

European Air Traffic Management

Stakeholder Consultation Group



STAKEHOLDER CONSULTATION GROUP

SUMMARY OF AD-HOC MEETING

**HELD ON 11 DECEMBER 2006
AT AGENCY HEADQUARTERS, HAREN**

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AGENDA ITEM 1: INTRODUCTION

Presentation

- 1.1. In opening the ad-hoc Meeting of the Stakeholder Consultation Group, Mr Bo Redeborn, Director ATM Strategies, conveyed apologies from the SCG Chairman, Mr Philippe Rochat and Members unable to attend due to other commitments. At the invitation of Mr Rochat, Mr Redeborn would chair the 11 December ad-hoc session and in this quality he welcomed all representatives present and submitted the proposed meeting scenario for approval.
- 1.2. The acting Chairman underlined that the objective of the ad-hoc session was to agree on the Co-operative Network Design (CND) work programme prioritization process and indicated potential issues for discussion, based on feed back received to date:
 - Should SCG be informed on outturn performance of previous years when prioritizing?
 - The role of Teams in the process
 - The scope of the process
 - How does SESAR come into play?
 - Roles and responsibilities
 - Process timing; applicability for 2008 prioritization
 - Lessons learned from last year

AGENDA ITEM 2: SETTING EXPECTATIONS / OBJECTIVES

Open discussion

- 2.1. The participants reemphasized the importance of Agency efforts in improving the performance of the European ATM Network, but the point was made that the community expected improved transparency, especially regarding benefits and implications for each stakeholder segment.
- 2.2. It was underlined that the role of the SCG within the Agency budgetary process in relation to other bodies needs to be clarified / reassessed, especially in the context of SESAR and new developments in Agency governance (creation of the PCC and ANSB).
- 2.3. While acknowledging that certain aspects of the governance / consultation process needed to be clarified, the Agency pointed out that current responsibility for setting the annual budgetary envelopes for Service Business Units lay with the Standing Committee on Finance (SCF), while the main role of the SCG was to oversee the contents of the CND work programme.

- 2.4. In seeking to improve the process based on past experience, the SCG Members expectations crystallized around:
- Transparent definition / mapping of costs / timing / outputs / benefits
 - The need for assessing programme / project performance
 - Assessment of impacts on Network performance
 - Identification of customers
 - Positioning for SESAR
 - Potential to influence decisions in other bodies

AGENDA ITEM 3: STATUS OVERVIEW

SCG/AH06/2/AP01, Presentation

- 3.1. Mr Bo Redeborn addressed the ad-hoc session covering the main aspects of the prioritization process, with an overview of:
- The Agency Budget
 - The scope of CND and consequently of the prioritisation process
 - The link between Agency Strategy and the CND work-programme
 - Process timing and integration with the budget preparation calendar; applicability for 2008 prioritisation
 - Roles and responsibilities
 - SESAR integration
 - Standardising the information
- 3.2. The budgetary scope of the CND pillar was presented as mainly constituted of the envelopes of EATM and EEC, at about 179 M€ in 2007, out of a total of about 525 M€ financed by contribution of the 37 Member States. The parameters generating a slight increase by comparison with 2006 were detailed.
- 3.3. Setting envelopes for Service Business Units was shown to be a part of Agency Business Planning (an Agency fixed process) while the SCG was expected to contribute to the CND work programme prioritization and consequently the establishment of a proposed CND work programme and budget to be submitted for approval by the PC.
- 3.4. An indication of how the CND work programme is mapped to the PC objectives was provided, as well as a preview of work under development to identify expected achievements for each activity on a multi-year basis.
- 3.5. Actions by the Agency and the SCG as well as their related timing were assessed in order to allow for the prioritization process to be finalized before the May SCG, enabling the Agency to fine tune the CND work programme over the summer and make a coherent proposal to SCF in October.
- 3.6. The presentation was concluded with an indicative view on how the Agency is preparing budgetary and other options for the PC on how it could contribute to the SESAR JU and the relative expected high level composition of the CND work programme:
- SESAR 55%
 - Short term implementation 30%
 - Services 9%
 - Business management 4%
 - Support to regulation 2%

AGENDA ITEM 4: ADDRESSING THE ISSUES

Open session

- 4.1. In attempting to agree on the main issues to be addressed, the participants engaged in lively discussion aimed at establishing priority topics, gradually segregating towards:
 - The need for transparency
 - The possibility to influence the “fixed agency processes” (e.g. setting and prioritizing PC Objectives) and identifying the implications of PC objectives in budgetary and workload terms
 - Correlation with SESAR
 - A multi-year approach and the life cycle of activities
 - The role of existing arrangements and the need to reverse the bottom up progression of initiatives into a top down cascading of objectives
 - Avoidance of duplication
 - Identification of customers
- 4.2. The Agency pointed out that dissemination of information on stakeholder side was paramount and the SCG had an important role to play in that direction.
- 4.3. It was advanced that dedicated groups of SCG Members and Agency representatives could be helpful in addressing detailed work expected for the near future, like defining the CND contribution to the SESAR JU and prioritizing the CND work programme.
- 4.4. The Group agreed on issues to be addressed as follows:
 - Performance measurement
 - output / timing assessment
 - Transparency
 - identify (separate) beneficiaries
 - life cycle costing
 - project/programme definition
 - CND approach
 - plan vs. execution
 - Scope/ remit of SCG
 - Role of SCG
 - PC Objectives
 - Relationships with other bodies
 - Recommendations outside scope
 - Requirements for data
 - level of detail
 - impact assessment
 - SESAR integration
 - no duplication
 - top-down vs bottom up initiatives
 - multi year approach
 - Timing / Process
 - Dedicated group(s)
 - SESAR
 - Budget

AGENDA ITEM 5: IMPROVEMENT PROPOSALS

Open session

- 5.1. Regarding performance measurement, the discussions focused on the need for a meaningful set of potential indicators (e.g. budget outturn, project duration) that would enable assessing the performance of programmes / projects both individually and overall. The KPIs would be assessed periodically and adapted to follow the evolution of the ATM system.
- 5.2. It was appreciated that the need for transparency translated in fact in the need for a consistent approach to disseminating existing information in a simple, structured, meaningful way. The accent was put on mapping costs to output and benefits, cascading down the Agency Business Plan into the work programme by involving the Teams and separating types of expenditures. SESAR alignment was also to be taken into account, while attempting to “show the right information to the right people”.
- 5.3. As for the scope / remit of the SCG, it was proposed that the group TORs are looked at in relation to the newly created PC Co-ordination Committee (PCC) and ANS Board (ANSB). Links with the SCF and other bodies may need to be re-assessed (“who decides and who benefits”), as well as the SCG involvement with SESAR. The Agency underlined that in any case the SCG remained the main consultation body for the EEC and EATM, expected to oversee the content of the work programme so that the envelopes assigned are spent in an optimum way with regards to the ATM network.
- 5.4. It was agreed that data related to the prioritization process should answer four important questions:
 - What achievements are expected?
 - When?
 - What types of resources?
 - What are the benefits?
- 5.5. Integration of the prioritization process with SESAR was approached from two angles: preparing for the SESAR JU (contents, timing, and transition) and implementing the Master Plan once it becomes available (top-down approach, governance). It was agreed that the transition period should be sustained through programmes delivering in the short – medium term. SESAR should make best use of existing arrangements.
- 5.6. Timing / process and dedicated group(s) were addressed together. An agreement was reached to conclude the 2008 prioritization at SCG/5 in May 2007. Discussion revealed a general belief that, especially in the context of SESAR, the process should involve more top-down steering of the Teams. The participants were also in favour of establishing one dedicated Task Force, to cover the positioning for the SESAR JU and the prioritization process, but as separate subjects and in different time frames.

AGENDA ITEM 6: CONCLUSIONS

Open session

Conclusions reached were structured as follows:

- Performance measurement
 - critical assessment of long time running projects
 - two levels of performance measurement
 - of projects themselves
 - long term (periodical) assessment of KPIs relative to changes in ATM system
- Transparency
 - seek consistency and simplicity
 - best use of available information (mapping of wp to PC objectives and planned multi year achievements, but add customers, costs and benefits)
 - assess afterwards if additional detail is needed
- Scope/ remit of SCG
 - clarify relationships with PCC, ANSB, SCF, AGR (influence Agency fixed processes)
 - address relation with SESAR
 - SCG main role to agree on CND contents
- Requirements for data
 - data should cover:
 - what achievements are expected
 - when
 - type of resources
 - expected benefits
 - assessed impacts on Network performance
- SESAR integration
 - SCG to be involved in defining CND contribution to JU
 - timing is critical
 - consider SESAR governance (in the context of JU)
 - best use of existing Agency arrangements (including re-defining the role of Teams)
- Timing / Process
 - take necessary measures to conclude 2008 prioritisation (initiated in Feb 2007) by May 2007
 - process should cover SESAR
- Dedicated group(s)
 - in favour of addressing SESAR integration and budget issues through dedicated TF
 - same TF but separate time frames for the two issues

AGENDA ITEM 7: RECOMMENDATIONS

The ad-hoc SCG recommends:

1. Initiation of the prioritisation process with information structured as presented in slides 10 and 11 (CND work programme mapping to PC objectives and multi year planned achievements), by adding details regarding related costs, customers and expected benefits; subsequent assessment of need for more detail.
2. Presentation of a working paper on SCG role in relationship with other bodies (PCC¹, ANSB², OCG³, AGR⁴, SCF⁵) at SCG/4 in Feb 2007.
3. Setup of a dedicated TF to cover SESAR integration issues (by Feb 2007) and Budget (by April 2007) with a view to finalising the 2008 CND work programme prioritisation in May 2007.
4. Proposal by the Agency of a way to address performance assessment in the context of CND work programme prioritisation at SCG/4 in February 2007.

¹ PCC: PC Coordination Committee
² ANSB: Air Navigation Services Board
³ OCG: Operations Coordination Group
⁴ AGR: Agency Group for Research
⁵ SCF: Standing Committee on Finance

**ANNEX 1
PARTICIPANTS**

Chairman: *Bo REDEBORN, Director ATM Strategies*
Co-chair: *Guido KERKHOF, Director ATM Programmes*
Co-chair: *Jan VAN DOORN, Director EEC*

Secretary: *Ovidiu DUMITRACHE, EATM*

SCG Members

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Agency

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