EUROPEAN ORGANISATION FOR THE SAFETY OF AIR NAVIGATION

EUROCONTROL

— Directives of the Permanent Commission —

DIRECTIVE N°11/77

relating to the acceptance of the nomination by the European Commission of EUROCONTROL as the Network Manager for the Air Traffic Management (ATM) network functions of the single European Sky.

THE PERMANENT COMMISSION FOR THE SAFETY OF AIR NAVIGATION:

Having regard to the EUROCONTROL International Convention relating to Co-operation for the Safety of Air Navigation of 13 December 1960, as amended by the Protocol signed at Brussels on 12 February 1981 and in particular Articles 7.3 and 13 thereof;

Having regard to the Protocol consolidating the EUROCONTROL International Convention relating to Co-operation for the Safety of Air Navigation, which was opened for signature on 27 June 1997, and in particular Article 2.1 of the consolidated version of the Convention annexed thereto as provisionally applied under Decision N°71 of the Permanent Commission of 9 December 1997;

Having regard to the Decision N°72 of the Permanent Commission of 9 December 1997 on early implementation of certain provisions in the revised Convention, in particular on the establishment of a provisional Council;

Considering that the Provisional Council at its 35th Session on the basis of the supporting documentation and as the result of its deliberations agreed in principle on the nomination of EUROCONTROL as the Network Manager;

Considering the Single European Sky initiative developed within the European Union and in particular the new recently published European Commission Regulation and the Decision regarding Network Management;¹

Considering the events linked to the eruption of Eyjafjallajökull in 2010 and the need to centralise the coordination of measures in order to provide a timely response to crisis situations involving aviation;

Recognising that EUROCONTROL, in the execution of its existing pan-European tasks, is already effectively exercising most of the functions set down by the Network Functions Regulation;

Considering that the nomination by the European Commission of EUROCONTROL as the Network Manager is without prejudice to the Pan-European Air Traffic Flow Management function and other tasks exercised by EUROCONTROL in accordance with its constitutional framework and to the tasks and responsibilities of the Provisional Council and Permanent Commission;

Considering that decisions or plans emanating from the Network Management Board do not constitute an obligation for the entirety of EUROCONTROL's Member States, unless expressly endorsed by the Provisional Council and Permanent Commission;

Considering that implementation by, and participation of all EUROCONTROL Member States with equal rights and opportunities in the work of the Network Manager is necessary to secure the optimal functioning of the pan-European network;

Noting that, exceptionally, situations might arise where States could be confronted with compelling reasons for not being able to accept certain decisions or solutions proposed under the Network Functions Regulation process and that the EUROCONTROL Director General therefore can submit a veto in the Network Management Board on behalf of one or more of these States;

Noting that the functions provided by EUROCONTROL before the nomination of the Network Manager, will not now, upon nomination, result in higher financial and human resources requirements for its Member States;

Noting that the European Commission has confirmed that non-EU Member States of EUROCONTROL could be represented in the EUROCONTROL delegation at Network Management Board meetings, and at the Single Sky Committee when Network Manager matters affecting such States are being addressed;

Considering that the European Commission has formally requested EUROCONTROL to accept its nomination as the Network Manager for the Air Traffic Management, by letter dated 15th July 2011;

Noting that further discussions have been conducted with Member States of EUROCONTROL, bilaterally and within the PCC and the procedures for EUROCONTROL carrying out the function of Network Manager and the methods of management and governance of the network functions by EUROCONTROL have been clarified and laid down in PC/11/35/10/REV; attached hereto as Annex 1;

Considering that a formal proposal for acceptance of this nomination has been submitted to the member States together with an overview of the operational and procedural implementation of the EUROCONTROL Network Management Function by the Agency;

On the proposal of the Director General and the Provisional Council,

GIVES THE FOLLOWING DIRECTIVE TO THE AGENCY:

**Article 1**

The Agency is hereby authorised to accept, on behalf of the Organisation, the nomination by the European Commission of EUROCONTROL as the Network Manager for the Air Traffic Management (ATM) network functions of the single European Sky.
Article 2

In undertaking the function of Network Manager, EUROCONTROL shall act in full compliance with its constitutional framework.

Done at Brussels on 1.9.2011

M. JANAKIESKI
President of the Commission
NETWORK MANAGEMENT

- PAN-EUROPEAN NETWORK MANAGEMENT AND GOVERNANCE -

- Submitted by the Director General -

EXECUTIVE SUMMARY

This paper explains how EUROCONTROL will deliver the Network Management Function (NMF) the European Commission will request EUROCONTROL to exercise and explains how EUROCONTROL intends to execute this task in a way that embraces all its Member States, through its existing framework and working arrangements.

The paper develops upon the initial discussions at the PCC/20 meeting on 17 February, and takes into consideration the issues raised by a number of EUROCONTROL Member States during the Operational Workshop that took place in Ankara on 29 March 2011, during the Ad Hoc PCC in Antalya, and during PC/35.
THE EUROCONTROL PROCEDURES REGARDING THE EXECUTION OF THE NETWORK MANAGEMENT FUNCTION

1. **SCOPE**

This paper explains how EUROCONTROL will deliver the Network Management Functions (NMF) which the EC has requested EUROCONTROL to exercise and demonstrates how it will carry out this task for all EUROCONTROL Member States, for the benefit of the Pan-European Network through the existing EUROCONTROL framework.

The paper builds upon the discussions at the PCC/20 meeting on 17 February, and takes into consideration the issues raised by a number of EUROCONTROL Member States during the Operational Workshop that took place in Ankara on 29 March 2011, during the Ad Hoc PCC in Antalya and during PC/35.

2. **EUROCONTROL AND THE NETWORK MANAGEMENT FUNCTION**

EUROCONTROL, in the application of its existing pan-European tasks, is already effectively exercising most of the functions set down by the Network Functions Implementing Rule (NM IR).

Following the creation of the Single European Sky (SES) and the setting up of its legislative framework, the European Commission saw the need for detailed rules for the implementation of ATM network functions so as to contribute to the achievement of network performance targets.

During this process, EUROCONTROL was identified as the only organisation (and "service of general interest") that could fulfil these tasks. The next logical step was for the European Commission to request EUROCONTROL to become the Network Manager.

Following the positive opinion of the Single Sky Committee on 14 February on the nomination of the Network Manager, and the approval in principle by the EUROCONTROL Provisional Council at PC/35 on the exercise of the Network Manager Function, both EUROCONTROL and the European Commission must proceed with their respective decision-making processes to formalise the necessary arrangements.

The (NM IR) will be adopted within the EU institutional framework and its application formally binds all EU Member States. While EU rules do not apply to the EUROCONTROL Organisation, it is however evident that the overall functioning of the Network Management process would only work if operated across the entire pan-European airspace. For this to be accomplished, the active engagement of all EUROCONTROL member States is necessary.

In addition, the European Commission has on many occasions underlined the necessity for a pan-European approach to the implementation of the Single European Sky; and the functioning of the Network Manager is no exception to this. To highlight the importance of the pan-European dimension of the Network Manager, the European Commission, by letter, dated 18 March 2011 to the EUROCONTROL Director General, addressed the participation in the Network Management Board and in the Single Sky Committee of states that are not — or not yet - members of the EU when NM issues are discussed.
Previously, EUROCONTROL, as a pan-European Organisation has provided support and assistance to EU activities (such as rule drafting mandates, SJU and the designation of the PRB). Prior to accepting such tasks EUROCONTROL has verified that their execution corresponds with EUROCONTROL’s constitutional framework. This paper outlines the EUROCONTROL procedures which address the functioning of the PC and the role of the full EUROCONTROL Membership in carrying out Network Management functions.

These procedures will ensure that EUROCONTROL does not become a two speed Organisation and that EUROCONTROL exercises the Network Management Functions (NMF) together with all States; it will do so in a manner that will ensure that all Member States can commit to the exercising of the NM functions within the EUROCONTROL institutional framework.

Acceptance of the nomination of the EUROCONTROL Organisation as the Network Manager means that the conditions for the exercise of the function will, in principle, apply to the full EUROCONTROL membership. It is evident that most of the functions of the NM foreseen in the NM IR correspond with present and ongoing activities of the Agency, and in particular those of the Network Management Directorate. These tasks are currently successfully exercised in close coordination with member States and stakeholders.

Nevertheless, situations might arise in the future where States could be confronted with compelling reasons for not being able to accept certain decisions or solutions proposed under the NM IR process. Precisely for that reason, the NM IR foresees a procedure under which the EUROCONTROL DG can exercise a veto right in the Network Management Board (NMB) on behalf of one or more EUROCONTROL member States, in the event that a proposal would affect their sovereignty and responsibilities.

Although such occurrences should be exceptional, particularly in view of the extensive coordination and preparatory procedures foreseen and already in place for the EUROCONTROL NM function, a “veto” procedure which could be used in such circumstances is described in section 6 in this paper.

As already indicated, the NM IR creates a Network Management Board (NMB) which will monitor the execution of the Network Functions. Specific documents and rules of procedures will be established by the NMB after a positive opinion from the EU Single Sky Committee (SSC). These documents and rules of procedures will be developed by the Agency in consultation with the member States and stakeholders and submitted to the Provisional Council as described in Section 6.3.

3. EXISTING EUROCONTROL GOVERNANCE

The Agency modernisation program saw the creation of the Directorate Network Management, the principal task of which is to ensure the effective management of the European ATM network on behalf of all EUROCONTROL Member States.

All Directorates, including the Directorate Network Management (DNM) are an integral part of the Agency. The associated consultation and governance processes including those of the PC/CN will not be changed by taking on the NMF role, so these arrangements will therefore continue to apply to DNM.
Further, the acceptance of the Network Manager nomination will not change:

- the commitment to work in close cooperation with ICAO and other relevant international organisations; or
- the existing overarching governance structure, i.e. the PC/CN will continue e.g. to endorse the Agency Business Plan and approve the Agency budget.

The budget to exercise the Network Management Functions will form part of the budget of the EUROCONTROL Directorate Network Management. In order to ensure transparency, the NMF budget will be clearly identified within the budget of EUROCONTROL.

EUROCONTROL undertakes to ensure that as the Network Manager, it will execute the tasks in a cost effective manner and that the functions provided before the nomination of the Network Manager, will not now, upon nomination, result in higher financial and human resources requirements for the Member States. This means that Member States contribution will not change as a result of the Network Manager nomination.

Hence, by approving the Agency budget, all EUROCONTROL States will retain full authority over the budgetary process and full visibility of the funds allocated to the NMF.

As far as third party financial liabilities are concerned, the operational aspects of the activities of the Agency are insured on the commercial market. This will not change, but a separate assessment will nonetheless be made of the coverage of risks associated with the NM function.

4. OVERSIGHT OF THE NMF AND THE DIRECTORATE NETWORK MANAGEMENT

Regarding oversight in the NM IR, the EU system allocates responsibility to the European Commission for the proper application of the Network Management rules, assisted where appropriate by EASA in safety matters. This includes oversight of the exercise of the Network Management functions as entrusted to the EUROCONTROL Organisation, particularly those related to the different elements of the NM function as set out in the NM IR and other relevant EU legislation. The European Commission informs the SSC on its findings.

Given that the EU has no jurisdiction over the EUROCONTROL Organisation, the oversight function is a mechanism to ensure an effective NM function for both the EU and EUROCONTROL. For EUROCONTROL this process will be useful in ensuring that the Organisation exercises the NM function entrusted to it in a responsible manner and in line with the mutually agreed goal of the supporting the implementation of the Single European Sky at the pan-European level.

Regarding EUROCONTROL’s own oversight, the Director General, assisted by the appropriate services within the Agency, will provide the Member States with the necessary assurance that the EUROCONTROL Network Management functions are being exercised properly to satisfy the general requirements of these functions (safety, security, operations manuals, contingency plans, personnel, reporting, working methods and procedures). In that context, the Director General shall report to the Provisional Council on an annual basis and on request.
5. **EUROCONTROL NETWORK MANAGEMENT FUNCTIONS**

The Network Management Functions shall cover the following functions:

- design of the European Route Network;
- coordination of scarce resources, in particular;
  - radio frequencies within aviation frequency bands used by general air traffic;
  - SSR transponder codes; and
- ATFM function.

Other functions may be added to the task of the Network Manager pursuant to the NM IR, if deemed necessary, and agreed to by the EUROCONTROL Organisation.

The more detailed list of tasks defined for the Network Manager, which is set out below, confirms that the scope of activities for the Network Manager is essentially congruent with the activities performed by EUROCONTROL today.

These tasks aim to contribute in partnership with all actors concerned both to the achievement of the network performances in the Single European Sky and in the Airspace of all EUROCONTROL member States.

These tasks are to:

a. develop, maintain and implement a Network Strategy Plan, taking into account the European ATM master plan and the relevant ICAO Air Navigation Plans;

b. detail the Network Strategy Plan through a Network Operations Plan, contributing to EUROCONTROL Pan-European performance achievement;

c. develop an integrated European Route Network Design;

d. provide the central function for the coordination of radio frequencies;

e. coordinate the improvement of the SSR transponder code allocation process;

f. organise the management and operations of the network management functions and execute in particular the obligations of the Central Unit for ATFM;

g. provide a consolidated and coordinated approach to all planning and operational activities of the network, including monitoring and improvement of its overall performance;

h. provide support for network crisis management;

i. support the different operational stakeholders within the obligations that are put to them, in the deployment of air traffic management/air navigation services (ATM/ANS) systems and procedures in accordance with the European ATM master plan;

j. provide support to entities entrusted with the investigation of civil aviation accidents and incidents or with the analysis of occurrences as requested by those entities; and

k. ensure coordination with other regions and countries which do not participate in the work of the Network Manager.
6. COOPERATIVE DECISION MAKING (CDM) & CONSULTATION ARRANGEMENTS

EUROCONTROL will put in place the appropriate working arrangements and processes to ensure that the network functions are managed through a CDM process with all ATM actors involved in the work of the Network Manager.

6.1. Working Arrangements and Processes

The detailed working arrangements and processes shall address operational and technical aspects linked to the network management, taking in particular into account the specificity and requirements of the individual network functions as specified under the NMF description given above. These processes shall involve all EUROCONTROL interested parties.

6.2. Consultation and Decision making

The appropriate and regular consultation and decision processes, of the States and operational stakeholders participating in the network management functions, shall be conducted through existing Agency arrangements, involving Expert Teams, the Agency Advisory Body (AAB), the Senior Operational Manager Board (Enhanced DOP), the ANSB, and the PC (and other official boards, groups and sub-groups when required). These arrangements will be complementary to the work of the NMB and the SSC. Relevant actors from all EUROCONTROL member states will be part of these specific consultation arrangements.

The development of the Network Strategic Plan (ATTACHMENT 1) is a very important task given to EUROCONTROL within the remit of the NM IR. This task will involve consultation of all EUROCONTROL member States.

Additional complementary network management working arrangements may have to be considered to exercise the network functions. These arrangements will cover in particular the Network Strategy Plan, the Network Operations Plan (ATTACHMENT 2), progress in the implementation of the plans, and other operational issues. Relevant actors of EUROCONTROL member states will be part of these specific working arrangements.

The process may vary depending on the nature of the individual network functions.

The consultation and decision arrangements will be constructed around a three-layered approach:

- A technical expert consultation layer;
- An advisory consultation layer; and
- A decision layer.

6.2.1. Technical expert consultation layer

This will be composed of the eight Teams covering the major areas:

- Network Operations;
- Aeronautical Information Management and SWIM;
- Communications / Navigation / Surveillance Infrastructure;
- Airport Operations;
- Safety;
- Security;
- ATM Research; and
- 7 -

- ATM Training.

These Teams are technical, operational, specialist advisory bodies, established within the framework of EUROCONTROL, providing a mechanism for the involvement of all stakeholders in performance and delivery aspects for each ATM area.

They will ensure the technical and operational consultation for the network management function in particular for the elaboration of the Network Operations Plan and the European Route Network Improvement Plan as well as for the management of other functions as ATFM.

Details of how each Team will be involved in the Network Management Function activities and consultation will be developed in the Terms of Reference of the Teams; and will be reflected in the consolidated NMF Consultation process.

6.2.2. Advisory consultation layer

The Advisory Consultation layer will be composed of the Agency Advisory Body and the Enhanced DOP. The composition of these Boards reflects EUROCONTROL’s pan-European membership as well as its civil/military functions and responsibilities.

The Enhanced DOP will be a broad mix of operational senior managers who will provide advice and guidance to the DG and the Director Network Management and through them to the NMB, the ANSB, the PC and the SSC, on all operational and technical issues pertaining to the Network functions and the achievement of performance.

The AAB is an advisory body for the EUROCONTROL Director General, operating at cross-Directorate level. It shall provide a broad range of balanced advice together with the widest possible civil and military stakeholder support and commitment in matters relating to the European ATM strategic objectives of the Provisional Council and the operation of the European ATM network as set out in the Agency Business Plan.

The “Enhanced DOP” and the AAB will be involved in the development and review of the Network Strategic Plan and of all other plans developed in the context of the NMF before these plans are presented to the Decision Layer.

Details of how the AAB and the EDOP will be involved in the Network Management Function activities and consultation will be developed in their Terms of Reference; and will be reflected in the consolidated NMF Consultation process.

In all cases all the ATM actors involved in the NMF will be consulted in the framework of the consultation arrangements before reporting to the NMB as it is the case for the ANSB.

6.2.3. Decision Layer

Rules of Procedure for the NMB

Formally, the Rules of Procedure of the NMB are part of the applicable EU rules pertaining to the NMF; they will be approved by the NMB and they will be provided to the SSC for an opinion
An efficient interaction between EUROCONTROL in the exercise of its NM function and the NMB is an important condition for the smooth functioning of the NM. The Agency has therefore offered to produce a draft for the Rules of Procedure of the NMB based on the material provided in the NM IR and applicable EUROCONTROL procedures and practices. These draft Rules of Procedure, which will be developed in the coming weeks, will take into account the details of the European Commission letter, dated 18 March 2011 addressed to the EUROCONTROL Director General, which dealt with participation in the Network Manager from states that are not – or not yet - members of the EU.

The Director General who will represent EUROCONTROL in the NMB may be accompanied by (a) representative(s) of non-EU state(s).

ANSB involvement in the drafting process is foreseen particularly in relation to obtaining views and comments on the draft Rules of Procedure of the different stakeholders united in the ANSB.

A schematic outline of these rules can be found at ATTACHMENT 3. As can be seen, the draft rules of procedure will, inter alia, include items related to the participation of pan-European experts and to the possibility for EUROCONTROL to include non-EU representatives in its delegation.

Once the NMB has formally entered into operation, the evolution of the ANSB role and its complementarity to and coherency with the NMB will have to be addressed by the ANSB and the PC. Whilst final decision-making lies with the Provisional Council and Permanent Commission, the ANSB acts based on a mandate of the PC within the remit set by the PC.

It should be noted that nothing in the NM IR changes the functions of the ANSB, the MAB, the Provisional Council or the Permanent Commission; and the PC/CN continues to be the sole entity with the authority to decide EUROCONTROL’s organisational matters.

As is the situation today regarding the Network, the PC will continue to receive:

- Regular reports on Network Performance;
- Reports on any Crisis Situations;
- All Budgetary and financial information through the SCF.

Furthermore, as a consequence of the EUROCONTROL NM function, in addition to its current responsibilities, the PC will be addressed to validate, and where appropriate, to endorse the set-up of, inter alia:

- The rules of procedure of the NMB & the EACCC;
- the appointment of the voting members of the Network Management Board; CDM, Consultation Arrangements and the Conflict resolution process (see next section); and
- Modalities for Non-EU participation in the NMB and SSC;

and on an annual basis, on the Network Strategic Plan and objectives.

### 6.3. Conflict Resolution process

Where stakeholders are not satisfied with the final result of the CDM, the issue shall first be referred to the appropriate consultation arrangement where the Agency will make use of all its expertise to find an appropriate solution.

Where resolution of the issue cannot be reached through the processes as set out above, the matter shall be referred to the Director General who will consult the
parties concerned. If the DG cannot reach resolution with the entity concerned, the
DG will refer the matter to the PC for advice.

If in very exceptional cases, an issue which is brought to the Provisional Council
affects the sovereignty and responsibilities of one or more Member States and it has
been established that it cannot be otherwise resolved, the EUROCONTROL Director
General could be mandated by that State or those States to exercise his right of
veto at the NMB on their behalf. Therefore, the final decision to make use of a "veto"
right remains with the State/States affected.

The comprehensive preparation and coordination processes foreseen and to be
implemented in EUROCONTROL are expected to provide acceptable solutions. The
basis for a successful NM process is the ability for joint mutual collaboration and
commitment and a veto should be used only in exceptional cases and as a measure
of ultimate resort.

6.4. Crisis Management

The NM IR builds on the initial concept of a European Aviation Crisis Coordination
Cell (EACC), which was set up by the Directors General of the EC Directorate
General for Mobility and of EUROCONTROL following the volcanic ash crisis last
year; and it assigns this body a more formal status.

Accordingly and based on the developing experience of the EACC, EUROCONTROL commits to commence development of draft Rules of Procedure
which will support the coordination of a network crisis and the continuity of network
operations for the benefit of all EUROCONTROL Member States.

The Rules of Procedure will define the composition of the EACC which will include
members to encompass the EU and pan-European dimension and experts to advise
on the details of any crisis.

The Rules of Procedure for the EACC will be developed to be presented for an
opinion to the PC and SSC and for approval to the NMB before the end of the year.

7. CONCLUSION

Over many years, EUROCONTROL has developed the necessary processes and
working arrangements for the management of the European ATM network in close
cooperation with all its Member States and stakeholders.

The EUROCONTROL Network Management function represents one of the major
components of the contribution of the Organisation to the Single European Sky at
the pan-European level. The EU and EUROCONTROL have taken a joint initiative
towards the conclusion of a High Level Agreement that will set out the main
elements for their long term cooperation and support and will from the basis for a
reformed EUROCONTROL. The HLA will also provide the opportunity to further
secure the involvement of both organisations in a durable Network Management
process.

The IR on NM provides the opportunity to continue to deliver these functions within a
legally robust context, catering for a more effective process via mechanisms like the
right of initiative for the Network Manager and a Cooperative Decision Making
(CDM) Process that ensures the buy-in and subsequent commitment of all parties
involved.
EUROCONTROL aims to make best use of this opportunity that will be formalised via the acceptance of the NM nomination; and will ensure that the associated functions will be executed on a pan-European basis.
INITIAL ELEMENTS OF THE NETWORK STRATEGIC PLAN AND OF THE NETWORK OPERATIONS PLAN

Network Strategic Plan

The Network Strategy Plan shall be based on the following structure:

1. **Introduction**
   1.1. Scope of the Network Strategy Plan
   1.2. Preparation of the Plan and Validation Process

2. **Overall Context and requirements**
   2.1. Current planned Network situation
   2.2. Challenges and opportunities for the forthcoming period
   2.3. Performance and Objectives

3. **Strategic Vision**
   3.1. Strategic Vision Statement
   3.1.1. Network Vision
   3.1.2. Network Manager Vision
   3.1.3. Network Management Values

4. **Strategic Objectives**
   4.1. Strategic Objectives Description
   4.2. Strategic Objectives Measurement
   4.3. Strategic Objectives Impact

5. **Strategic Planning**
   5.1. Short/Medium Term Network Plan
   5.1.1. Rational and Prioritization
   5.1.2. Associated Projects
   5.1.3. Short/Medium Term Objectives Characteristics
   5.1.4. Network Manager Role and Participation
   5.2. Long Term Network Plan
   5.2.1. Related Strategic Objectives
   5.2.2. Required Research and Development

6. **Risk Assessment**
   6.1. Risks Associated to the Plan
   6.2. Risk Monitoring

7. **Action by Member States**

Annex 1 – Network Manager Performance Plan
NETWORK OPERATIONS PLAN

The Network Operations Plan shall be based on the following general structure (that will be tailored with respect to the various individual functions and to the time horizon of the Network Operations Plan to reflect its rolling nature and its 3-5 years, annual, seasonal, weekly and daily periods):

1. INTRODUCTION
   • Scope of the Network Operations Plan
   • Preparation of the plan and validation process

2. DESCRIPTION OF THE NETWORK OPERATIONS PLAN, OPERATIONAL TARGETS AND OBJECTIVES
   • including the collaborative aspect of the participating operational stakeholders in terms of roles and responsibilities;
   • indicating how the operational targets and objectives will be covered in the tactical, pre-tactical, short-term and medium-term phases of the Network Operations Plan;
   • priorities set and resources needed for the planning period; and
   • indicating the impact on the ATM industry and other concerned areas.

3. OVERALL NETWORK OPERATIONS PLANNING PROCESS
   • description of the overall network operations planning process;
   • description of the strategic way the Network Operations Plan will evolve and progress to successfully respond to the operational performance requirements; and
   • description of tools and data used.

4. OVERALL CONTEXT AND OPERATIONAL REQUIREMENTS
   • Summary description of the past network operational performance
   • Challenges and opportunities related to the time period of the plan
   • Network traffic forecast:
   • Network operational performance requirements:
   • Operational needs as expressed by the different stakeholders, including military.

5. NETWORK OPERATIONAL PERFORMANCE ENHANCEMENT PLANS AND ACTIONS AT NETWORK LEVEL
   • description of the plans and actions expected to be implemented at network level, including airspace, scarce resources and ATFM; and
   • description of the operational performance contributions of each of the plans and actions.

6. OPERATIONAL PERFORMANCE ENHANCEMENT PLANS AND ACTIONS AT LOCAL LEVEL
   • including description of each of the plans and actions expected to be implemented at local level;
   • description of the operational performance contributions of each of the plans and actions; and
7. SPECIAL EVENTS
- overview of special events with significant ATM impact;
- individual special events and their handling from an network perspective; and
- major military exercises.

8. MILITARY AIRSPACE REQUIREMENTS
Military ATM service providers responsible for areas of reserved or segregated airspace shall exchange with the Network Manager, through the relevant Airspace Management Cell, the following information according to national regulations:
- airspace availability: default days/times of availability of reserved airspace;
- ad-hoc requests for unplanned use of reserved airspace; and
- release of reserved airspace to civil use whenever not required, giving as much notice as possible.

9. CONSOLIDATED FORECAST AND ANALYSIS OF THE OPERATIONAL PERFORMANCE OF THE NETWORK
- network, air navigation service provider, functional airspace block and ACC ATM delay/capacity targets and forecast;
- airport operational performance;
- network environment/flight efficiency performance target and forecast;
- impact of special events; and
- analysis of the operational performance targets and forecast.

10. IDENTIFICATION OF OPERATIONAL BOTTLENECK AREAS AND MITIGATION SOLUTIONS AT NETWORK AND LOCAL LEVEL
- identification of operational (safety, capacity, flight efficiency) bottlenecks and potential bottlenecks, their causes and agreed solutions or mitigation actions, including options for demand capacity balancing (DCB).
DRAFT SCHEMATIC OUTLINE OF RULES OF PROCEDURE OF THE NMB

Article 1 - Definitions

This article will outline all definitions used in the Rules of Procedure, and will correspond to those used in the EU legislation to avoid confusion.

Article 2 - Scope

The scope will ensure that the rules of procedure adopted by the Board allow for its proceedings run in a smooth and efficient manner.

Article 3 - Representation and quorum

This article will outline the members of the Board and state what constitutes a quorum.

Article 4 - Chairperson and Vice-Chairperson of the NMB

This article will outline the modalities for nomination and functions of the Chairperson.

Article 5 - Secretary of the NM Board

Article 6 - Convening meetings

This article will detail the regularity of the meetings e.g. twice per year, together with details of convening ad hoc meetings as necessary.

Article 7 - Admission of experts and advisors

This article will outline how and when experts and advisors can be present at meetings.

Article 8 - Voting

This article will detail the voting and veto rights.

Article 9 - Written procedure

This article will outline when the NMBs opinion can be obtained by correspondence, if necessary.
Article 10 - Procedures of the Board

This will outline how the Board will take decisions in light of the CDM process.

Article 11 - Conflict of interest

This article will outline specific provisions to ensure that Board Members do not have a conflict of Interest.

Article 12 - Working groups and advisory groups and Consultation mechanism

This article will outline the groups and arrangements that will support the Board in its decision making, to include an outline of the CDM process.

Article 13 - Transparency, treatment of documents and communication

This article will outline the provisions regarding access to documentation.

Article 14 - Transitional Provisions

Temporary provision through the ANSB could be considered.

Article 15 - Amendment of the Rules of Procedure

Article 16 - Entry into force