 2016 a Non-Disclosure Agreement in relation to the exchange of safety information between ANSP's was developed and signed by all NEFAB ANSPs. The agreement is an umbrella to cover all present needs and to enable safety information exchange between parties. It has now been tailored to cover FRA specific safety information as well as serious incidents on other issues. The Safety Information exchange process was established by all parties in the same agreement.

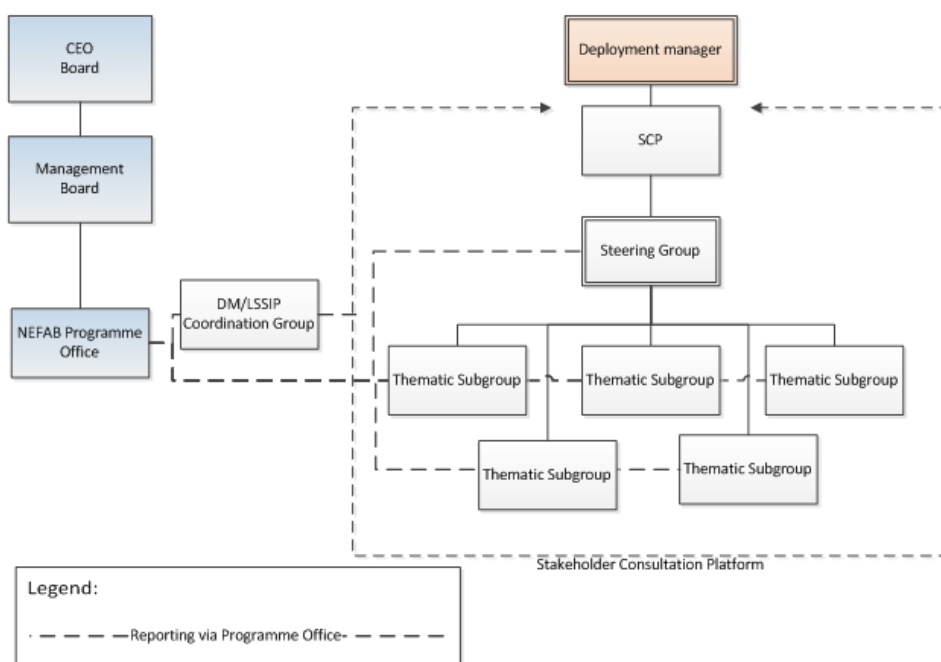
The NEFAB safety team has also set up a monitoring task along with a new cooperation function of the NEFAB safety occurrence reporting and investigation experts as a result of the introduction of NEFAB and NEFRA FRA in 2016. This cooperation is planned to be an ongoing function with possible expansion of more ANSP's in the future.

2.3.2. Network Management Board (NMB)

NEFAB Programme has had representation in the NMB in 2016. NEFAB MB Chair (Finavia) has represented NEFAB in the NMB.

2.3.3. Deployment Manager Stakeholders Consultation Platform (DM SCP)

NEFAB Programme has been represented in the SESAR Deployment Stakeholders' Consultation Platform (SCP) which 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 (figure above). For 2016 consultation cycle one representative was nominated to Steering Group representatives to Thematic groups (TG) Planning and Monitoring (EANS), Performance and CBA (Avinor), Datalink Services (Avinor), Financing Mechanisms (Finavia) and Standards and Regulations (LGS). See also chapter 4.8.

2.3.4. Local Single Sky Implementation (LSSIP)

NEFAB internal coordination of LSSIP update process is made in accordance with the structure of the DM SCP, see illustration in 2.3.3 above. 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. Business plan 2016 - 2020

NEFAB ANSP Strategies are developed and reviewed annually involving all ANSPs at CEO and MB level. The strategies for 2016 were developed by CEOB workshop in April 2015 and are incorporated in the Programme's 5 year Business Plan. Strategic target areas for 2016 – 2020 are:

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

3.2. Annual plan 2016

The annual plan 2016 translates the strategies from the 5 year business plan into concrete activities. For 2016 the main activities were related to:

- ▲ Review of NEFAB Target Concept 2015
- ▲ NEFRA Programme
- ▲ Borealis FRA Programme
- ▲ New NEFAB Business Development Model
- ▲ NEFAB Remote TWR Concept
- ▲ Safety Management System Harmonization
- ▲ Cross-border operations
- ▲ Pilot Common Project and Deployment Programme

The activities are described in more detail in the following Chapter 4 'Status of Business Plan 2016' and in the Chapter 6 'Stakeholders and Communication'.

4. Status Business plan 2016

4.1. Review of NEFAB Target Concept 2015

Description	Review of TC2015 Network plan and CONOPS as preparation for TC2020+ Project				
Planned start	1.1.16	Planned end	1.2.16	Revised start	1.9.16
Actual start	1.10.16	Actual end		Revised end	23.12.16
Status	Ongoing				
Comments	Start postponed to September and due to lack of resources in relation to implementation of NEFRA Scenario 8.				

4.2. NEFRA Programme

Description	Implementation of Scenario 8				
Planned start	NA	Planned end	12.11.15	Revised start	NA
Actual start	NA	Actual end		Revised end	23.6.16
Status	Ongoing, partly implemented				
Comments	<p>Implementation of Sc8 postponed due technical upgrade delay in Avinor ATM systems. Revised Sc6 with unrestricted FRA between FI, EE and LV in November 2015, State-wide FRA in Norway</p> <p>In June 2016 Sc8 implemented except for Norway; Norway revised due to Sc8 implementation planned in May 2017</p>				

4.3. Borealis FRA Programme

Description	Incremental implementation of unrestricted FRA across the 3 FABs and 9 States				
Planned start	2015	Planned end	2021	Revised start	
Actual start	2015	Actual end		Revised end	
Status	Ongoing				
Comments					

4.4. New NEFAB Business Model

Description	Revision of the structures and arrangements of the NEFAB Programme to establish a robust and sustainable business structure				
Planned start	1.1.16	Planned end	30.6.16	Revised start	
Actual start	1.2.16	Actual end	5.7.16	Revised end	
Status	Completed				
Comments	The Business Model and Organisational structure reviewed and revised solutions developed. Final conclusion to maintain the existing Business Model, but with annual review of PMO resources on basis of Business Plan and activities or the following year as set in budget.				

4.5. NEFAB Remote TWR Concept

Description	Explore the potential of establishing shared TWR services for interested NEFAB parties, aimed at provision of cost-efficient tower ATS and increased business opportunities within NEFAB, with low cost solutions.				
Planned start	1.1.16	Planned end	31.5.16	Revised start	1.8.16
Actual start	1.8.16	Actual end		Revised end	31.3.17
Status	Ongoing				
Comments	Case Study completed, Feasibility study ongoing				

4.6. Safety Management System Harmonization

Description	The objective is to identify areas of the NEFAB ANSPs Safety Management System for harmonization on short (1 – 3 years) and long (3+ years) terms. The pilot study shall enable the NEFAB Programme CEOB a decision to continue with project(s) for harmonization development and implementation project.				
Planned start	1.2.16	Planned end	30.4.16	Revised start	May 16
Actual start	June 16	Actual end		Revised end	28.2.17
Status	Ongoing				
Comments	Project had late start due prioritization and resource issues. The project reviewed timeline and a revised end date in February 2017 was approved				

4.7. Cross-border operations

Description	Case study to identify enablers and challenges to establish cross border operations with the concept to improve cost efficiency in airspace and service provision. The case study shall enable the programme to decide with a feasibility study phase.				
Planned start	1.10.16	Planned end	30.11.16	Revised start	
Actual start	15.12.16	Actual end		Revised end	28.2.17
Status	Ongoing				
Comments	The cross border project was merged with Target Concept 2020+ and includes common flight data services and operational contingency concept. The case study phase was aligned with TC2020+ and extended till end February 2017.				

4.8. Pilot Common Project and Deployment Programme

Description	Joint representation in SESAR Deployment Programme, Stakeholder Communication Platform (SCP)				
Planned start	NA	Planned end	NA	Revised start	
Actual start	NA	Actual end	NA	Revised end	
Status	Ongoing				
Comments	NEFAB ANSPs has had joint representation in the DM SCP, Steering Group and Thematic Groups in 2016. Objective is to identify common interests for cofounding. In 2016 no cofounding activities at FAB level were identified, but the ANSPs have identified individual interests, or common interests under Borealis alliance.				

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 and staff representatives 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

The opportunity for the NEFAB Programme to be represented at the NEFAB governance meetings is seen as 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.

NEFAB Council was working in 2016 under the chairmanship of Latvia, to be followed by Norway on rotation basis in 2017. The Financial and Performance Committee (FPC) was chaired by Finland. The NEFAB ANSP Programme was attending the Council Workshop in April, the Air Navigation Services Consultative Board (ANSCB) and the Council Meeting in December.

In accordance with the States Agreements and Rules of Procedures (RoP) the Council shall have at least two meetings per year (Council RoP Article 7), and the FPC shall assist, support and submit proposals and working papers to the Council (FPC RoP Article 2).

NEFAB Programme has submitted reports (April and October) to the FPC and the NSA Committee. The NEFAB Programme has also provided inputs to the States Strategy Implementation Plan to the FPC. Issue related to billing of route charges and establishing contingency plans in particular in case of industrial strikes were raised at the Council Workshop in April. In the Status report to FPC in October it was requested that The NEFAB FPC and Council to discuss internally, and with the DK/SE FAB counterparts, the proposal to continue the NEFRA cooperation under the Borealis FRA Programme, and whether the States see future cooperation opportunities between the two FABs.

As there were no working papers submitted before the Council Meeting in December, the NEFAB Programme status report was presented by the PMO manager, and the issue regarding NEFRA was discussed in the meeting.

The NEFAB Council has been requesting regular status reports from the NEFAB Programme regarding development and progress. During 2016 the main issues communicated with the States have been:

- ▲ Progress of NEFAB Target Concept Project and implementation of FRA on 12 November 2015;
- ▲ Implementation of NEFRA Scenario 8 in June 2016;
- ▲ 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;
- ▲ FinEst initiative status information
- ▲ Review of the draft NEFAB Strategy Implementation Plan prepared by the Financial and Performance Committee;

6.2.2. National NSAs and NEFAB NSA Committee

The NSA Committee has been chaired by Latvia in 2016.

The NSA Committee has established sub-committees and expert groups. NEFAB ANSP Programme has primarily communicated with the NSA Committee and has received the same status reports that were submitted to the FPC.

The NEFAB Programme is usually invited to the NSAC. In 2016, the Programme was invited to the NSA Committee meeting in December but was not able to attend due to overlapping ANSCB and Council meetings.

During 2016 the main communication was identical to the FPC reports.

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.

NEFAB Programme did not attend any meetings with the committee in 2016.

6.2.4. Airspace users

NEFAB programme arranged a consultation day with flight planning and operational experts in Helsinki on May 26 to discuss experiences of using NEFAB Free Route Airspace and with regard to the future developments. The outcome of the meeting is available at the NEFAB web site [www.nefab.eu/Airspace users](http://www.nefab.eu/Airspace_users)

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 2016 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. NEFAB.EU website

The NEFAB web site is maintained and regularly updated by the NEFAB Programme.

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