



NEFAB Programme Annual Report 2019

Section 1: Programme Report

Version 1.0

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Table of Contents

1. Introduction	4
2. NEFAB and its Objectives.....	4
2.1. NEFAB Objectives	4
2.1.1. NEFAB Safety Support Group	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 for years 2018 - 2022.....	6
3.2. NEFAB Business Plan 2018 - 2022	6
3.3. Execution of the annual Business Plan 2019.....	7
3.3.1. Improvement of airspace use, continuing to promote the best practices	7
3.3.2. Improvement of ATS provision in NEFAB area.....	7
3.3.3. Implementation of Single European Sky objectives	9
3.3.4. Assurance and enhancement of ATM safety	9
3.3.5. Systematic organisation, development and networking of the ATM domain.....	10
3.3.6. Co-operation with States	10
4. Strategic alliances and Cooperation with other FABs	11
4.1. Borealis Alliance	11
4.2. Cooperation with DK-SE FAB	11
5. Stakeholders and Communication	12
5.1. Stakeholders.....	12
5.2. State-level Stakeholder Communication	12
5.2.1. States and NEFAB Council.....	12
5.2.2. Finance and Performance Committee (FPC).....	12
5.2.3. National NSAs and NEFAB NSA Committee (NSAC)	12
5.2.4. States military contribution and Civil Military Committee (CMC).....	12
5.3. Communication with Airspace users	13
5.4. Communication with ANSP Trade Unions and Staff Representatives	13
6. Administrative arrangements	13

1. Introduction

The NEFAB Programme Annual Report 2019 is divided into two sections:

- ▲ Section 1: NEFAB Programme Report
- ▲ 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 summarises the NEFAB ANSP Programme activities in 2019.

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 of NEFAB co-operative activities.

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 2019 the PMO was staffed with one full-time position (PMO Manager) and two part-time position (PMO Coordinator who served also as NEFAB Communication Manager, and Financial Controller).

2.1.1. NEFAB Safety Support Group

NEFAB Safety Support Group (SSG), the collective support function is composed of Safety managers and experts 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 Heikki Jaakkola (ANS Finland) has represented NEFAB during several years until the end 2019. New representatives of NEFAB in NMB are Üllar Salumäe (member, EANS) and Tormod Rangnes (alternate, AVINOR).

2.2.2. Air Navigation Services Board

Air Navigation Services Board (ANSB) is the consultation body to discuss and give guidance to Eurocontrol business plan, work programme and budget. Tanel Rautits (EANS) has been ANSB member in 2018-2019. NEFAB proposed candidate Tor-Øivind Skogseth (AVINOR) has a seat in ANSB for the two-year term 2020-2021, Ivar Värk (EANS) serves as an alternate member.

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) being 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 extent.

The SCP consists of a Steering Group and Thematic Sub-Groups to perform detailed analysis on specific issues.

For 2019 consultation cycle the process was supported by two thematic sub-groups - Planning, Monitoring and Performance and SWIM (re-activated). The TSG on DLS Governance is currently on hold but may be re-activated in the beginning of 2020.

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.

In 2019 the list of events in NEFAB area relevant to Network Operations Plan has been suggested to add into that harmonised LSSIP report.

3. Strategies and Business plans

3.1. NEFAB Strategy update for years 2020 - 2024

NEFAB ANSP cooperation in 2019 was executed in accordance with the strategy for the years 2018-2022.

NEFAB ANSP strategies and business plans are developed and reviewed annually involving all ANSPs at CEO and MB level. In 2019 the last revision and update of NEFAB ANSP Strategy was initiated. As a result, the NEFAB ANSP Strategy for 2020-2024 and 5-year Business Plan were accepted by NEFAB CEO Board.

These long-term steering documents lie on the NEFAB ANSPs' strategic vision for continuously improving performance to airspace users, extending 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.

3.2. NEFAB Business Plan 2020 - 2024

NEFAB Business Plan for 2020-2024 was developed with full regard of the regional and European trends and future perspectives that are likely to impact the operations and business. NEFAB ANSPs considered the topical recommendations of the Airspace Architecture Study and the Wise Persons Group at the common meeting of CEOB and MB on 22-23 May. The meeting advised to align the NEFAB ANSPs Strategy and the Business Plan activities with the relevant recommendations of those high-level studies.

The NEFAB ANSPs together with the partners in Borealis Alliance support a collaborative approach to determining a future direction for the SES as recommended in the Wise Persons Group (WPG) report, which should be done in a realistic, practical and beneficial way:

- overall, supporting the concepts described in the recommendations of the report, but several of them require further work and clarification;
- any changes made to the current European ATM system need to benefit the industry and its stakeholders. These benefits need to be identified and clearly explained so that not to jeopardise what is currently working well;
- the industry needs to be careful with giving overall power to one organisation, or even the perception that this may be the case, as a loss of independence for stakeholders and States is not appealing;
- when developing these concepts into more realistic and satisfactory plans, engagement with and the participation of industry stakeholders and local regulators will be critical.

The Programme Business Plan has been updated along the renewed Strategy for years 2020-2024, identifying similarly to Strategy six target areas and associated business deliverables for further 5 years business planning cycle.

3.3. Execution of the annual Business Plan 2019

3.3.1. Improvement of airspace use, continuing to promote the best practices

Improvement of airspace use has been the major focus in FAB establishment and the most of progress within SES initiative has been made in this domain. This has continued being the focal activity within the NEFAB as well as at the interfaces with neighbouring FABs and third countries.

Removal of route structure in FRA areas

The need for fixed route network was discussed at NEFAB Customer Consultation workshop in September 2017. Afterwards, the MB nominated the experts from ANSPs who presented the initial plan on how to proceed with fixed route network removal.

This report was consolidated with the recommendations from MB, particularly specifying the task description, the master schedule of implementation and certain working practicalities. The outcome – Project Execution Plan was supported by MB as NEFAB general approach for further coordination process with States and NSAs.

Later, the Description of Operational Network – the document for use by ANSPs, NSAs and other relevant stakeholders as a reference document for planning internal activities and processes related to ATS route removal has been drafted.

The process has reached into the phase of coordinating the description of future operational environment with stakeholders. This includes also determining remaining ATS routes designators – for transition routes, for routes that support airspace design due to airspace reservation/restrictions or third-party expectations.

The first ATS route removals took place in Norway by Avinor in late 2019. The planned changes in Estonia and Finland will be implemented from 23 April 2020.

Working to cope with XMAN requirements in NEFAB airspace

NEFAB ANSPs have contacted Navair and LFV to investigate their plans of XMAN implementations and possible impacts to ATM in NEFAB area. There are no implementation plans foreseen in the near future.

Implementing advanced ASM processes and systems, enabling the utilisation of A-FUA

The NEFAB ANSPs have implemented LARA as far as reasonable, integration with the ATM systems is principally completed. The exploitation of full functionalities has delays because of security concerns of military partners.

3.3.2. Improvement of ATS provision in NEFAB area

Improvement of ATS provision across the FAB consists of many different activities aimed at implementing advantageous dynamic cross-border service provision solutions, enhancing cross-border contingencies, and reviewing the possibilities for optimisation and rationalisation of infrastructure – all with the strategic rationale to develop collective operational efficiency to be more efficient in the competing ANS market.

NEFAB NAV SUR strategy

After the first phase of NEFAB NAV SUR mapping exercise in 2018 the discussions and conclusions were suspended. Certain development and better clarity were expected after updating the national navigation strategies and PBN implementation plans.

Meanwhile Borealis Alliance made the 'CNS Inventory Study' to find co-operation in the areas of systems/ equipment rationalization. NEFAB will make conclusions if there are synergies to be achieved.

The FPC agreed to include the harmonisation of CNS/NAV strategies into the NEFAB Strategy Implementation Plan and to recommend the States taking leading role in drafting national NAV strategies and implementing PBN, also governing the implementation in cooperation with all stakeholders.

The MB has revisited the status of NAV developments in August 2019 and decided to coordinate the PBN transition plans over NEFAB and to continue with the suspended activity after PBN transition plans will be ready.

FINEST

FINEST programme is a cooperation programme between ANS Finland and EANS. The objective of FINEST is to achieve optimal performance in the areas of service provision, cost-efficiency, capacity, flight efficiency, environment, continuity and safety.

The FINEST cross-border service area consists of Helsinki and Tallinn FIRs (EFIN and EETT) between FLO95 until FL660. Within this area the ATC sectors will be designed according to the traffic flows instead of national borders. The provision of ATC service within these sectors will be dynamically transferrable between Tallinn and Helsinki ACCs.

The objective is to be achieved by:

- organizing cross-border, homogenous, dynamic, cost-efficient, more environmentally friendly and competitive Air Navigation Services by EANS and ANS Finland for the benefit of airspace users;
- designing the airspace to support most efficiently today's and future traffic flows;
- developing and implementing technical environment (e.g. one FDP in the ATM system) supporting the dynamic cross-border services;
- establishing the common rostering for EANS and ANS Finland ACC personnel;
- ensuring continuous contingency management in service provision;
- harmonizing and enhancing working methods and procedures within Tallinn FIR and Finland FIR in order to ensure further development of ATC capacity in accordance with EU/SES requirements.

The FINEST program is in implementation phase and major technical system changes have been procured. During the 2019 Programme Management Plan, Concept of Operations and Cost-Benefit Analysis have been updated with many details based on the information revealed during the planning phase.

Cooperation with different internal and external stakeholders (e.g. employee unions, Network Manager, NSAs, militaries, NEFAB etc) have been started to assure the goals of the programme will be achieved together.

The aim is to implement the programme by April 2022. This means that all needed technical solutions and interfaces must be finalized by that time. As both companies have been using Thales TopSky system for more than a decade, the upgrade to unified solution is the cornerstone for this dynamic service provision. As we aim for the efficiency in all areas of the cooperation, the environmental aspect has been taken seriously into account.

Together with respective NSAs several topics need to be discussed and analysed further:

- licensing, rating and training, also the aspect of system-based rating;
- liability, insurance and other legislative issues;
- safety related information sharing and flow (occurrence reporting, investigations, safety assessments);
- change management including functional changes notification processes.

The FINEST objectives and roadmap are and will be built in the context of the EU requirements, the legislative framework of the Single European Sky and SESAR Deployment Program (DP). The objectives

of the program are in line with the “Future Airspace Architecture Study” published by the SESAR JU together with Network Manager in April 2019. The industry as well as Network Manager’s support are essential in order to comply with the implementation plans.

Cooperative development of RPAS procedures and sharing of information

NEFAB ANSPs have discussed how to boost and harmonise the development and future implementation of UTM systems. Today all ANSPs are working with basic elements of national UTM concepts.

To gain this sectoral know-how, NEFAB ANSPs observed participation of ANS Finland and EANS in the SESAR call for organising regional U-space demonstrations in cooperation with information service and drone operations providers.

In 2019, most of the work was done by the Gulf of Finland (GOF) U-Space consortium. The live demonstrations of drone operations, including cross-border activities in Estonian and Finnish airspaces, were successfully completed in summer 2019. The consortium is working with the detailed report of demonstrations.

Preliminary dissemination of SESAR U-space projects was done at the dedicated conference on 1st of October in EUROCONTROL. GOF U-space project open days for additional dissemination were held in October in Helsinki and Tallinn.

3.3.3. Implementation of Single European Sky objectives

Several NEFAB development initiatives are linked to the ATM Master Plan to provide SESAR contributions to achieve the European SES performance objectives. SESAR Deployment Manager is driving the deployment to ensure that new technologies and solutions are delivered into everyday operations across Europe. The SESAR Deployment Programme is supporting and guiding through the implementation of Pilot Common Project (PCP).

Contributing to the Pilot Common Project and Deployment Programme

NEFAB ANSPs have had an active role and joint representation on the FAB level at the Stakeholder Consultation Platform (SCP) established by the Deployment Manager (DM), particularly 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.

In 2019 the Planning view and Monitoring view 2019, SWIM Service Provisioning (Policy, Agreement, Governance Handbook) and ADS-B Implementation documents were consulted at the DM SCP. PCP/CP1 proposal and DLS architecture and deployment strategy were launched for consultation in 2019 and are expected to finalise in February 2020.

Cooperative implementation of SWIM components

The activity for mapping the status of SWIM in ANSPs/NEFAB has been started and some initial information has been received in December. This work will continue in 2020.

3.3.4. Assurance and enhancement of ATM safety

NEFAB members have agreed in the State-level Agreement to develop common safety policy aiming at creating a harmonised Safety Management System. This objective has a vital importance for expanding NEFAB cross-border activities – to support bi-lateral projects of integrating ANS provision like FINEST and/or achieving cross-border operational contingency management.

Safety Support and SMS Harmonisation

The NEFAB Safety Support Group (SSG) has been working along two main workstreams:

- sharing and analysing the NEFAB safety data according to the agreed procedures and content;

- analysing the Commission IR (EU) 2017/373 new requirements and making the recommendations for further cooperation in NEFAB if necessary. More emphasis has been put on change management procedures and handling the multi-actor changes.

SSG has fulfilled the MB task for safety related target in NEFAB RP2 Performance Plan (PP), developing the NEFAB guidelines of common training material for introducing the SMS and Just Culture principles within NEFAB.

Also, the SSG Terms of Reference were updated to align them with the practical activities performed.

3.3.5. Systematic organisation, development and networking of the ATM domain

Systematic organisation, development and networking, particularly cooperating with international organisations, developing collaborative customer relations management and streamlined public relations – all this supports and improves the NEFAB strong and appreciated position in European aviation community.

Contributing to the European ATM network and participating at NMB

NEFAB ANSPs representative in the NMB has been contributing to the development and operation of European ATM network, also maintaining NEFAB proactive role in the NM evolution process.

Stakeholder consultation

The only stakeholder consultation event in 2019 was the ANS Consultative Board (ANSCB) meeting. The main subjects presented were information on removing the ATS route network in NEFAB FRA areas and FINEST cross-border ATC project. Stakeholders' feedback for on-going activities was positive.

Social Dialogue Toolbox Campaign

This Campaign was a joint effort of the European Social Partners in Air Traffic Management – ATCEUC, ETF and CANSO. The aim of the toolbox is to increase the quality of social dialogue (SD) and reduce the risk of conflicts, providing national social partners with several tools representing best practices and which can be adopted with the overall aim of promoting successful SD at their level.

NEFAB hosted the Social Dialogue Toolbox Campaign workshop for NEFAB and DK-SE in Tallinn. The event in May was attended by the representatives of Human Resources departments and staff.

3.3.6. Co-operation with States

The NEFAB ANSPs co-operate with their respective State authorities and NEFAB state-level bodies to optimise the working arrangements and FAB structures, harmonise the procedures and operational requirements which bring added value to participating ANSPs and enable efficient resource usage and programme management.

RP3 target setting

NEFAB ANSPs are supporting States for structural renewal and target setting of performance plans if requested. For RP3 target ranges the common position was coordinated to FPC. Later the draft performance targets were available for discussions, but no intervention from ANSPs was needed.

Rating requirements harmonisation

NEFAB ANSPs decided to collect information on the current rating requirements, particularly the ACC unit endorsements in NEFAB, with task to analyse the status – what are the existing differences, and to make proposals for harmonisation if needed.

ANS Finland and EANS expect to handle differences along the FINEST developments in cooperation with NSAs.

Support to Council and State Committees

NEFAB ANSPs are supporting States' level FAB strategy drafting, also contribution to the EU initiatives. In 2019, the ANSPs made recommendations to states to consider for updating the States' Strategy Implementation Plan.

4. Strategic alliances and Cooperation with other FABs

4.1. Borealis Alliance

The alliance is established to facilitate cooperation between the members on commercially recognised business partnering principles and for the achievement of Single European Sky and ICAO performance targets. The Borealis Alliance Framework Agreement sets up basics for this industrial partnership between 9 European ANSPs – ANS Finland (Finland), Avinor (Norway), EANS (Estonia), IAA (Ireland), ISAVIA (Iceland), LFV (Sweden), LGS (Latvia), NATS (UK) and Naviar (Denmark). 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 initiated in 2015 Free Route Airspace programme, with the objective to create a multi-FAB FRA through the establishment of interfaces between FRA areas in 3 FABs (NEFAB, DK-SE FAB and UK-IRL FAB) and Iceland. The Borealis FRA concept of operation is based on the NEFRA concept, i.e. to connect the FRA volumes of 9 States seamlessly, so that these appear as one continuous FRA to airspace users. The NEFAB Programme has been involved with the development of the Borealis FRA concept and project management plan and is represented in the Borealis FRA Project Steering and Expert groups.

The Borealis FRA Part II implementation is still on-going in UK and is expected to be completed in 2024.

In 2019 the Borealis Alliance commenced cross-border FRA between the Maastricht UAC area of responsibility, the DK/SE FAB and the northern part of Germany; and remains open to considering other cross-border proposals should they arise.

Also, joint analysis of Airspace Architecture Study and Wise Persons Group report recommendations to contribute the CANSO position has been made.

4.2. Cooperation with DK-SE FAB

NEFAB has been closely cooperating with DK-SE FAB within an agreed concept to implement a continuous and seamless FRA (North European Free Route Airspace – NEFRA) across the two FABs.

After completion of NEFRA further cooperation was discussed at the NEFAB and DK-SE FAB ministerial meeting. The meeting advised to handle practical ATM issues between NEFAB and DK-SE FAB within Borealis cooperation.

NEFAB Council recommended to call up the forum if any item to discuss between two FABs arises. One practical exercise between two FABs in 2019 was joint preparation for the Social Dialogue Toolbox Campaign Workshop.

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 2019 under the chairmanship of Finland, to be followed by Latvia on rotation basis in 2020.

The NEFAB Programme has provided inputs to the States' Strategy Implementation Plan via FPC, also attending and making report to ANSCB and Council meetings. NEFAB ANSPs contributed to the significant meeting with DG MOVE in January, being part of the NEFAB team together with the State and regulator representatives.

5.2.2. Finance and Performance Committee (FPC)

The Financial and Performance Committee (FPC) was chaired by Latvia in 2019, to be followed by Finland in 2020.

The NEFAB ANSP Programme Manager was providing the FPC meetings with the quarterly Programme Reports in May, September and December, also forwarding these reports to Council, NSA Committee and Civil Military Committee.

5.2.3. National NSAs and NEFAB NSA Committee (NSAC)

The NSA Committee (NSAC) was chaired by Estonia in 2019, to be followed by Latvia in 2020.

NSAC meetings were provided with ANSP Programme Reports and supporting presentations, the communication was identical to the FPC reporting.

5.2.4. States military contribution and Civil Military Committee (CMC)

The Civil Military Committee (CMC) is a cooperation and coordination body between NSAs and military stakeholders. In 2019 the CMC was chaired by Latvia, that chairmanship will continue also in 2020.

5.3. Communication with Airspace users

NEFAB Programme had the only meeting with airspace users at the ANS Consultative Board meeting on 16 December 2019. The news on current programme activities were mostly disseminated on NEFAB website.

The main messages were related to upcoming deletion of ATS routes in NEFAB FRA areas and developing FINEST cross-border collaborative ATS provision.

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.

NEFAB arranged the Social Dialogue Toolbox Campaign workshop for NEFAB and DK-SE ANSPs in Tallinn. The event in May was attended by the representatives of HR departments and staff.

Staff representatives were invited to participate in Air Navigation Consultative Board meeting as a standard practice.

6. Administrative arrangements

NEFAB ANSPs Strategy document, 5-year Business Plan and Communications Strategy and Plan were updated to meet the current needs of co-operation.

The new NEFAB representatives into the EUROCONTROL ANS Board and Network Manager Board were nominated.

-End-