



**FABEC Implementation Phase
FABEC Performance Plan – RP1
2012 - 2014**

DOCUMENT SUMMARY

Objective : <i>This document describes the FABEC Performance Plan for the first reference period (2012-2014) compliant to the EU 691/2010 Annex 2 template.</i>	
Origin : <i>AFG_TF States Performance</i>	Audience : <i>FABEC</i>

Title : <i>FABEC Performance Plan RP1</i>
Reference : <i>FABEC_AFG_FABEC-Performance-Plan-RP1</i>

Version: 1.0	Date: 28/06/2011	Status: <input type="checkbox"/> Draft <input checked="" type="checkbox"/> Released	Classification : <input checked="" type="checkbox"/> Public <input type="checkbox"/> FABEC limited <input type="checkbox"/> Addressees limited
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Electronic source		
Host system	Software	Size
Microsoft Windows XP	Microsoft Word 97-2003	Mb

DOCUMENT CHANGE RECORD

Version	Date	Reason for changes	Author of changes
1.0	28/06/2011	FABEC Performance Plan for Submission to the European Commission	Aleks Vasilev

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DOCUMENT SIGN OFF SHEETS

Federal Republic of Germany



<p>Federal Republic of Germany Bundesrepublik Deutschland</p>	 <p>Gerold Reichle Director General of Civil Aviation and Aerospace Leiter der Abteilung Luft- und Raumfahrt</p>
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Belgium



**Federal Public Service
Mobility and Transport**
Civil Aviation Authority




Belgium

E. SCHOUPPE
State Secretary for Mobility

FABEC Implementation Phase
FABEC Performance Plan – RP1
2012 - 2014


France



<p>FRANCE</p>	<p>Le Directeur Général de l'Aviation Civile</p>  <p>Patrick GANDIL</p>
---------------	---

Grand Duchy of Luxembourg




<p>Grand Duchy of Luxembourg</p>	 <p>Claude WALTZING Director CAA / NSA</p>
----------------------------------	---

The Netherlands



Ministerie van Infrastructuur en Milieu



<p>The Netherlands</p>	<p>THE DIRECTOR GENERAL FOR CIVIL AVIATION AND MARITIME AFFAIRS</p> <p>Mark Dierikx</p> 
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Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of the
Environment, Transport, Energy and Communications DETEC
Federal Office of Civil Aviation FOCA




<p>Director General</p>	<p>Dr. Peter Müller</p> 
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TABLE OF ABBREVIATIONS

ACC	Area Control Center
ADM	Average en-route Delay per Movement
ANS	Air Navigation Services
ANSP	Air Navigation Service Provider
AoR	Area of Responsibility
ARN V7	ATS Route Network Version 7
ASB	ANSP Strategic Board
ASMA	Arrival Sequencing and Metering Area
ATC	Air Traffic Control
ATFM	Air Traffic Flow Management
ATFCM / ASM	Air Traffic Flow and Capacity Management / Airspace Management
ATM	Air Traffic Management
ATS	Air Traffic Services
CASA	Computer Assisted Slot Allocation
CDA	Continuous Descent Approach
CDO	Continuous Descent Operation
CEF	Capacity Enhancement Function
CFMU	Central Flow Management Unit
CRCO	Central Route Charges Office
DUR	Determined Unit Rate
E3	<u>E</u> uropean Commission, <u>E</u> UROCONTROL and <u>E</u> ASA
EASA	European Aviation Safety Agency
EC	European Commission
EU	European Union
FAB	Functional Airspace Block
FABEC	Functional Airspace Block Europe Central
FIR	Flight Information Region
FPC	Finance and Performance Committee
FUA	Flexible Use of Airspace
HLIB	High Level Implementation Board
ICAO	International Civil Aviation Organization
LSSIP	Local Single Sky Implementation
KPA	Key Performance Area
KPI	Key Performance Indicator
Mil CG	Military Coordination Group
MoT	Ministry of Transport

MUAC	Maastricht Upper Airspace Center
na	not applicable
NSA	National Supervisory Authority
NSAC	NSA Committee
PI	Performance Indicator
MET-ANSP	Meteorological ANSP
MME	Military Mission Effectiveness
PRB	Performance Review Board
PRU	Performance Review Unit
RAT	Risk Analysis Tool
RI	Runway Incursion
RP	Reference Period
SES	Single European Sky
SESAR	Single European Sky ATM Research Program
SFR	Swiss Francs
SMI	Separation Minima Infringement
SSB	States Strategic Board
SU	Service Unit
SUA	Special Use of Airspace
TF	Task Force

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EXECUTIVE SUMMARY

This FABEC Performance Plan has been jointly established by the six States participating in the FABEC in order to better contribute to the EU performance. Targets have been set at FABEC level where this was feasible.

It addresses on FABEC level the Key Performance Areas of Safety, Environment, Capacity and Military Mission Effectiveness. Cost-efficiency target is addressed at national level.

Besides the adoption of an additional KPA (MME), a number of indicators have been adopted on top of those provided by regulation (EU) 691/2010, in order to further improve the performance in the second reference period.

The plan contains key performance indicators (with a target) and performance indicators (without a target), as follows:

AREA	INDICATORS		
	Key performance indicators	Performance indicators	Indicators to be developed and monitored
Safety	-	3	-
Environment	2	1	-
Capacity	1	2	3
Cost efficiency		4	
Military Mission Effectiveness	3*	4	-

** indicators to be monitored at national level, and targets to be adopted according to national decisions.*

Figure 1 FABEC Indicators

In addition, this plan sets 5 qualitative safety objectives at FABEC level.

The plan was finalised after workshops and a stakeholder consultation meeting with representatives of users, ANSPs, airports and trade unions, taking due account of their comments and suggestions.

The FABEC Performance Plan describes how its implementation will rely on clear principles and efficient structures on State and on ANSP side, ensuring in particular a joint accountable entity, and State authorities acting as one. Processes description documents on both sides will be finalised in the second half of 2011.

The FABEC States believe that this Performance Plan offers the best possible contribution to the EU-wide targets for the Reference Period 1.

Finally, the FABEC Performance Plan also answers other general objectives of the SES regulation, in particular with a view to get prepared for RP2 and getting closer to a fully operational FAB from 2012 onwards.

The targets adopted in this plan are summarized below.

<u>KPA</u>	<u>KPI</u>	<u>Targets</u>			<u>Threshold</u>
		<u>2012</u>	<u>2013</u>	<u>2014</u>	
<u>Safety</u>	<u>na</u>	<u>na</u>	<u>na</u>	<u>na</u>	<u>na</u>
<u>Environment</u>	% of route extension represented in distance flown compared to great circle distance			<u>95% of 2011 level</u>	<u>10%</u>
	Approach procedures in place supporting CDO operations (ICAO Doc 9931) – percentage of the airports having procedures in place			<u>At least 90%</u>	
<u>Capacity</u>	en route average ATFM delay per controlled flight (in minutes per flight)	<u>0.77</u>	<u>0.68</u>	<u>0.50</u>	<u>10%</u>
<u>Cost efficiency</u>		<u>Targets set at national level</u>			
<u>Military Mission Effectiveness</u>		<u>Targets set at national level</u>			

Figure 2 FABEC targets adopted

1 INTRODUCTION

1.1 *Description of the situation*

1.1.a General introduction

Article 11 of the Framework Regulation¹ contains the obligation to set up a performance scheme for air navigation services and network functions. Ultimate goal of this performance scheme is the improvement of the ANS performance in the key Performance Areas safety, environment, capacity and cost efficiency in the Single European Sky.

The Performance Implementing Rule² contains the detailed elaboration of the performance scheme concept. The first reference period (RP1) of the performance scheme starts on 1st January 2012 and ends on 31st December 2014.

Functional Airspace Blocks and Performance Plans are considered as key elements with regard to the SES goals. In order to support these objectives, enhancing better cooperation between ANSPs and reaching a better collective performance, FABEC decided to elaborate a Performance Plan at FAB-level.

This FABEC Performance Plan is set up in line with the template in Annex II of the Performance Implementing Rule.

This document contains the integral provisional FABEC Performance Plan for this first reference period. It is provisional until all FABEC Member States have ratified the FABEC States Agreement of 2nd December 2010. It is highly improbable that this will happen before 1st January 2012.

In his letter of 10th July 2010 in answer to the letter of the Chairman of the FABEC States Strategic Board (SSB) of 25th June 2010 the European Commission stated that the Commission would welcome the submission of a provisional FABEC Performance Plan on the understanding that this plan would clearly set out the States' responsibilities for the achievement of the performance targets. Furthermore, the Commission stated that Article 5.2(e) of the Performance Implementing Rule allows a FAB to exclude a cost efficiency target from its Performance Plan on the understanding that the plan includes an aggregation of the national cost efficiency targets in order to allow having a view on the global consistency of the aggregated FABEC cost efficiency target with the EU-wide target. The individual member states targeted performances on cost efficiency are described in Annex A. In line with Article 5.2 (e) the global aggregated FABEC cost efficiency figure demonstrating the cost efficiency effort at FABEC level is included in chapter 2, paragraph 1(d), providing a global FABEC figure.

This Performance Plan has been drafted without a Common FABEC ANSP Business Plan for the reference period 2012 – 2014 having been placed at the NSAs' disposal. As a consequence, this plan contains elements of updated Business Plans 2011 – 2015 of the individual ANSP in the FABEC-area. These are in line with the Amended regulation 2096/2005 laying down common requirements for the provision of air navigation services, such as the overall aims and goals of the ANSPs, their strategies to meeting them and taking into account the relevant European Union requirements for the development of infrastructure or other technology in line with to the ATM-Masterplan.

¹ Regulation EC No 549/2004 of the European Parliament and of the Council of 10 March 2004 laying down the framework for the creation of the single European sky), as amended by Regulation (EC) No 1070/2009 (of the European Parliament and of the Council of 21 October 2009)

² Commission Regulation (EC) No 691/2010 laying down a performance scheme for air navigation services and network functions

1.1.b Scope of the plan

The scope of this plan is focused on the en route service provision in the airspace of the six FABEC states (Belgium, France, Germany, Luxemburg, The Netherlands and Switzerland).

In the first reference period the following parties are involved in FABEC activities:

- Seven ANSPs: Belgocontrol, Belgium; Direction des Services de la Navigation Aérienne (DSNA), France; Deutsche Flugsicherung GmbH (DFS), Germany; l'Administration de la Navigation Aérienne (ANA), Luxembourg; Air Traffic Control The Netherlands (LVNL), The Netherlands; Skyguide, Switzerland; Maastricht Upper Area Control Centre (MUAC), BENELUX and Germany.
- Military.
- MET-ANSPs: Météo France, France; Deutscher Wetterdienst (DWD), Germany; Royal Netherlands Meteorological Institute (KNMI), The Netherlands; Office Fédéral de la Météorologie et de Climatologie MétéoSuisse, Switzerland.
- NSAs: provisional FABEC Committees (Financial & Performance Committee and NSA Committee) and the individual Member States' NSAs.

Airport operators within the FABEC-area are currently not taking part in the performance scheme but have an important role in the monitoring and developing of (K)PIs in the KPA Environment and Capacity.

International organisations as EUROCONTROL and State authorities (the regulatory and the supervisory units) are included in this Performance Plan because of their responsibilities related to the Performance Scheme and because of the effect of their activities on the costs of air navigation service provision in the FIRs in the FABEC area.

The FABEC States have decided that the provisional FABEC Performance Plan for the first reference period (RP1) will be focused on the Key Performance Areas (KPA) of Safety (broadened to the whole domain of ATM/ANS), Environment, Capacity and Military Mission Effectiveness. The KPA on Cost Efficiency is included only for aggregation of national targets and monitoring purposes.

In addition to the KPAs/KPIs laid down in the EU-SES-scheme, FABEC has defined some additional KPIs and PIs.

The contributions of the individual states to the FABEC Performance Plan concentrate on the Key Performance Area of Cost Efficiency as well as the additional national Key Performance Indicators and/or targets. They are contained in Annex A.

In line with the FABEC States Agreement and Article 10.3 (e) of Regulation 691/2010 the civil-military dimension of the plan, in particular the performance of the flexible use of airspace in order to increase capacity with due regard to the military mission effectiveness (MME), mostly at national levels, is included in this plan.

The development of a number of PIs for safety, environment, capacity and cost efficiency to be used as KPIs from the start of the second reference period (2015 – 2019) as well as the monitoring of some PIs on the same KPAs are also a core element of the scope of this plan.

1.2 Description of overall assumptions for RP1

1.2.a Macro economic scenarios

Quantitative data on the forecasted economic developments in the coming years have been analyzed to build up a realistic picture of the civil aviation and the air navigation service provision trends in the first reference period. The economic developments are described in general qualitative terms. These developments provide the starting point for the determination of the traffic volumes and the service units volumes in the FIRs within the FABEC area. These developments also have a substantial influence on the required

air space capacity, the capacity planning of the ANSPs and the cost efficiency. The analyses are also used to get acquainted with possible differences in the developments in the FABEC Member States, which may lead to differentiations in the target setting at national level.

The macroeconomic forecasts for the FABEC member states are mainly based on:

- The IMF World Economic Outlook October 2010 Edition, published by the International Monetary Fund
- IHS Global Insight Country & Industry Forecasting
- SECO State Secretariat for Economic Affairs SECO (Switzerland)
- CPB Economic Policy Analysis (The Netherlands)
- Bundesbank (Germany)
- European Central Bank
- EUROCONTROL/STATFOR
- Boeing Market Outlook
- Belgian Federal Plan Bureau

If necessary to clarify a specific situation in one or more Member States, additional national forecasts and statistical data have been used.

Whereas a considerable global economic growth is generally expected for the period 2012 – 2015, the economic perspectives for Europe are considerably less positive/optimistic, albeit that the European economy also will profit from the global economic growth.

In North Western Europe the coming years will show a modest growth in the gross domestic product and the private consumptions and a zero growth of the States' consumption. Inflation will stay relatively low, wages are expected to increase only very slightly, while the unemployment rate will stay at about the same level.

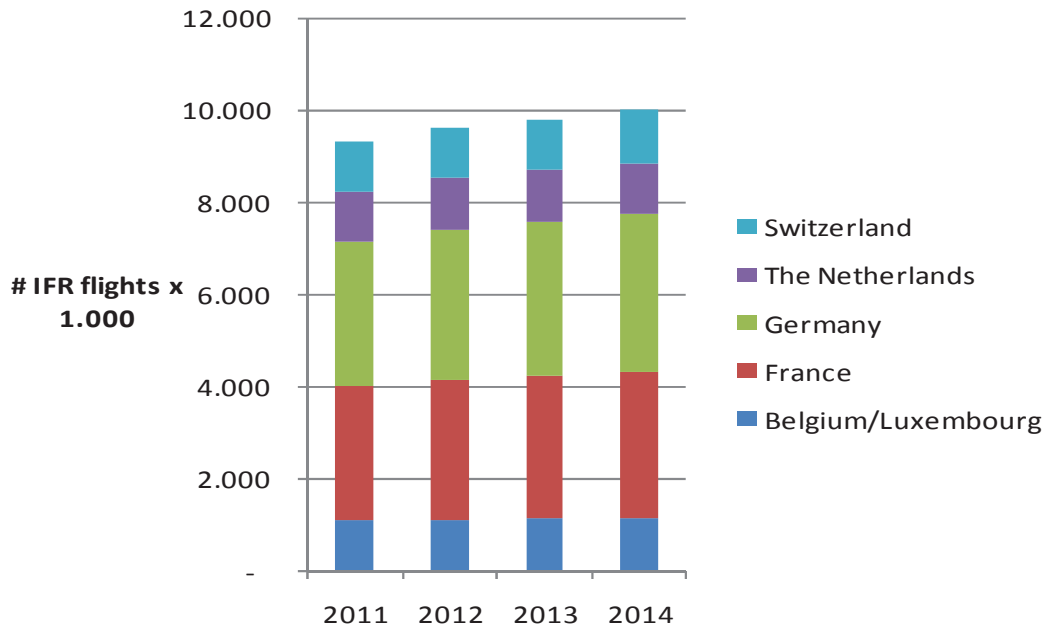
The oil price will remain considerably above \$ 100 per barrel. The euro/dollar parity will stay at the same level.

1.2.b Air Traffic Movements

Civil aviation will continue to grow during the coming two decades, both worldwide and in Europe and in the FABEC member states. However, the growth will be lower in the European region.

Most of the data are derived from the EUROCONTROL STATFOR Medium term forecast (STATFOR MTF) 2010 – 2016 and the EUROCONTROL STATFOR Long-term forecast (STATFOR LTF) 2010 - 2030.

The development of the air traffic movements is indicated in the graphic below only for information purposes.



Source: STATFOR Medium Term Forecast, February 2011; base scenario
Figure 3 Medium Term forecast IFR Flight movements

1.2.c Traffic forecast as expressed in ATC service units

Setting the EU-wide targets for the first reference period the European Commission³ has derived the traffic volume data from the STATFOR base scenario forecast.

ANSPs might use additional information for forecasting of the future traffic volume, which is indicated in the following table:

STATFOR			Belgium / Luxembourg	France	Germany	The Netherlands	Switzerland
Flight movements	Short term forecast	High/base/low scenarios	base			base	
	Medium term forecast	High/base/low scenarios	base			base	
	Long term forecast	High/base/low scenarios	base			base	
		Own forecast		√	√		√
Service units	Short term forecast	High/base/low scenarios	base			base	
	Medium term forecast	High/base/low scenarios	base			base	
		Own forecast		√	√		√

Figure 4 National Traffic Forecasts

Comments:

(1) At DFS, the future development of service units is forecasted by means of mathematical methods, such as trend extrapolation, but also by analysing the air transport market, i.e. by assessing publications on routes planned for the future, changes in market shares of our customers, military air traffic etc. The forecasting process also includes consultations with airlines and airports. The results are matched with the published service units forecast by CRCO and STATFOR. DFS uses both STATFOR-scenarios. In a first step DFS evaluates the short and the medium term scenarios. In a second step, the DFS makes assumptions about the air traffic development between the high growth and the low growth scenario.

³ Commission Decision of 21 February 2011 setting the European Union-wide performance targets and alert thresholds for the provision of air navigation services for the years 2012 to 2014.

(2) **DGAC/DTA** provides its own forecast scenarios. Taking into account these scenarios and STATFOR forecasts, DSNB then proposes a forecast in the user consultation, where, or after which the final decision on the forecast is taken. As for 2012-2014, this final decision diverts upwards from the DSNB scenario.

(3) **MUAC:** For cost purposes STATFOR is used, taking a weighted average of the 4 States. For capacity planning purposes a dedicated MUAC STATFOR forecast is used.

(4) **Skyguide:** Takes into account all available information, STATFOR short and medium term, CRCO, own operational data.

1.2.d Actual overall status of safety aviation

According to ICAO-agreement every (FABEC) State should make a State Safety Program.

The development of such programs are now in the finalizing phase and are aligned with the EASP and EASp. Although these individual FABEC States' SSPs are not harmonized yet, the overall aviation safety is rather mature.

Within FABEC all ANSPs work together to keep the airspace safe and aiming to improve the levels of safety taking into account other KPAs such as cost-efficiency, capacity and environment. This process is needed for a safe accommodation of the growth of the air traffic for the coming years.

States and ANSPs are working closely together with the vision to become one virtual organization as soon as possible.

Not only the civil authorities, but also the military authorities will join this initiative in order to satisfy the safety objectives set at European level.

At first the effort will be concentrated on the harmonisation of the SMS [ANSPs and States] and safety occurrence handling, followed by setting an emphasis on getting a mature safety culture.

Those developments will be in line with the European requirements.

The FABEC NSA Committee and the FABEC Financial and Performance Committee are now establishing common processes for the collection and the monitoring of safety related data at FAB level.

As required by the Commission Regulation (EC) 1315/2007, the national supervisory authorities shall issue a safety directive when it has determined the existence of an unsafe condition in a functional system requiring immediate action. The FABEC current situation is described as follows:

BELGIUM: No pending Safety Directives

FRANCE: 1 Safety Directive on Wake Turbulence separations to be applied for A380 and B747-800 aircraft types, closure expected with a new regulation including those types of aircraft.

GERMANY: No pending safety directives

LUXEMBOURG: 1 Safety Directive on traffic restrictions under low-visibility procedures for Luxembourg Airport

SWITZERLAND: No pending safety directives

THE NETHERLANDS: No pending safety directives

The EU Safety KPIs are currently being defined. In addition, FABEC FPC has set objectives to be met during RP1 aiming to provide assurance that the safety levels are

maintained or improved. Furthermore FABEC's intention is to enable a greater use of technology to collect and harmonize data.

1.2.e Operational context

Environment:

Climate change has been high on the international political agenda in recent years, with the contribution of the aviation industry being of particular interest. According to the European Environment Agency aviation contributes approximately 3 % of greenhouse gas emissions in Europe. Taking into account the reduction in emissions in other sectors and the predicted increase of aviation the relative contribution of air transport to overall greenhouse gas emissions is likely to increase. For each kg of jet fuel that is burnt 3.157 kg of CO₂ is emitted. Therefore, any reduction in fuel burn will result in a proportional reduction of CO₂ emitted. Hence, improving flight efficiency can play a part in reducing the amount of CO₂ emitted by aircraft. Any measures in reducing noise, fuel burn and emissions are supported by the FABEC community.

Capacity:

In the 5 last years, the performance of the FABEC ANSPs in terms of en route - ATFM delays per movement (ADM) generated by ACCs was the following:

Years	2006	2007	2008	2009	2010
ADM (Min./fit) FABEC	0.72	0.84	0.93	0.61	2.12

Figure 5 FABEC ADM

The year 2010 was marked with heavy en-route ATFM delays caused, inter alia, by the implementation of new ATM systems in Germany, and by industrial actions in France, a number of which were linked, as a matter of fact, to discussions on the FABEC institutional matters. Thus, it should be considered as not representative of the "usual" performance of the ATM system within the FABEC area.

At the moment, capacity planning remains at national level, but the FABEC ANSPs have geared up their common activities on Performance management, and arrangements on the joint management of performance are planned for the first reference period.

The joint efforts on the route network improvements within FABEC are expected to result in both a bigger capacity and reduction of environmental impact. In addition, while there are until now different national arrangements on airspace management, the goal to create a joint ATFCM / ASM function for FABEC is enshrined in the FABEC Treaty, and the building of such a function have progressed to the point that first "field" trials were made end 2010 together with EUROCONTROL CFMU and "live" trials are planned from May to July 2011.

Both actions are expected to help increase the en-route capacity in the FABEC area.

Military Mission Effectiveness:

Considering the FABEC high level conference of civil and military authorities statement of January 2010, it is stated within the FABEC Treaty that contracting States shall implement a Performance Plan taking into account civil need as well as military mission effectiveness. Therefore, FABEC armed forces are already involved in the joint ATFCM/ASM "live trial" preparation. They also have great contributions in en route

network improvements striving to create cross border training areas aiming to increase the fulfillment of civil and military needs.

1.2.f Institutional context

Where aviation is an international activity par excellence, air navigation service provision is still firmly rooted in its national surroundings. Where EUROCONTROL since the seventies of the last century has developed from a governmental safety organization into an organization with a technical and financial focus and currently is evolving into a three-pillared organization (SES, Network and SESAR/R&D), EASA has developed from an airworthiness safety organization to a safety organization encompassing the whole domain of aviation (airworthiness, operations, ATM and aerodromes), while the EU SES-packages have undoubtedly had the biggest impact. Where the SES-I package has led to more harmonization, the SES-II package is intended to result in a better performance, initially of the ANSPs, in the future also of the Airports. These changes in the ANS world lead to changes in the institutional framework, both for the users and the ANSPs.

Quantum leaps in performance are only achievable by using the international dimensions of ANS to the utmost. The challenge to decrease delays and to fly more as the crow flies can only be taken up in international cooperation, be it on FAB-level or on Pan-European scale. The goals of SESAR can only be achieved by a very large extent of international cooperation and harmonization and systems compatibility. To meet the long term targets on cost efficiency a close cooperation between the nationally organized ANSPs has to be developed. That cooperation will inevitably lead to a further rationalization of ANS-activities. In that perspective FABEC is not only a way of cooperation but also a very important means to realize the high level political EU goals in a very complex and densely used airspace.

In line with the FABEC States Treaty, the FABEC Council governs the FABEC. As such it is the authority that adopts this Performance Plan on the understanding that the individual member states are responsible for the cost efficiency performance.

In order to meet the commitments of the Contracting States under this Treaty, the FABEC Council is tasked with taking decisions in order to meet the objectives of the FABEC. The Council is assisted by a number of Committees, such as:

- The Airspace Committee: assisting in ensuring the design and the management of a seamless airspace, as well as the coordinated air traffic flow and capacity management and the flexible use of airspace;
- The Financial and Performance Committee: assisting in the charging policy and the performance of ANSPs;
- The National Supervisory Authorities Committee.

These committees shall be composed of civil and military experts appointed by the Member States.

Based on this governance structure the point of contact for this FABEC Performance Plan is going to be the chairman of the Financial and Performance Committee (FPC).

IR Body	'transformation to'	FABEC context	provisional FABEC context
Member States	→	FABEC Council	SSB or provisional FABEC Council
NSA	→	Financial and Performance Committee	TF States Performance assisted by TF Charging, TF NSA and the Mil CG or provisional Committees
		NSA Committee	TF NSA or provisional NSA Committee
ANSP	→	ASB	ASB
		ANSP Performance Management Function	AFG / PMG

Figure 6 Institutional bodies in the FABEC context

The civil and military authorities of the six FABEC Member States, including the NSAs, the civil and military ANSPs, including the MET-ANSPs are more and more operating in a rapidly changing institutional context with an ever increasing international dimension. In all Key Performance Areas this international dimension is irreversibly growing.

The institutional context on the side of the ANSPs is described as follows:

ANA Luxemburg

- Ownership: State of Luxembourg (Loi du 21.12.2007).
- Financing: Airport users and State.
- Supervision: Direction de l'Aviation civile (Loi du 19.05.1999).

Belgocontrol

- Belgocontrol is a public autonomous enterprise, wholly owned by the Belgian State.
- Governed by a law and a management contract with the Belgian State.
- Belgocontrol's Supervisory Board is appointed by Royal Decree.

DFS

- DFS is a limited liability company governed by commercial law and public law but wholly owned by the German Federal State.
- The German MoT has provided DFS with an unlimited certificate (SES). The State has designated DFS as an ATS provider for en-route and terminal.
- DFS Executive Board is overseen by a Supervisory Board (SB). In the SB the German government, the staff and the military is represented.

DSNA

- DSNA is a government department operating under an autonomous budget.
- DSNA is designated to provide ATS in the whole French FIR and at controlled airports.
- DSAC is the National Supervisory Authority providing certification to DSNA.
- In the context of the performance scheme and on charging issues, the function of NSA is entrusted to the Air Transport Directorate (DTA). In addition,

the Cour des Comptes runs an annual audit on the finance and accounting of the DGAC special Budget.

- The DGAC Budget (which covers DSNA expenses) is approved by the Parliament.

LVNL

- LVNL is an autonomous governmental body founded by Civil Aviation Law with its own labour conditions and an own profit and loss account and balance.
- Completely debt financed
- Operating and investment loan facilities by the Ministry of Finance
- Financed by the airspace users

MUAC

- EUROCONTROL is an International organisation (established under the Convention of 13.12.1960 and amended on 12.2.1981). At the request of the Benelux States and Germany, MUAC is operated as a EUROCONTROL Agency's service according to the Maastricht Agreement (25.11.1986) and is responsible for the management of upper air traffic control in the airspace delegated by the Four States.
- Funding and financing of the MUAC operations is through Member States contributions. Operating expenses are funded through contributions from the Four Member States. Investment expenditures are pre-financed through loans and covered by all EUROCONTROL Member States.
- Costs for the MUAC services are incorporated in the National Cost Base of the Member States and are charged to the users through the national unit rate.

Skyguide

(2009)

- Owner: Swiss Confederation (99.91%).
- Financing: Joint-stock company.

1.3 Description of the outcome of the stakeholder consultation

(1) Consultation Process Description

FABEC States launched in April 2011 an extensive stakeholder consultation process as required in Regulation EC No 691/2010. Due to structure of the plan the consultation was conducted on national (only cost effectiveness) as well as on FABEC level (other KPAs). FABEC consultation was conducted by the standing FABEC organisation, the national consultations were executed by the respective National Supervisory Authorities.

On 20 May the official consultation meeting on the FABEC Performance Plan took place. This meeting was based on two preparatory workshops (4 and 11 April), a web-based information portal (www.fabec.eu) and on national consultations on cost-efficiency (16, 18 and 19 May). In addition, a written consultation process based on a formal web-based feedback tool was installed to structure the comments provided by the different stakeholders.

Based on EC Regulation 691/2010 in accordance with 549/2004 Art.10 stakeholders addressed and invited are:

- Airspace users
- Staff representatives
- Air navigation service providers

- Airport Council International (observer)
- Performance Review Body (observer)

(2) General Comments raised by the stakeholders

In principle, comments raised by the different stakeholders can be subdivided into two groups:

1. General aspects covering political issues, general statements etc.
2. “Technical” aspects referring to detailed aspects of the plan. Those comments are directly linked to special key performance areas and indicators. Due to this they will be described in the respective parts of this plan.

Comments raised on national cost-efficiency targets are tackled in the national cost-efficiency plan attached to or referenced in this document.

In general the overall feedback received from the different stakeholders is not uniform and – mirroring their variety of interests– contradictory.

- Airspace user welcomed that FABEC is developing a common performance plan. Nevertheless they jointly declared that they are dissatisfied with the proposed plan. They clearly stated that from their point of view FABEC is not delivering the performance promised neither in the actual project nor in the targets proposed. This assessment is mainly based on their perception, that FABEC NSAs set targets based on proposals from the ANSPs (“bottom-up”) and not as derivation from the EC-targets (“top-down”). In addition, they are missing clear accountabilities and processes (corrective action plan etc.). For them it is not a question of operational feasibility – it is a question of lack of commitment, which will endanger the overall EC-target and SES II.
- The views from the staff representatives⁴ are contradictory. ETF did not support the EC targets for RP1 and believed they require modification. They supported FABEC performance improvements through increased cooperation, advocating for their co-op-model. MARC stated clearly that performance improvements are possible; however, a FABEC Performance Plan will fail as long as institutional questions and a final objective are not defined. Supporting their preferred model, they pointed out that performance improvements can best be achieved in a Single Service Provider for FABEC. IFATSEA considers the EU Performance targets to be an undue burden on the ANSPs.
- FABEC ANSPs⁵ commonly declared that they are committed to the FABEC Performance Plan, which contains ambitious, yet not unrealistic targets. Nevertheless they stated that target setting on different levels will lead to conflicts. In order to cope with this, issues like the prioritization of targets, an appropriate governance to deal with joint accountability, streamlining of FABEC and local initiatives etc. have to be worked out.

⁴ Staff representative bodies involved were MARC (Unions and Professional Associations representing staff in all FABEC countries, amongst them the majority of air traffic controllers), ETF (Unions representing mainly staff in Belgium and France) and IFATSEA (Professional Association of safety electronics personnel).

⁵ ANA Luxembourg, Belgocontrol, DFS, DSNA, EUROCONTROL Maastricht UAC, LVNL and Skyguide.

(3) Specific issues raised by the stakeholders

The main outcome of the consultations held at FABEC level on April 4th and May 20th, 2011, were the following **as regards capacity**:

- The users declared themselves disappointed that the values from the “bottom-up” approach presented by the FABEC ANSPs did not guarantee convergence with the EU-wide target set by the Commission. They advocated the FABEC States to set the 2014 target further down, to the CEF reference value.
- The users also supported the second indicator but requested to also set and monitor an indicator of the percentage of flights delayed from the first minute. As a result, State authorities agreed to add this indicator as PI#2 in section 2.1.b below.
- The users seemed to agree not to set financial incentives on capacity performance in the first reference period. Still, they questioned what the States would do in case where the considered non-financial incentive, that is a corrective action plan, would not deliver and bring the performance back to the targets after a first “infringement” of a yearly target;
- The staff representatives declared they believed the EU-wide targets are unrealistic, and that the States should consider more realistic targets, including on capacity, without fearing that EU-wide targets would have to be revised if the aggregated local targets would collectively be higher.

As regards environment

The airspace users mainly requested to find some application of CDO/CDA from top of descent, stronger support of the implementation of Performance Based Navigation (PBN) rather than CDO/CDA operations and a general disagreement on the EU-wide used performance indicator and also the FABEC route extension indicator.

ANSP's mainly raised their concerns regarding the accountability and the achievement of the targets as they are depending on flight planning of the airlines.

As regards cost efficiency

The users stated in the Stakeholder Consultation Meeting that the FABEC aggregated average annual unit rate decrease of -3.7% (-1.26% per year; compared to the EU wide target of -3.51%) would make it nearly impossible to meet the EU-wide target, even if other EU Member States would meet or even exceed the EU wide target.

Furthermore, the users castigated the lack of a sense of urgency in achieving structural changes and urged the States to apply a top down approach in order to meet the targets.

After the FABEC SCM the user organizations sent jointly a letter to each of the Member States. In these letters the associations expressed their concerns on the national cost efficiency issues in that FABEC member State. As cost efficiency performance is a national responsibility, these letters are dealt with in the national plans.

As regards Safety

The main outcome of the consultations held at FABEC level, as regards to safety, came from the ANSPs and Unions representatives. For the other users, safety appeared to be taken for granted without interdependencies with other key performance areas.

- For the Unions, safety was not sufficiently covered, for the other users this area was covered as required by the regulation and therefore, no major issues were raised.
- The Unions' representatives asked to be involved in any implementation of automated reporting systems.
- The harmonization of safety process was considered as a positive output from the FABEC implementation.

As regards Military mission effectiveness

It was asked that military should consider the need to make the airspace available sufficiently in advance in order to be effectively planned. But, the planning processes are not the same from State to State. Moreover, these processes have to balance civil and military needs, what complicate the way to find the adequate delay to notify released airspace. Nevertheless, the second reference period will implement a KPI on effective use of the civil/military airspace structure which will partially deal with this issue.

Answering the question on why only Belgium was able to have quantitative targets on MME it was said that only this country had sufficient consolidated data. Even if the delay to fully implement MME indicators, impacted by external factors, at FABEC level was not known, it was expected to do it at least for the second reference period.

2 PERFORMANCE TARGETS IN THE FABEC AREA

2.1 Performance targets and alert thresholds in each performance area

This chapter covers the KPAs Safety, Environment, Capacity, Cost efficiency and Military Mission Effectiveness.

The FABEC States have decided that, due to the absence of a Single Unit Rate for en-route charging in the FABEC area, cost efficiency targets will remain set at national level in the first performance reference period (2012 – 2014). Thus, regarding the cost efficiency target and in line with Article 5.2(e) of the regulation EU No 691/2010, this chapter on the provisional FABEC Performance Plan for RP1 will be limited to an aggregation of the national cost efficiency targets and a global figure demonstrating the cost efficiency target at FABEC level.

The alert threshold associated with targets in this chapter is a traffic deviation over a calendar year by at least 10% as recorded by the PRB. This is in line with the EU-wide alert threshold. If the threshold is reached, the Performance Plan may be adapted in accordance with the FABEC Performance Plan Process Description.

(1) Safety

EU-wide KPI	FABEC PI - objectives	To Be Developed
Minimum level of effectiveness of safety management for Air Navigation Services Providers and National Supervisory Authorities respectively.	Effectiveness of safety management as measured by a methodology based on the ATM Safety Maturity Survey Framework.	Baseline for 2012. Objectives for 2013-2014.
Percentage of application of the severity classification of Risk Analysis Tool for Separation Minima Infringement, Runway Incursions and ATM Specific Technical Events	Application of the severity classification of Risk Analysis Tool for Separation Minima Infringement, Runway Incursions and ATM Specific Technical Events at all Air Traffic Control Centers and airports with more than 150 000 commercial air transport movements per year. Implementation of the Risk Analysis Tool at all FABEC ANSPs. Harmonization of working methods, definitions, and historical data building.	Cost Benefits Analysis and an Initial Feasibility study for the implementation of automated reporting tools, to be completed at the end of RP1.

Minimum level of the measure of Just Culture at the end of the reference period. Reporting of Just Culture

Figure 7 Safety indicators

FABEC Safety PIs

Three safety performance indicators (PI) will be monitored at FABEC level and four objectives are accordingly set for RP1⁶:

Safety Performances Indicators (PIs)

- PI #1: Effectiveness of Safety Management
- PI #2: Application of the Severity Classification of the Risk Analysis Tool
- PI #3: Reporting of Just Culture

FABEC Safety Objectives for RP1

- 1) Based on the FABEC ATM Safety Maturity Survey scores from the 7 ANSPs, a baseline shall be defined during 2012, and an objective shall be set for the 2013-2014 period, on the level to be achieved at the end of RP1.
- 2) Based on the FABEC ATM Safety Maturity Survey scores from the 6 states, a baseline shall be defined during 2012, and an objective shall be set for the 2013-2014 period, on the level to be achieved at the end of RP1.
- 3) To allow the harmonization of the reporting of severity assessment, FABEC ANSPs are committed to implement the RAT⁷ (Risk Analysis Tool) before the end of RP1.
- 4) FABEC ANSPs are requested to perform a Cost Benefits Analysis and an initial feasibility study for the implementation of automated reporting systems, at least for En-Route traffic. The added value of those automated systems shall be assessed and the objectives of those tools shall be clearly identified and stated in Just Culture policies. The feasibility study shall be completed prior the end of RP1 and based on the results, the implementation phase should be considered for RP2.
- 5) Harmonization of set of definitions, working processes and historical data shall be completed prior the end of RP1.

FABEC PI #1

Effectiveness of Safety Management

The first FABEC safety PI shall be the effectiveness of safety management as measured by a methodology based on the ATM Safety Maturity Survey Framework. This indicator shall be developed jointly by the Commission, the Member States, EASA and

⁶ For a detailed clarification of these PIs and objectives, see Annex C.

⁷ Other tools shall be subject to approval by the NSA Committee to establish compliance with the regulation(s) requirements (esp. with regards to the assessment of the severity classification of occurrences and the ATM ground contribution assessment).

EUROCONTROL and adopted by the Commission prior to the first reference period. During this first reference period, FABEC Financial and Performance Committee will monitor and report on this performance indicator.

FABEC consolidation

The following figure represents the aggregated FABEC ANSPs Effectiveness of Safety Management as measured for 2010.

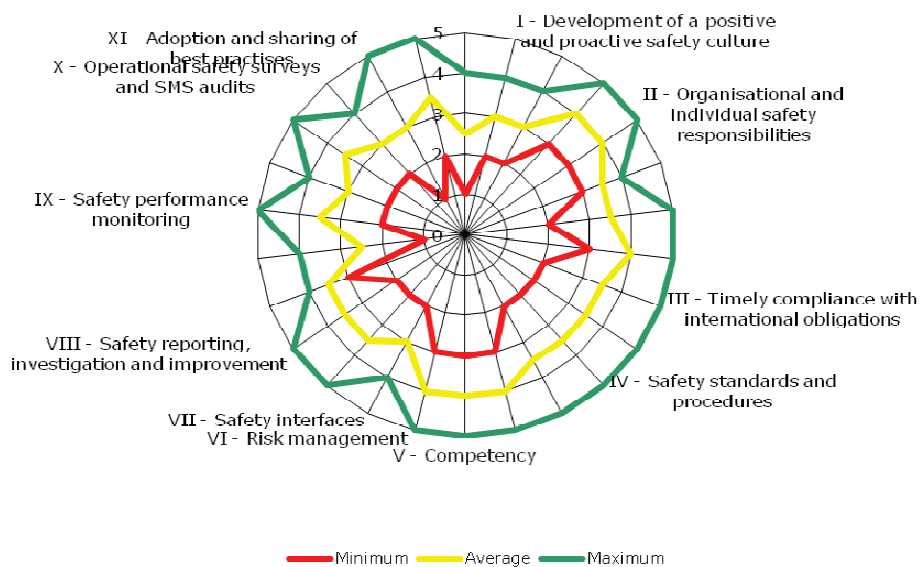


Figure 8 FABEC ANSPs Effectiveness of Safety Management 2010 results

The methodology to assess the effectiveness of safety management of the states is still under development and RP1 will be used for the implementation and monitoring of this indicator.

FABEC PI #2

Application of the severity classification of the Risk Analysis Tool

The second FABEC safety PI shall be the application of the severity classification of the Risk Analysis Tool to allow harmonised reporting of severity assessment of Separation Minima Infringement, Runway Incursions and ATM Specific Technical Events at all Air Traffic Control Centres and airports with more than 150 000 commercial air transport movements per year within the scope of the EC691 Regulation (yes/no value).

The Risk Analysis Tool (RAT) provides a method for consistent and coherent identification of risk elements. It also allows its users to effectively prioritize actions designed to reduce the effect of those elements. The RAT tool has evolved over time to be a sophisticated yet simple program for quantifying the level of risk present in any air incident. Requiring only a brief series of program inputs to produce a valid result, the tool expresses the relationship between actions and consequences and provides a quantifiable value to these relationships.

The RAT being in an early process of implementation, the use of the tool shall be encouraged at all level of safety monitoring, including States and ANSPs.

In order to collect the required data for performance monitoring, FABEC has divided this PI into 3 sub-PIs:

1. Separation Minima Infringement (SMI)
 - o SMI between IFR and ATM Ground Contribution
 - o Total IFR Flights and Flight Hours for data weighting
2. Runway Incursions (RI)
 - o RI and ATM Ground Contribution
 - o Number of Airports and Airport movements for data weighting
3. ATM Specific Technical Events (ATM-STE)
 - o ATM-STE for Communication Systems
 - o ATM-STE for Navigation Systems
 - o ATM-STE for Surveillance Systems
 - o ATM-STE for Data Processing and Distribution Systems

	2006	2007	2008	2009	2010
Total Nb of SMI between IFR reported	972	1 010	1 134	967	1 116
Total Nb of SMI between IFR reported with an ATC contribution	651	665	779	677	793
Total Nb of IFR flights	9 425 916	9 908 195	9 919 020	9 186 202	9 279 357
Total Nb of IFR flight hours	4 564 626	4 871 557	4 940 671	4 581 018	4 613 468
Total Nb of RI reported	452	378	426	431	386
Total Nb of RI reported with an ATC contribution	56	69	77	81	88
Total Nb of airport movements (DEC, ATT, Go around=1)	8 005 997	8 207 515	8 309 916	7 853 263	7 186 377
Total nb of airports	89	89	90	90	90
Total Nb of communication failures	0 8 40 1707	1 12 34 1847	0 4 35 921	0 2 38 727	0 7 10 739
Total Nb of Navigation failures	0 0 11 330	0 0 3 373	0 0 2 343	0 0 0 326	2 0 0 253
Total Nb of Surveillance failures	0 1 56 731	0 7 18 525	1 1 6 483	0 0 13 384	1 8 7 342
Total Nb of data processing & distribution function failures	0 2 5 273	0 3 11 169	2 0 5 174	3 0 12 170	0 0 2 166
	aa a b c	aa a b c	aa a b c	aa a b c	aa a b c

Figure 9 Monitored Occurrences 2006-2010

Overview showing the *current* use of the RAT by the FABEC ANSPs. (May 2011)

ANSP	ANA	Belgocontrol	DFS	DSNA	LVNL	MUAC	Skyguide
RAT	YES	YES	YES	YES	NO	YES	NO

Figure 10 Current Use of the RAT

Aggregated data at FABEC Level representing the *current* use of the RAT in the 3 types of occurrences.

**FABEC
Usage of the RAT
SMI**

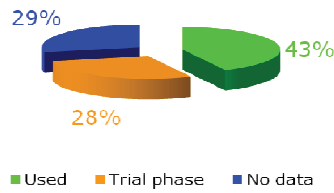


Figure 11 Separation Minima Infringement percentage assessed with the RAT (2010 Data)

**FABEC
Usage of the RAT
RI**

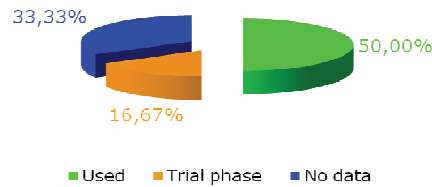


Figure 12 Runway Incursions percentage assessed with the RAT (2010 Data)

**FABEC
Usage of the RAT
ATM-SE**

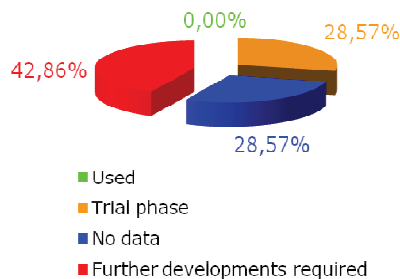


Figure 13 ATM Specific Technical events percentage assessed with the RAT (2010 Data)

For ATM Technical Specific Events, the RAT methodology still needs to be developed to provide effective results. RP1 shall be used to solve this problem.

Implementation of Automated Reporting Tools

The gathering and evaluation of Safety data is recognized as essential to the Safety Management Process. Currently most states rely mainly on manual reporting methods. Tools may provide automatic reporting to consolidate this existing data. Automated Tools can provide details of not just major safety occurrences, these being already provided by the mandatory manual reports, but also the minor but potentially

operationally significant ones that can help ATC operations with a more accurate overview of the current levels of safety.

Automated tools may provide an automatic monitoring facility for safety related occurrences using operational data. It detects and classifies each occurrence for evaluation and assessment by operational experts. Tool can assist the local operations staff to determine causes of individual safety occurrences, as a method to improve safety by identification of potential risks due to existing procedures, changing traffic patterns or airspace design.

A cost benefits analysis is required to establish the added values of such tools and to determine the feasibility of implementation of those tools at FABEC ANSPs. The results of this CBA and an initial feasibility study for implementation shall be completed prior the end of RP1.

FABEC PI #3
Reporting Just Culture

The third FABEC safety PI shall be the reporting of just culture. This measure shall be developed jointly by the Commission, the Member States, EASA and EUROCONTROL and adopted by the Commission prior to the first reference period. During this first reference period, FABEC Financial and Performance Committee will monitor and publish this measure.

The methodology to assess the reporting of Just Culture is still under development and RP1 will be used for the implementation and monitoring of the indicator. If possible a baseline will be defined prior the end of RP1.

(2) Environment

EU-wide KPI	FABEC KPI/PI	To Be Developed
Average horizontal en-route flight efficiency (EC 691/2010)	KPI #1: % of route extension represented in distance flown compared to great circle distance	Effective use of civ/mil airspace structures (EC 691/2010)
	KPI #2: Approach procedures in place supporting CDO operations (ICAO Doc 9931)	KPI addressing the specific airport air navigation services (ANS)-related environment issues (EC 691/2010)
	PI #1: % of route extension of intra FABEC flights represented by last filed flight plan compared to great circle distance	Continuous Descend Approach (CDA) conformity

Figure 14 Environment indicators

EU-wide KPI

“Average horizontal en-route flight efficiency”

The first European Union-wide environment KPI is the average horizontal en route flight efficiency. This indicator is defined as the difference between the length of the en route part of the actual trajectory and the optimum trajectory which, in average, is the great circle. For calculation purposes the indicator uses the difference between the length of the flight in accordance with the last filed flight plan and the optimum trajectory which, in average, is the great circle.

The overall responsibility for this KPI lies with the network management function. Therefore the EU-target [a reduction of 0.75 of percentage point] will not be applied at FABEC level.

FABEC supports the initiatives of the Network Management Function involving the FABEC ANSPs and ACCs to ensure the FABEC contribution towards the overall network improvements.

The development of the ATS Route Network Version 7 (ARN V7) was initiated in 2009. ARN V7 will ensure the further deployment of the Advanced Airspace Scheme route network and consolidate the first functional airspace block developments into a network approach. Currently, more than 250 airspace improvement packages [ranging from minor to major ones] are already included in ARN V7, and more are expected to come as a result of the network-cooperative approach with States, ANSPs and FABs.

In parallel with the development of ARN V7, an initiative to harmonise the implementation of free-route initiatives is ongoing. It addresses operational and technical requirements and is developed in close cooperation with all States and ANSPs.

For FABEC specifically there are currently 4 major airspace projects ongoing, and once implemented these projects will contribute to improved flight efficiency.

Instead of setting a FABEC target of this EU-wide KPI, FABEC states have decided to use a FABEC PI for intra-FABEC traffic, in order to reflect a FABEC dimension of this indicator.

FABEC KPI #1

“Percentage of route extension represented in distance flown compared to the great circle distance”

The intent of this indicator is to assess the global effective impact on environment by measuring the actual routes.

This indicator is based on the difference between the length of the actual route flown and the great circle distance within the FABEC airspace.

Measures undertaken to support the ARN V7 initiatives and FABEC/national airspace projects will take effect on FABEC level. The above-mentioned indicator reflects this limited scope.

The target is an improvement by 5% of the average horizontal en route flight efficiency extension in 2014 as compared to the situation in 2011 measured in km.

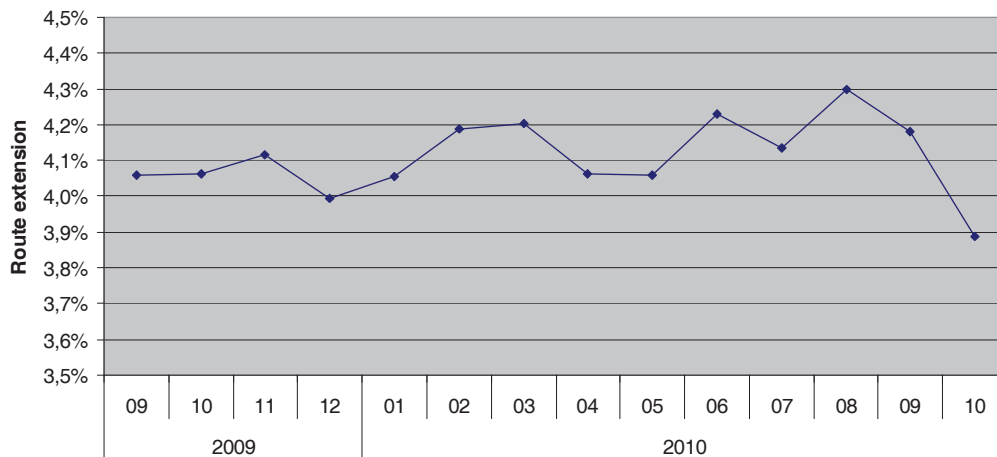


Figure 15 Horizontal Flight Efficiency Environment KPI #1

	2009	Actual 2010	2011
Percentage of route extension represented in distance flown (actual trajectory) compared to great circle distance	4,1%*	4,1%	

Figure 16 Actual values Environment KPI #1

Note: This calculation has been discontinued, and historic data is only available from September 2009 till October 2010.

FABEC KPI #2

“Approach procedures in place supporting Continuous Descent Operations (CDO) (ICAO Doc 9931)”

In a continuous descent, an arriving aircraft descends continuously, to the greatest possible extent, by employing minimum engine thrust, ideally in a low drag configuration, prior to the final approach fix/final approach point. With a continuous descent, engine thrust is lower and distances to the ground are higher compared to stepped approaches, thus reducing noise, fuel burn and emissions.

This indicator is based on the number of airports located in the FABEC area with more than 50.000 movements per year.

The target is to have procedures in place on at least 90% of the relevant airports in 2014 as compared to the 43% in April 2011. In total 23 airports have been identified and at least 21 of them should offer approach procedures in place supporting CDO in accordance with ICAO Doc 9931 at the end of 2014.

CDO/CDA is defined as 'established' when CDO/CDA facilitation is published and effective, no matter how long or short the time frame is and no matter which type of facilitation. That does not necessarily mean the implementation process is finished - it is e.g. possible that hours of CDA facilitation are extended or the type of facilitation changes.

FABEC airports > 50.000 STATFOR movements in 2010 ⁸						
No	COUNTRY	ICAO code	IATA_CODE	NAME	Total Traffic	CDA_IMPL_STATUS_ID
1	BELGIUM	EBBR	BRU	BRUSSELS NATIONAL	218836	Trial
2	GERMANY	EDDB	SXF	BERLIN/SCHOENEFELD	72467	not planned yet
3	GERMANY	EDDF	FRA	FRANKFURT MAIN	464313	Established
4	GERMANY	EDDH	HAM	HAMBURG/FUHLSDUEBEL	148790	Committed (planned for 2011)
5	GERMANY	EDDK	CGN	KOELN-BONN	130997	Established
6	GERMANY	EDDL	DUS	DUESSELDORF	215069	not planned yet
7	GERMANY	EDDM	MUC	MUENCHEN	386911	Established
8	GERMANY	EDDN	NUE	NUERNBERG	60747	not planned yet
9	GERMANY	EDDP	LEJ	LEIPZIG/HALLE	61160	Established
10	GERMANY	EDDS	STR	STUTTGART	123300	not planned yet
11	GERMANY	EDDV	HAJ	HANNOVER LANGENHAGEN	67068	Established
12	NETHERLANDS	EHAM	AMS	AMSTERDAM/SCHIPHOL	396797	Established
13	LUXEMBOURG	ELLX	LUX	LUXEMBURG	53716	no, considering
14	FRANCE	LFBD	BOD	BORDEAUX-MERIGNAC	53384	Committed
15	FRANCE	LFBO	TLS	TOULOUSE BLAGNAC	88238	Trial
16	FRANCE	LFLL	LYS	LYON SAINT EXUPERY	119672	Trial
17	FRANCE	LFML	MRS	MARSEILLE PROVENCE	103284	Established
18	FRANCE	LFMN	NCE	NICE COTE D'AZUR	129868	Committed
19	FRANCE	LFPG	CDG	PARIS CHARLES DE GAULLE	499866	Trial
20	FRANCE	LFPO	ORY	PARIS ORLY	219755	Established
21	FRANCE	LFSD	BSL	BALE-MULHOUSE	63706	Committed
22	SWITZERLAND	LSGG	GVA	GENEVE COINTRIN	164597	Established
23	SWITZERLAND	LSZH	ZRH	ZURICH	256811	Established

Figure 17 Overview FABEC airports and CDO/CDA status

⁸ For France, compared to the criteria of > 50.000 movements the list excludes 'Le Bourget' as it is a corporate airport, mainly accommodating non-commercial air traffic, even though above 50.000 movements. 'Berlin-Tegel' had been taken out of consideration as well, since it will terminate services in summer 2012 with the start of the new Berlin Brandenburg International Airport.

FABEC PI #1

“Percentage of route extension of intra FABEC flights take-off and landing in the FABEC area of responsibility (AoR)”

This indicator is based on the difference between the length of the flight in accordance with the last filed flight plan and the great circle distance within the FABEC area. For RP 1 there is no FABEC target.

FABEC monitors efficiency improvements for intra FABEC flights as the current situation shows relatively weak performance figures. The initiatives shall be developed in consistency with the overall network improvements.

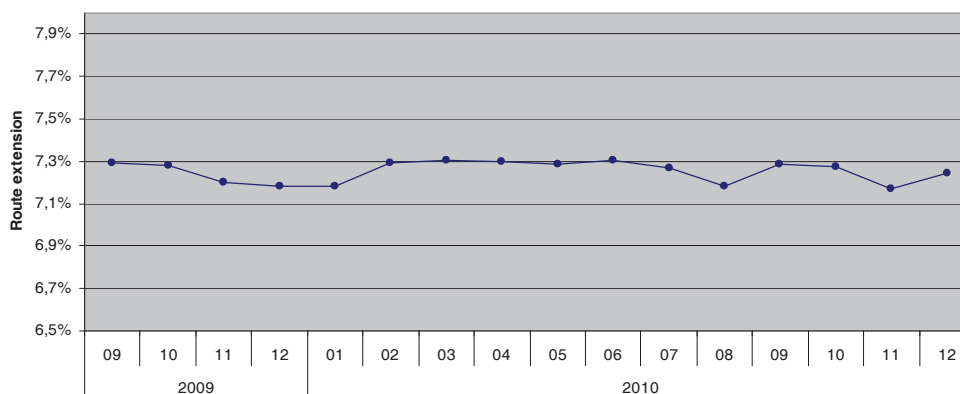


Figure 18 Environment PI #1 - Horizontal Flight Efficiency

	Actual		
	2009	2010	2011
Percentage of route extension represented in length of the last filed flight plan compared to great circle distance	7,3%*	7,3%	

Note: Data for 2009 only available for October through December

Figure 19 Actual values Environment PI #1

Monitoring entities: AFG/PMG and Financial and Performance Committee

Other indicators to be monitored during RP1

The FPC will monitor and support the development of EU-wide indicators for the

- effective use of civil/military airspace structures and
- KPI(s) addressing the specific airport air navigation services (ANS) related environment issues.

By support of AFG/PMG the FPC shall develop an indicator for measuring the CDO/CDA conformity of approaches actually executed.

(3) Capacity

EU-wide KPI	FABEC KPI/PI	PIs To Be Developed
Average en route ATFM delay per controlled flight (EC 691/2010)	KPI#1: Average en route ATFM delay per controlled flight	Total of air traffic flow management (ATFM) delays attributable to terminal and airport air navigation services
	PI#1: percentage of controlled flights with an en route ATFM delay of 15 minutes or more	Additional time in the taxi out phase,
	PI#2: Percentage of controlled flights with any en route ATFM delay	Additional time for arrival sequencing and metering area (ASMA) for airports with more than 100.000 commercial movements per year.

Figure 20 Capacity indicators

Scope

Two capacity indicators will be followed and related targets are set at FABEC level.

These capacity indicators shall reflect ATFM delays allocated by CFMU to any of the 14 ACCs controlling the en-route airspace in the FABEC area (1.7 Gm²) (Brussels, Langen, Munich, Bremen, Karlsruhe, Maastricht, Amsterdam, Bordeaux, Reims, Paris, Marseille, Brest, Geneva, Zurich).

EU/FABEC KPI#1

en route average ATFM delay per controlled flight

KPI #1 shall be the KPI set by regulation (EU) n°691/2010 which is expressed in minutes per flight.

For this indicator, the EU-wide target set for each year from 2012 to 2014 is 0.5 minutes per flight.

KPI #1 target is set as follows, as a maximum, for each year 2012, 2013 and 2014:

Year	2012	2013	2014
KPI#1 <i>max</i> (min/flight)	0.77	0.68	0.50

Figure 21 EU/FABEC KPI #1 values 2012 to 2014

The table below provides the corresponding values of this indicator from the year 2006.

Year	2006	2007	2008	2009	2010
KPI#1 (min/flight)	0.72	0.84	0.93	0.61	2.12

Figure 22 EU/FABEC KPI #1 values 2006 to 2010

The level of delays for all these past years includes all the delays, whatever the cause, under all circumstances, including situations of heavy, abnormal capacity restrictions.

So do KPI#1 and its target for FABEC.

However, when the capacity is restrained either at system or more local level, the suitable behaviour of all actors is to maximise the traffic throughput, while accepting delays much higher than under normal circumstances, as the overall financial and welfare consequences, all included, are far preferable to the users, the travelling public and the ANSPs, than cancelling many flights for the sake of keeping low delays.

This is why, for 2012 to 2014, it is intended to analyse for information and “awareness” purposes, the ATFM en-route delays generated by abnormal situations.

Major measures contributing to reach the capacity target

The major measures contributing to reach the capacity target planned by the ANSPs have been summarized in the table below. The detailed list with all measures, including their relevant effect on the capacity increase per year is part of the Annex B:

ANSP	Capacity measure
Belgocontrol	EBCI Project FABEC West Project Improved ATFCM Procedures The additional combined Belgian civ/mil measures contributing to the reaching of the capacity target are to be found in annex D on Military effectiveness
DSNA	Improved airspace management and ATFCM Procedures Optimization of sector configuration management
DFS	Positive effects of new ATS system (P1/VAFORIT) Mitigation of Staffing Problems
LVNL	Optimise the sector opening schemes Optimise ATFCM procedures Increased cooperation with military ANSP
Skyguide	Common Controller Cockpit (CCC) Revised sector capacities following CAPAN study Cross qualification of ATCOs (Upper/Lower)
MUAC	Free Route Airspace MUAC (FRAM) MARS2 LUX airspace re-design

Figure 23 Capacity-Increasing measures

FABEC PI #1

percentage of controlled flights with an en route ATFM delay of 15 minutes or more

This indicator is chosen because these delays of 15 minutes or more are indeed widely acknowledged as causing the larger negative impact on airlines in terms of additional operating costs and disruption of service, including for connecting flights.

The table below provides the corresponding series from the year 2006 for this percentage.

Year	2006	2007	2008	2009	2010
PI#1 (%) FABEC	1.9	2.3	2.6	1.7	5.2
PI#1 (%) EU flights	2.8	3.3	4.0	2.6	5.2

Figure 24 FABEC PI #1 values for years 2006 to 2010

This Performance indicator shall be monitored at FABEC level in 2012, 2013 and 2014. While no target is set at FABEC level, the purpose of this monitoring will be to check that this value does not increase in time, remaining within the range of the years 2006 to 2009.

FABEC PI #2

Percentage of controlled flights with any en route ATFM delay.

Year	2006	2007	2008	2009	2010
PI#2 (%) FABEC	4.0	4.9	5.4	3.6	8.9
PI#2 (%) EU flights	5.5	6.7	7.7	5.1	8.9

Figure 25 FABEC PI #2 values for years 2006 to 2010

The table above provides the corresponding series from the year 2006 for this percentage.

This Performance indicator shall be monitored at FABEC level in 2012, 2013 and 2014. While no target is set at FABEC level, the purpose of this monitoring will be to check that this value does not increase in time, remaining within the range of the years 2006 to 2009.

Other indicators to be monitored during the period

According to the regulation (EU) n°691/2010, the following indicators shall be monitored at FABEC level, subject to refining definitions with PRB as may be necessary:

- Total of air traffic flow management (ATFM) delays attributable to terminal and airport air navigation services,
- Additional time in the taxi out phase,
- Additional time for arrival sequencing and metering area (ASMA) for airports with more than 100.000 commercial movements per year.

Investments, operational improvements described above and human resources planned are expected to ensure achieving the capacity needs.

(4) Cost efficiency

In the table below the FABEC Cost efficiency KPI and PIs are included.

EU-wide KPI	FABEC KPI (“aggregated” KPI) ⁹	FABEC PI	National KPI
Determined unit rate for en route air navigation services	<ul style="list-style-type: none"> Aggregation of the national cost-efficiency targets Global figure demonstrating the cost efficiency effort at functional airspace block level (for information purposes) 	Average determined FABEC UR for terminal ANS	Determined unit rate for en route air navigation services
		Determined en route cost/revenue:	
		Total en route cost per flight hour	
		Total economic cost per flight hour, per SU and per km	

Figure 26 (Aggregated) FABEC Cost efficiency indicators

The FABEC States have decided that the provisional FABEC RP1 Performance Plan will not include the EU wide KPI on Cost efficiency, namely the en route determined unit rate, in its Performance Plan. FABEC has not yet implemented a Single Unit Rate for en-route charges.

In line with Article 5.2e of the Commission regulation on Performance the national cost-efficiency targets are aggregated at FABEC level in this chapter.

1. Traffic forecasts

An overview of the development of the traffic volume, expressed in en route service units forecasted in each of the FABEC Member States and the aggregation of these volumes at FABEC level¹⁰ is given in the table below.

⁹ Article 5.2(e) of Commission regulation (EU) No 691/2010 of 29 July 2010 laying down a performance scheme for air navigation services and network functions states that in the case where no common charging zone has been established within the meaning of Article 4 of Regulation (EC) No 1794/2006 member states shall aggregate the national cost-efficiency targets and provide for information a global figure demonstrating the cost efficiency effort at functional airspace block level.

¹⁰ Belgium and Luxemburg are joined in one en-route charging zone.

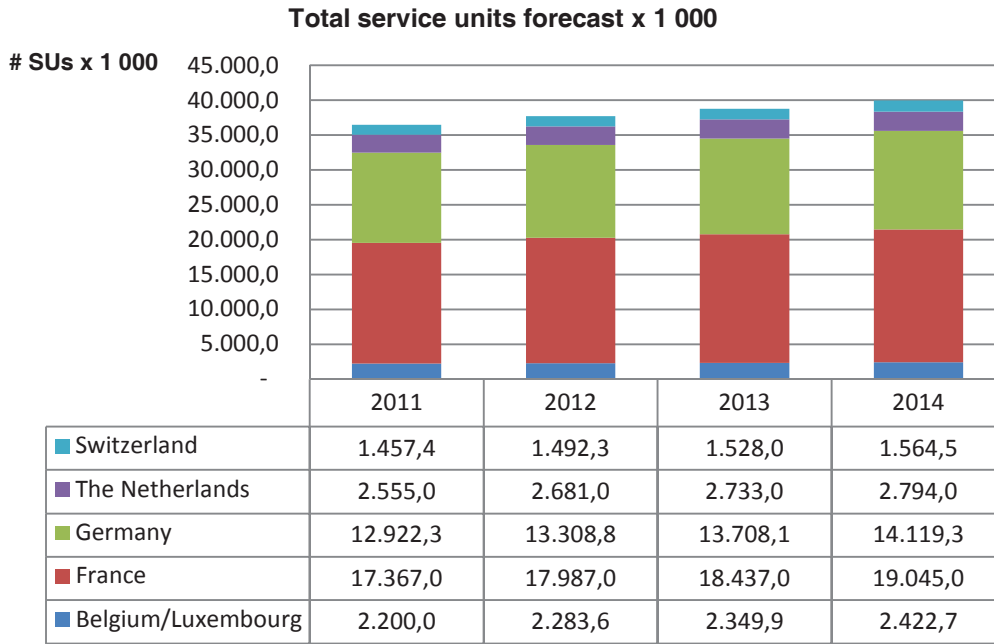
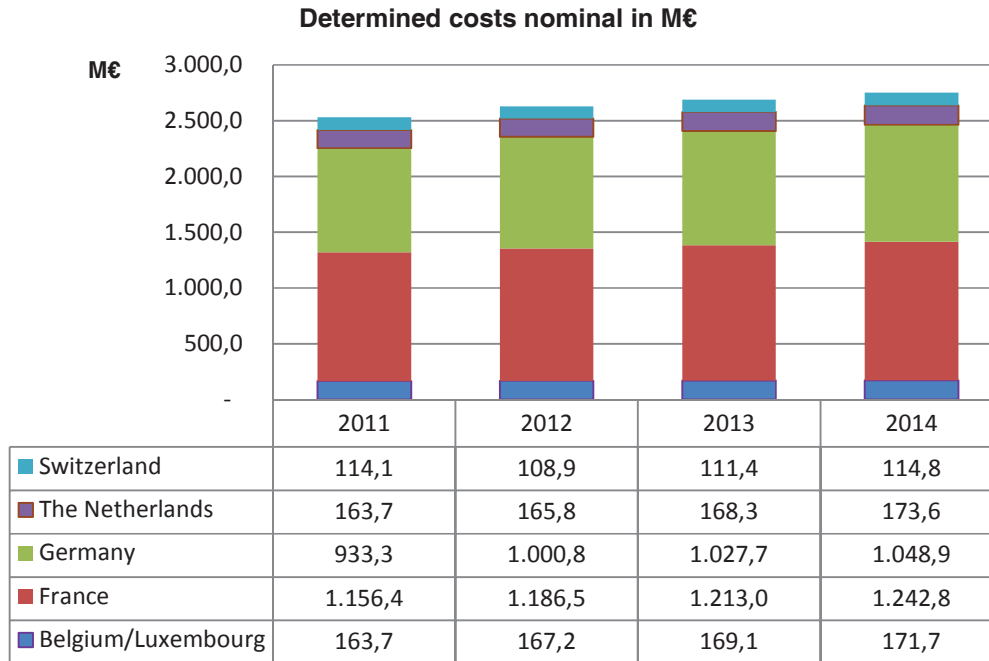


Figure 27 Total Service units forecast x 1 000

2. Determined costs: nominal and in EUROS 2009

The table below contains the determined nominal en route cost in each of the FABEC Member States. The costs of the en route service provision in the FABEC area is about Bn€ 2.8 in 2014.



Note: The non recurring IFRS-effect on the costs of EUROCONTROL and MUAC is not included in the determined costs 2011.

Figure 28 Determined costs nominal in M€

The following table includes the determined costs in real prices (EUROS 2009) in each of the FABEC Member States and the aggregation of these costs at FABEC level (total of Bn€ 2.5 in 2014).

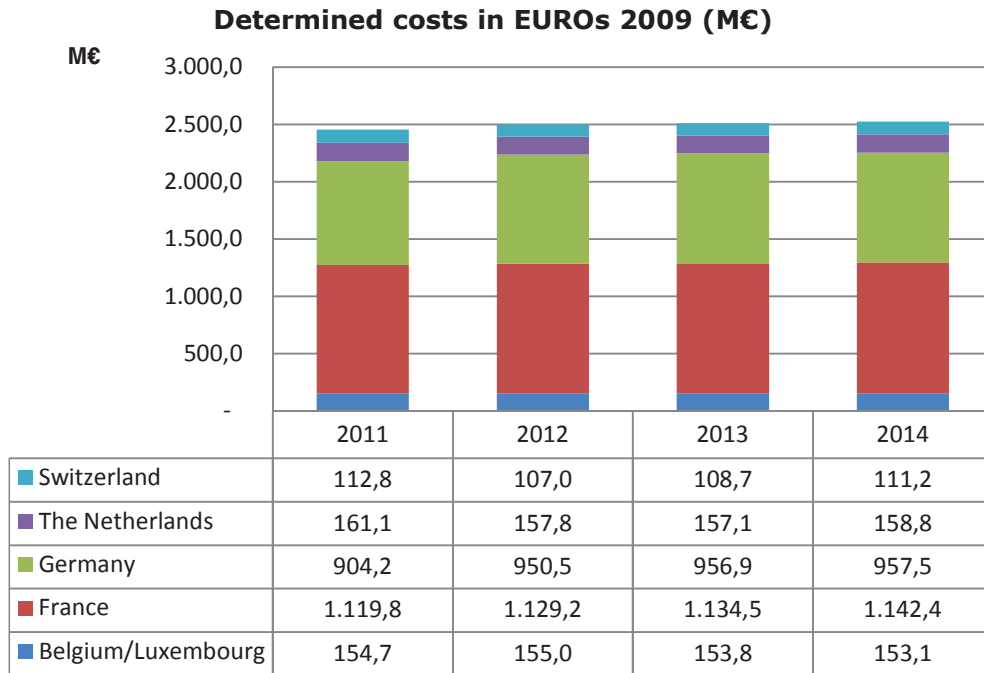


Figure 29 Determined costs in EUROS 2009 (M€)

3. Targeted unit rates (to be combined with number 4)

The next table shows the targeted determined en route unit rate in each FABEC Member State (expressed in EUROS 2009) and at FABEC level. The table includes also the targeted average EU wide determined en route unit rate.

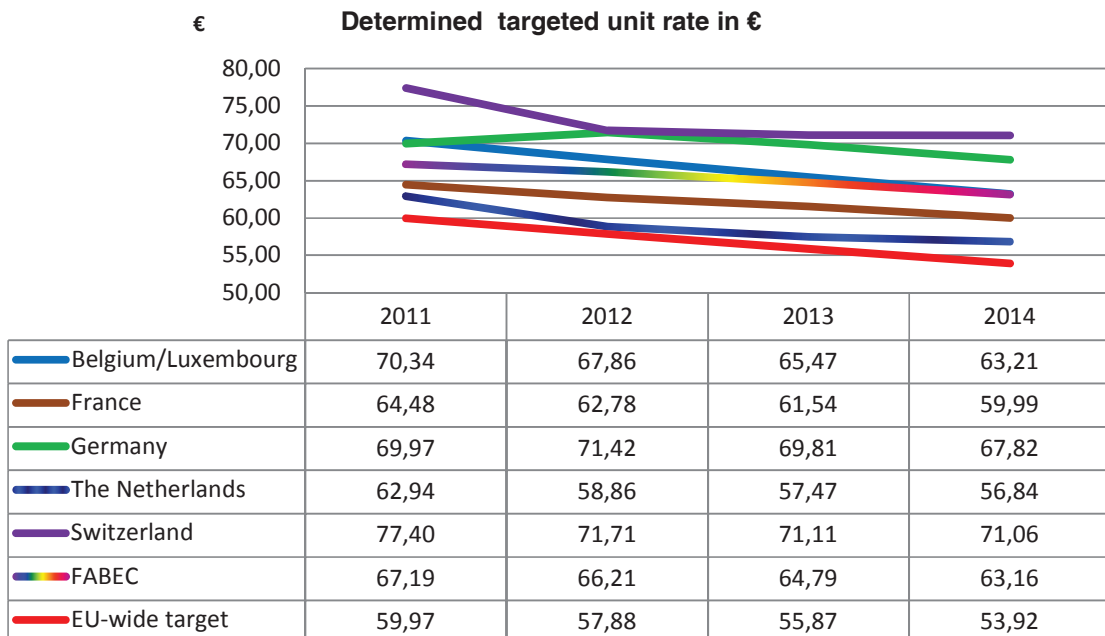
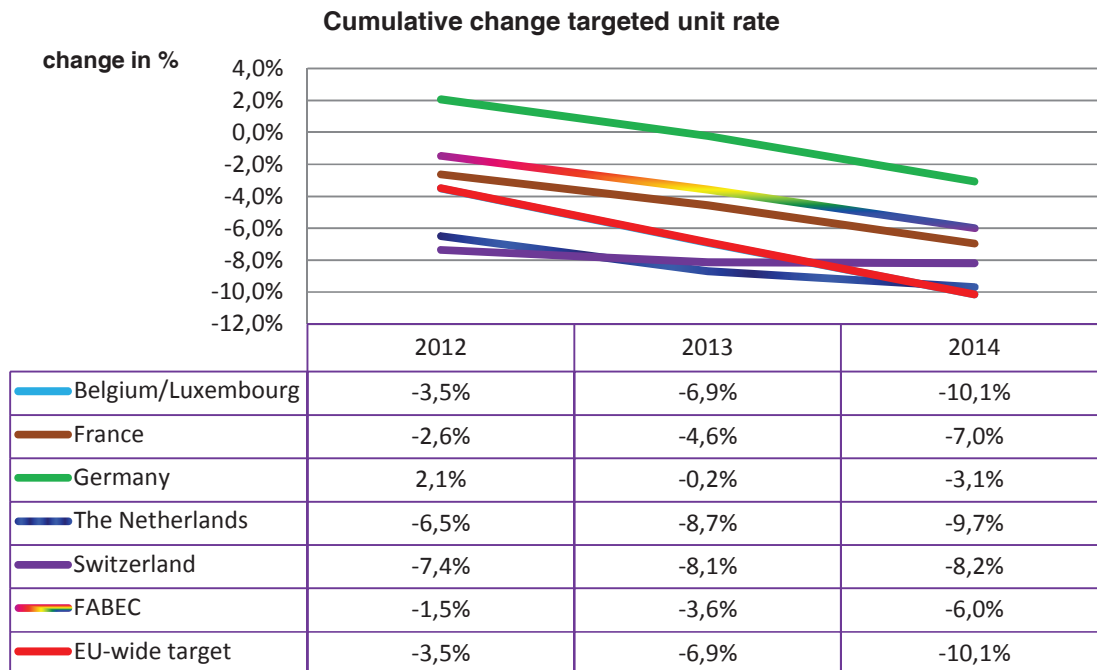


Figure 30 Determined targeted unit rate in €

4. FABEC intermediate values and targeted determined en route unit rate.

The cumulative changes of the determined en route unit rates in each FABEC Member State and the weighted average FABEC determined en route unit rate are given in the table below. The trend in each national determined en route unit rate and in the weighted average FABEC unit rate is compared with the cumulative change of the targeted average EU wide determined en route unit rate.



Note: as the Belgium/Luxembourg cost efficiency performance is exactly meeting the targeted average EU-wide determined en route unit rate development, the Belgium/Luxembourg performance line is not visible.

Figure 31 Cumulative change targeted unit rate

The comparison between the development of the targeted average EU wide determined en route unit rate and its intermediate annual values and the development of the average aggregated FABEC determined en route unit rate and intermediate values shows that the aggregated FABEC cost-efficiency performance is not meeting the EU wide cost efficiency target.

As this FABEC performance on cost-efficiency is just an aggregation of national efforts, the reasons of the difference with the EU values are to be found in the individual national performance plans on cost efficiency which are included in Annex A of this FABEC Performance Plan.

PI #1: Average FABEC determined UR for terminal ANS process description to be included

This PI has to be monitored because the Commission intends to set a target on the terminal air navigation service costs to be used as a KPI in the second reference period.

The following PIs are meant for gathering more detailed cost information in order to understand better the tendencies in the cost efficiency. These PIs do not contain prospective information. Thus, the monitoring of these additional PIs will take place annually, the more so as the Annual Performance Review Report of the PRU contains these data already.

PI #2: Determined en route cost/revenue:

This PI is important because it gives information about the effectiveness of the ANSPs' cost management.

PI #3: Total en route cost per flight hour

This PI gives an indication on the development of the productivity of the ANSPs.

PI #4: Total economic cost per flight hour

This indicator includes information on all the relevant costs related to ANS, not only the costs of the service provision itself, but also the costs of delays and environmental costs. Thus, it reflects an overall picture of the integral ATC costs.

(5) Military mission effectiveness

Indicators were developed to measure the efficiency of the FUA process, in order to ensure Military Mission Effectiveness (MME). They will evaluate the military training capabilities and readiness postures as required by States, in regard of capacity and environment performance. The rationale of having additional MME KPIs and PIs within FABEC is developed within Chapter 4.

For the first reference period, 3 KPIs and 4 PIs are being further developed. A complete, detailed description of the MME KPIs and PIs can be found in the FABEC Military Performance Handbook.

KPA “Military Mission effectiveness”

Even if the Booking principles become harmonized, civil/military cooperation models applied are different from one State to another. Calculation formulas are common, but, due to the disparity of procedures and ASM systems, reference data to put in are different. As a consequence, comparison and aggregation of all data at FABEC level are not relevant.

Therefore, at least for the beginning of the first reference period (RP1), each State will have its own performance targets on KPIs attached to KPA MME. These performance targets are expected to be provided at FABEC level for the second reference period.

So, the FABEC military have the following general objectives:

- Harmonize reference data for measurement and analysis
- Ensure repository of data
- Look for FUA best practices
- Strive to define MME objectives at FABEC level for RP2

Key Performance Indicators related to KPA “Military Mission Effectiveness”

The following common MME KPIs are being further developed within FABEC:

FABEC KPI #1

Published SUA structure vs Optimum SUA dimension

This KPI demonstrates percentage-wise how closely the published SUA dimensions conforms to the Optimum SUA dimensions per mission type for the most penalizing mission in that SUA.

FABEC KPI #2

Percentage of SUA capacity Allocated

This KPI should indicate how much airspace can be allocated after taking the civil constraints into account, compared to the requested SUA.

FABEC KPI #3

Total Training Time vs Total Airborne Time

The result provides a measure of the time actually spent in the SUA compared to the total time airborne.

The table below is a summary of targets adopted by each FABEC member States on KPA MME.

	BELGIUM	FRANCE	GERMANY	THE NETHERLANDS	SWITZERLAND
KPI #1	To improve if smaller than 100%	Monitored (*)	The current situation shall not be degraded	The current situation shall not be degraded	Monitored (*)
KPI #2	100% which is the current situation	Monitored (*)	100% which is the current situation	The current situation shall not be degraded	Monitored (*)
KPI #3	Minimum 85%	Monitored (*)	The current situation shall not be degraded	The current situation shall not be degraded	Monitored (*)

(*)The current situation of MME shall not be degraded

Figure 32 FABEC KPIs on MME

Additional information regarding assumptions for calculation and targets for each MME KPI at national level can be found in Annex D.

Performance Indicators related to KPA “Military Mission Effectiveness”

These PIs are expected to be measured at FABEC level for the second reference period. The following common MME PIs are being further developed within FABEC:

FABEC PI #1

Percentage of SUA Requested

This PI shows how much a SUA is requested compared to the time the SUA is available for booking.

FABEC PI #2

Percentage of SUA capacity Used

The result provides the percentage of the allocated airspace that has actually been used.

FABEC PI #3

SUA Time Allocated vs Time Requested

The result indicates the percentage of time a SUA has been allocated compared to the time it has been requested, due to civil constraints.

FABEC PI 4

Average Transit Time

This PI provides the average transit time per aircraft to and from the SUA.

Additional information regarding assumptions for calculation and monitoring for each MME PIs at national level can be found in Annex D.

2.2 Consistency of the performance targets with the European Union-wide performance targets

(1) Safety

According to EU regulation 691/2010 no EU-wide targets are required and set for RP1. However the defined objectives are supporting the safety indicators mentioned in the Performance Implementing Rule.

(2) Environment

While in accordance with the Commission's recommendations laid down in the Commission decision paper on the EU-wide targets, the FABEC environment targets are set on other indicators. These targets support the achievement of the EU-wide target as described in chapter 1.1.b, mainly through airspace design projects.

(3) Capacity

c.1) Assessment of the use of EUROCONTROL indicative "reference values"

EUROCONTROL has developed a model for the capacity planning process, including network effects. This model is meant to help the ANSPs assess whether their capacity enhancement plans are likely to allow reaching the desired level of delay at network level, in the coming year(s), on the basis of various STATFOR traffic assumptions. The capacity enhancement plans of all ANSPs are gathered in the LSSIP documents, detailing capacity enhancements and expected capacity by ACC. On the basis of these plans, the EUROCONTROL CASA (Computer Assisted Slot Allocation) tool can also derive the delays forecasts for the coming summer season by ACC from the latest STATFOR traffic forecasts updates, and/or over the coming years, for informing the Provisional Council and fostering possible short-term actions.

By using this tool and an iterative optimisation process, EUROCONTROL Operational Planning unit has derived from the 2009 traffic, the en-route delays and the capacity values, and from STATFOR "medium" traffic scenario, a series of "optimal" en-route capacity values at ACC level, and associated delays at FAB, ANSP and ACC levels, so as to obtain a 0.5 minutes per flight en-route delay in 2014 (0.7 in 2012 and 0.6 in 2013)¹¹.

For FABEC as a whole, the indicative "reference values" computed by EUROCONTROL are:

0.52 min / flight in 2012, 0.47 min / flight in 2013 and 0.40 min / flight in 2014.

The EUROCONTROL model, by definition, implied that if these indicative reference values were chosen by all States or FABs (according to the type of local performance plans), then they would collectively be consistent with EU-wide performance-target at network level.

However, this model, as every model, contains "built in" limits, mainly:

- Unavoidable approximations (capacity is modeled at ACC level, not the sectors; the direct capacity costs are "long term" and do not take into account possible transition costs that may vary according to the timelines; the choice of the "representative" period for past capacity may impact the results; the way the capacity of terminal units were taken into account in a network effect is unclear);

¹¹ With respectively 1 minute/flight in summer 2012, 0.85 minute/flight in summer 2013 and 0.7 minute/flight in summer 2014 – and 0.3 minute/flight in winter all years.

- The model does not assess whether ways to increase the capacity at the level reflected by the delay “reference values” would be achievable in this timeframe,
- Neither does the model assess the costs of this additional capacity.

c.2) FABEC ANSP Capacity Forecast

AFG/PMG have computed the delays from capacity forecasts based on a capacity-planning exercise of March 2011, updated in June 2011 (both delivering the same results). Combining the delay forecasts by ANSPs taking into account the STATFOR traffic forecasts, the model provides the following figures:

1.11 min / flight in 2011, 0.77 min / flight in 2012, 0.68 min / flight in 2013 and 0.55 min / flight in 2014.

The graphic below compares the figures from both approaches, whereas the green line depicts the EUROCONTROL indicative “reference values” for FABEC. The blue line shows the FABEC ANSP Capacity Forecast delay forecasts [based on ANSP capacity planning] for FABEC.

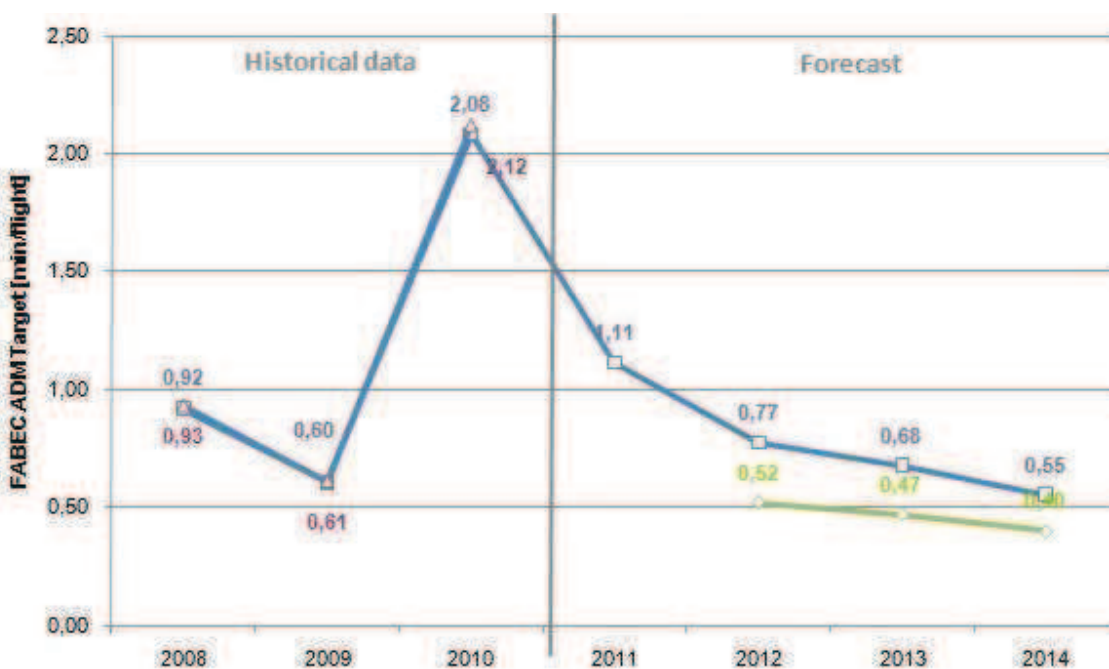


Figure 33 FABEC ADM Capacity Planning

These proposals rely on the plans by the ANSPs of the best improvements they deem achievable during the period, both individually and collectively, taking into account the combined need for cost-efficiency gains and for a balance with the national targets on en-route determined unit rates.

The main improvements are described in section 2.1.d.

The authorities of the 6 FABEC States, after hearing the ANSPs and after consulting the users, and the staff, jointly considered the following.

The main advantages of basing the states’ decision on the FABEC ANSP Capacity Forecast are:

- to offer better confidence that the targets will be achievable by the ANSPs,
- to better ensure consistency of the national cost-efficiency targets with the means to achieve the capacity targets.

In this respect, setting too low targets on capacity would push ANSPs to commit on additional means, inter alia in the area of human resources. Such pressure may likely push the costs upwards, yet not ensuring that the additional capacities could be delivered within these next three years, due to the typical lead times.

In addition, setting a too low targets on capacity would entail triggering every year “corrective action plans”, which would most likely prove excessively burdensome, costly and ineffective, would discourage people working on capacity improvements and would question the adequacy of the system.

c.3) Stakeholder comments

States took due account of the comments from the stakeholders, described in 1.3, among others:

- The users declared them disappointed that the values from the approach presented by the FABEC ANSPs, based on capacity planning, did not guarantee convergence with the EU-wide target set by the Commission. They advocated the FABEC States to set the 2014 target further down, to the CEF reference value.
- The staff representatives declared they believed the EU-wide targets are unrealistic, and that the States should consider more realistic targets, including on capacity, without fearing that EU-wide targets would have to be revised if the aggregated local targets would collectively be higher.

c.4) Conclusion

Although the FABEC targets are above the indicative “reference values” from the EUROCONTROL model, the State authorities consider that **setting the 2014 target at 0.5 minutes per flight is the most ambitious and reasonable contribution to the EU-wide target.**

In between the planned value [result of capacity planning exercise] at 0.55 minute per flight and the EUROCONTROL indicative “reference value” of 0.40 minute per flight, it goes into the direction of the wish expressed by airspace users by putting an additional pressure on performance. It is the same figure as the EU-wide target, and is clearly below the average of the years until 2009¹².

2.3 Interrelations and trade-offs

It is commonly recognized that interdependencies between all KPAs and related targets exist. FABEC has limited its assessment to qualitative terms as was also done with the EU-wide targets.

In setting FABEC targets the States were conscious of the need to ensure that Safety does not get compromised.

2.4 Carry-overs from the years before the reference period

Tables indicating the carry-overs per individual Member State are included in the national plans on cost efficiency. A table containing the total amount of all the national carry-overs does not have any added value.

The rationale for this is that these carry-overs only influence the chargeable unit rate.

¹² (2010 being a year of many “abnormal” situations)

2.5 *Parameters used by the Member States in the setting of the risk-sharing and incentives*

States decided that the FABEC Performance Plan will not contain financial incentives (neither ex ante nor ex post). At FABEC level there are only non-financial incentives (see for more details in Chapter 3.2 on incentives) applied.

3 CONTRIBUTION OF EACH ACCOUNTABLE ENTITY

3.1 Individual performance targets for each accountable entity

The 7 ANSPs are considered as “collectively accountable” for the targets and objectives on FABEC level, through the following measures:

An ANSP coordinator, initially the AFG/PMG, acting as the interface with the FABEC Financial and Performance Committee, shall deliver an ANSP process description document by the end of 2011.

This process shall ensure “internal” monitoring, reporting and, as appropriate, proposing actions up to the level of specific ANSPs, or at FABEC level - either by their own initiative or on FPC / NSAs’ request

This process is managed by the ASB, “the accountable entity” (in the absence of a legal entity representing the ANSPs at FABEC level).

3.2 Non financial incentive mechanisms to be applied on each entity

a. General introduction

In Article 11 of the Performance Regulation incentives are described. A distinction is made between financial and non-financial incentives. No distinction is made between ex ante incentives (both the reward and its volume and the criteria for obtaining the reward are set in advance) and ex post incentives in the form of corrective actions to be decided in case of underperformance and depending on the degree of underperformance.

In the following table the applicable incentives for each KPA are presented.

KPA	Non-financial
Safety	n a
Capacity	Ex post: Corrective action (s) depending on the degree and causes of the underperformance
Environment	Ex post: Corrective actions
Military Mission Effectiveness	n a

Figure 34 Overview non-financial incentive mechanisms

The non-financial incentives on capacity and environment are elaborated below.

(1) Capacity

In case the corrective actions undertaken by the ANSPs (as referred to in chapter 6) do not deliver the result of achieving the capacity target to be met after a given year, then the FPC (assisted by the NSAC) shall activate the incentive mechanism, consisting in:

- i) identifying the locations and causes of the overall and local sub-performance;
 - ii) identifying corrective actions, at FABEC level and/or at local level;
 - iii) the ANSPs concerned elaborating an action plan to address the identified overall underperformance at FABEC level and if necessary at local level, together with associated timelines, taking due account of the other developments planned both at national and at FABEC level to achieve the required performance levels.
- In case that action plan would impact other developments planned the concerned ANSPs should be associated to the action plan. Also, the corrective actions should take account of their impact to other targets set otherwise.

Where appropriate, links between this action plan and any other action plan as may be decided in the EUROCONTROL and/or the EU Network Management framework, shall be described;

iv) setting checkpoints with dates for specific reports in a proportionate manner, assessing the progress made at predetermined intervals.

Depending on the situation the FPC could take any other appropriate action deemed necessary.

It is noted that some of such corrective actions at ANSP level (implementation of FABEC OPS initiatives, recruitment, investment) may have a lead time which exceeds the duration of RP1, so that their effect will not, in part or at all, get perceived before RP2.

Concretely: the Finance and Performance Committee / NSAs will require the ANSP coordinator to trigger the ANSPs process to identify, as appropriate, corrective actions up to specific ANSPs and/or at FABEC level.

(2) Environment

In case the EU-wide environment target would not be met after a given year, the initiative for corrective actions lies within the Network Manager. In case the FABEC environment targets after corrective actions by the ANSPs would not be met at the end of the reference period, the FPC (assisted by the NSAC) shall trigger the incentive mechanism, consisting in:

i) identifying whether implementation of airspace design improvements planned at FABEC and national level was delayed from original plans, and the areas most concerned;

ii) identifying the contribution of airlines to the sub-performance;

iii) identifying corrective actions, at FABEC level and/or at local level;

iv) requiring from the ANSPs concerned an action plan to address the identified underperformance, taking due account of the other developments planned both at local and at FABEC level. In case the action plan would impact other developments planned the concerned ANSPs should be associated to the action plan. Where appropriate, links between this action plan and any other action plan as may be decided in the EUROCONTROL and/or the EU Network Management framework, shall be described;

iv) setting checkpoints with dates for specific reports in a proportionate manner, assessing the progress made at predetermined intervals.

Depending on the situation the FPC could take any other appropriate action deemed necessary.

It is noted that some of such corrective actions at ANSP level (implementation of FABEC OPS initiatives, recruitment, investment) may have a lead time which exceeds the duration of RP1, so that their effect will not, in part, become visible before RP2.

4 MILITARY DIMENSION OF THE PLAN – PERFORMANCE OF THE FUA APPLICATION

4.1 *Civil/Military dimension of the Plan*

The FUA Concept has stated that airspace is no longer designated as "civil" or "military" airspace, but considered as one continuum and allocated according to user requirements. The FUA Concept, enhancing civil/military co-ordination, allows the maximum shared use of airspace. Thus, it provides the Air Traffic Management (ATM) system with the potential to increase capacity and improve the environmental performance, while taking due account of Military Mission Effectiveness (MME).

4.2 *Improvement of FUA, measures planned*

According to the FABEC Treaty, the Contracting States shall cooperate at legal, operational and technical level for the efficient and consistent application of the concept of flexible use of airspace (FUA) taking into account both civil and military requirements.

Within this perspective, FABEC States strive to elaborate harmonized airspace booking principles. Thus, FABEC will be provided with a common airspace planning process and timeframe, enhancing coordination between Civil and Military. Nevertheless, applied procedures are different from one State to another. Therefore, during the first reference period, each member State will enhance its current procedures using generic rules defined at FABEC level, as necessary.

The measures planned by the different FABEC States can be found in Annex D.

5 ANALYSIS OF SENSITIVITY AND COMPARISON WITH THE PREVIOUS PERFORMANCE PLAN

5.1 *Sensitivity to external assumptions*

Although no quantitative sensitivity analysis has been carried out, it is obvious that the FABEC Performance Plan could be impacted by different external factors such as traffic evolution, volatilities in inflation rates, exchange rates, the oil price evolution or changes within the general economic situation, etc.

For example if the FABEC economies contract severely, traffic volumes are likely to decrease significantly, leading not only to financial impacts but e.g. less difficulties with capacity. A change of the international circumstances can alter the military needs in order to face this situation. This might influence capacity as well.

5.2 *Comparison with previous performance plan*

In the absence of a previous FABEC Performance Plan this is not applicable in Reference Period 1.

6 IMPLEMENTATION OF THE PERFORMANCE PLAN

Monitoring and reporting

6.1 General introduction

This chapter focuses on the general notions on monitoring and reporting and on measures put in place to implement the FABEC Performance Plan through the monitoring and the reporting process. A detailed description of the process is to be found in the document on the FABEC Performance Plan Process description.

The corrective actions described in this chapter are different from the corrective actions which will be activated as incentive schemes when the targets set and/or the annual reference/indicative values are not met. This kind of corrective actions (incentives) are described in section 3.2. Those described here are the corrective actions resulting from monitoring findings and recommendations of the FPC and taken by the ANSPs themselves in order to ensure that the achieving of the target set is on the good track.

Objectives of the monitoring

The main objectives of the monitoring are the following:

- a. to check that performance complies, or is on the right track to comply with the targets set, and, in case it does not, to trigger any suitable action;
- b. to ensure transparency towards the users, the PRB and the European Commission, and to feed user consultation;
- c. to prepare the future target setting and/or the implementation of additional KPIs;
- d. to ensure, at operational level, that actual performance matches with the reporting;
- e. to feed the FPC with proposals for improvements of performance that will have to be discussed with AFG/PMG.

General organisation of the monitoring and reporting

The monitoring will be carried out under the auspices of the Financial and Performance Committee (FPC), assisted by the NSA Committee (NSAC) as appropriate.

The FPC is the counterpart of the European Commission at the States side. Doing this the FPC will consult and/or report to the FABEC Council appropriately.

The FPC is also responsible for the monitoring of the implementation of safety indicators by the national NSAs and relevant administrations.

The ANSPs agree on a process among themselves to address delay and, where appropriate, environment issues identified at local and FABEC level, whether part of the corrective action plans imposed by NSAs, or as own improvement actions.

During the second half of 2011 the TF SP will refine the Monitoring process along these lines and will include it in the Performance Process Description Document. The ANSPs will detail their process in a document communicated to the FPC/NSAC.

6.2 Scope of Monitoring

The performance monitoring will in particular focus on the issues described hereafter:

- 1) The achievement of the performance related issues (if any) defined in the ANS State Safety Programme(s) and ANSP business plans. The monitoring of the non performance related issues in the

ANS State Safety Programme(s) and ANSP business plans are carried out through the normal oversight in accordance with EU Regulation EC2096/2005 (Common Requirements Regulation).

The actual performance of the indicators listed in section 1.2 and their comparison against the targets set.

- 2) The actual achievements of external assumptions and external factors affecting key performance indicators to which the performance is deemed to be sensitive as set out in section 5.1. On the basis of quarterly reports of the AFG/PMG, the FPC will draft a report on the achievements of these assumptions and external factors. The FPC shall present its findings to the FABEC Council and to the European Commission as part of its annual report, mentioned under point 6.3.
- 3) The reaching of the EU-wide and FABEC alert thresholds beyond which alert mechanism may be activated.

The ANSPs will quarterly report the development of the traffic volume expressed in total service units and via the AFG/PMG to the FPC. When the traffic volume alert threshold, at EU-wide level or at FABEC level, is reached, the FPC will in liaison with the European Commission initiate a situation review procedure on the basis of article 18 of the Performance Regulation.

- 4) Furthermore, it is important that the FPC receives periodically information on the progress in developing the KPIs for the second reference period and the harmonisation of the definitions, methods and systems to be used, e.g. in the field of safety. The reporting frequency on the PIs to be monitored in during the reference period is described under point 6.4.

6.3 Reporting and corrective actions

On a quarterly basis and through the AFG/PMG the ANSPs shall collectively submit a report to the FPC on their joint progress in achieving the FABEC targets set and reference or indicative values and on the results and analysis of the capacity, environment and safety performance at appropriate level (FABEC, ANSP and/or ACC levels).

In case the FABEC targets set and/or the annual/reference values are threatened not to be met the AFG/PMG's report shall include any action which the ANSPs determine fit to react to weaker performance in the parts of FABEC mostly affected by delays, at FAB, national and/or ACC level, in order to remedy the situation. In this report the ANSPs will also describe to which extent they have complied with the findings of and the recommendations made by the FPC during the monitoring process.

The FPC shall analyze the reports, assess the actions considered by the ANSPs together with the necessity of appropriate measures to be taken by the States or the NSAs and shall make an advice to the proposals, made by the AFG/PMG, to the FABEC Council for such appropriate measures, after consultation with the AFG/PMG.

The measures to be taken shall take into account the seriousness of the risk of not meeting the targets set and/or the annual/reference values. They could include an activation of a higher frequency of monitoring and reporting of the FABEC ANSPs and, where appropriate, ACCs, which are causing the under-achievement of the targets or the annual/reference values.

In its annual report to the European Commission the FPC will report on the measures taken to ensure that the Performance Plan is appropriately implemented. The report will also include information, if any, regarding external assumptions and external factors affecting key performance indicators to which the performance is deemed to be sensitive.

If at the end of the year and/or the reference period the targets and/or annual values set have not been achieved the incentives described under Sections 3.2 shall apply.

6.4 Reporting frequency on the PIs

The reporting frequency on the PIs to be monitored during the reference period will be described in the Process Description – Document which will be elaborated in the second half of the year 2011.

6.5 Adoption of the Performance Plan

In case it is decided to adapt the Performance Plan due to the meeting of the alert thresholds, a new Performance Plan will be drafted in an orderly process, which is organised the same as for the initial Performance Plan.

ANNEXES

Annex A National Performance Plan on Cost Efficiency and Additional Performance Indicators / Targets