



**FABEC Implementation Phase  
Addendum to the  
FABEC Performance Plan RP1  
2012 – 2014**

## DOCUMENT SUMMARY

<b>Objective :</b> <i>This document describes the addendum of the FABEC Performance Plan for the first reference period (2012-2014) compliant to the EU 691/2010 (FABEC Performance Plan RP1 2012-2014_Vers0-1.pdf).</i>			
<b>Origin :</b> <i>FABEC Financial &amp; Performance Committee</i>		<b>Audience :</b> <i>FABEC - EC</i>	
<b>Title :</b> Addendum to the FABEC Performance Plan RP1 – 2012-2014			
<b>Reference :</b> FABEC_FPC_Addendum to FABEC Performance Plan_RP1			
<b>Version :</b> 1.0	<b>Date :</b> 13/12/2011	<b>Status :</b> <input checked="" type="checkbox"/> Draft <input type="checkbox"/> Released	<b>Classification :</b> <input checked="" type="checkbox"/> Public <input type="checkbox"/> FABEC limited <input type="checkbox"/> Addressees limited

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	13/12/2011	Addendum of FABEC Performance Plan RP1 for Submission to the European Commission	Ad van der Westen

## TABLE OF CONTENTS

Introduction .....	4
1. Document Sign off sheets .....	5
2. Revised Capacity Target .....	12
3. Revised Cost-Efficiency Target .....	15
4. Other information .....	16

## **INTRODUCTION**

At the end of June 2011 FABEC has delivered its original FABEC Performance Plan for the first performance reference period 2012 – 2014 (dated 28<sup>th</sup> June 2011 as “version 0.1”). Considering the assessment of the PRB (September 2011) and the European Commission’s recommendations on the revision of targets contained in the performance plans under Commission Regulation (EU) no 691/2011 as adopted by the Single Sky Committee in the ad hoc session of 24<sup>th</sup> October 2011 the objective of this Addendum to the FABEC Performance Plan is to include the changes in the original FABEC Performance Plan to enable the second review of that plan by the PRB during the first quarter of 2012.

The structure of this addendum is based on the Guidance Material of the PRU.

## **1. DOCUMENT SIGN OFF SHEETS**

The documents sign off sheets of the individual FABEC Member States are included on the following pages.


**Federal Republic of Germany**



Bundesministerium  
für Verkehr, Bau  
und Stadtentwicklung



**Addendum to FABEC Performance Plan**

<p>Federal Republic of Germany Bundesrepublik Deutschland</p>	<p> Gerold Reichle Director General of Civil Aviation and Aerospace Leiter der Abteilung Luft- und Raumfahrt Bonn, 07. Dezember 2011</p>
---	--

**Belgium**



**Belgium**



**Melchior WATHELET**

**State Secretary for Mobility**

France



France

Le Directeur Général  
de l'Aviation Civile

A handwritten signature in blue ink, appearing to read 'Patrick Gandil', with a long horizontal flourish underneath.

Patrick GANDIL



**Grand Duchy of Luxembourg**

GRAND-DUCHÉ DE LUXEMBOURG



DIRECTION DE L'AMATION CIVILE

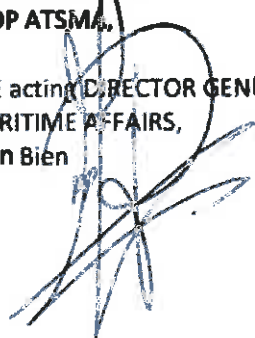


**Grand Duchy of Luxembourg**



**Claudé WALTZING**  
Director CAA / NSA

## Document sign off sheet

<b>Member State submitting this Addendum to the FABEC Performance Plan</b>	<b>The Netherlands</b>
<b>Organisation empowered by the Member State</b>	<b>Ministry of Infrastructure and the Environment</b>
<b>The Netherlands</b>	<b>On behalf of The STATE SECRETARY of INFRASTRUCTURE and the ENVIRONMENT, JOOP ATSMAN,</b>  <b>THE acting DIRECTOR GENERAL FOR CIVIL AVIATION AND MARITIME AFFAIRS, Ellen Bien</b>

## Switzerland



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

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



SWITZERLAND

Director General  
Federal Office of Civil Aviation

A handwritten signature in black ink, appearing to read "P. Müller".

Dr. Peter Müller

## 2. REVISED CAPACITY TARGET

The numbers in this paragraph refer to the paragraphs in the FABEC Performance Plan.

### 2.1(3) Capacity

#### 2.1(3).1 Key figures for the revised Capacity target

The key figures for the revised capacity target have not changed

		2009A	2010A	2011	2012	2013	2014
Reference value from the capacity planning process of EUROCONTROL (en-route ATFM delay min per flight)					0.52	0.47	0.40
En-route ATFM delay prior to RP1 (en-route ATFM delay min per flight)		0.61	2.12	n/a			
Initial Performance Plan	FABEC capacity target (en-route ATFM delay min per flight)						0.5
Revised Performance Plan	FABEC capacity target (en-route ATFM delay min per flight)						0.5

#### 2.1(3).2 JUSTIFICATIONS FOR NOT REVISING THE CAPACITY TARGET

FABEC has decided not to change the FABEC capacity target, because it is not possible to take capacity measures in the short term on top of the measures already decided upon to meet the FABEC capacity target of an average delay of 0.4 minute per flight as set by the PRB and the European Commission. The initial capacity planning exercise run by FABEC led to a 0.55 minute delay per flight. The FABEC target was set at 0.5 by FABEC DGCA's.

The decision not to revise the target is motivated by the fact that capacity measures, be it the training of new controllers or the deployment of new investments, tend to have rather long lead times between the moment they are decided upon and the moment they are deployed. Usually this period is between 3 and 4 years.

An overview of all capacity measures already decided upon in the FABEC area for each ACC in the reference period 1 and their capacity performance improvements has been included in Annex B of the FABEC Performance Plan. Currently, no other capacity enhancement initiatives are foreseen as far as RP1 is concerned.

Further capacity enhancements may occur during RP1 and for RP2 as an effect of the Network Management activities. The Network Strategy Plan and the Network Operational Plan will give more insight in the possible capacity performance improvements. Possible additional capacity measures such as the mobility of controllers between ACCs with a controllers redundancy to ACCs with a controllers shortage will have only limited effects.

Currently there is no common methodology for the allocation of the capacity performance target to individual states, ANSPs and ACCs. Differences exist for bottom up versus top down approach, local conditions, theoretical capacity needed versus capacity delivered and other differences between the assumptions. FABEC suggests the establishment of a Working Group, including representatives from PRU, NMF, ANSPs, Eurocontrol CEF, FABEC NSAs, etc., which should analyse the currently used methodologies. This Working Group should attain a commonly acceptable and consistent method for setting FAB capacity targets, also taking into account the interdependencies between capacity and cost efficiency and the determination of an economic optimal capacity level. Such a Working Group should deliver its results at the end of 2012. Of course, FABEC is committing itself to this process and is also willing to participate in this Working Group.

A commonly agreed method for capacity target setting could possibly result in new capacity performance figures and thus could imply an adapted FABEC capacity performance target for 2014. In that case FABEC could agree on a reassessment of the 2014 capacity target. Of course, the actual capacity performance from the start of the performance reference period in 2012 until mid 2013 would have to be taken into account in this reassessment to set a revised and achievable target for 2014.

The ACC individual capacity indicative values or expectations for the first reference period are included in the table below. This table does not include obligatory targets but refers to the capacity planning exercise run by AFG/PMG using its bottom up approach model to achieve the 0.5 minute per flight target. ANSPs may underperform on capacity as long as another ANSP is overperforming and the achievement of the overall FABEC capacity target is not endangered. Thus, a mutual exchange of capacity values should enable the ANSPs to realise the overall FABEC capacity performance.

<b>Centre</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Brussels	0.15	0.14	0.13
Bordeaux	0.17	0.14	0.12
Reims	0.37	0.33	0.27
Paris	0.37	0.33	0.27
Marseille	0.40	0.20	0.14
Brest	0.25	0.13	0.09
Langen	0.58	0.53	0.40
Munich	0.36	0.30	0.24
Karlsruhe	0.39	0.43	0.22
Bremen	0.24	0.22	0.18
MUAC	0.22	0.24	0.20
Amsterdam	0.20	0.19	0.16
Geneva	0.25	0.22	0.19
Zurich	0.28	0.25	0.21
<b>FABEC</b>	<b>0.77</b>	<b>0.68</b>	<b>0.50</b>

### **3. REVISED COST-EFFICIENCY TARGET**

The numbers in this paragraph refer to the paragraphs in the FABEC Performance Plan.

#### **2.1(4) Cost efficiency**

**2.1(4) Disregarding determined terminal costs for each year, description and justification of return on equity and the description of investments needed to achieve targets (Capex for each year, breakdown of projects, description of relevance and coherence):**

To be added to the second section of paragraph 2.1:

“As there is no common FABEC ANSPs Business Plan and due to the fact that the cost efficiency KPA within FABEC is dealt with at national level, the information (if any) related to the determined terminal costs for each year, the description and justification of return on equity and the description of investments needed to achieve targets is included in the national contributions included as annexes to the FPP.”

## **4. OTHER INFORMATION**

The numbers in this paragraph refer to the paragraphs in the FABEC Performance Plan.

### **1.1 NSA responsible for drawing up plan:**

To be added to paragraph 1.1(a) General introduction:

“The FABEC NSAs are collectively responsible for the drawing up of the FABEC Performance Plan.

By its letter dated 25<sup>th</sup> June 2010 FABEC notified the European Commission on the creation of the FABEC Financial and Performance Committee (formerly the FABEC States Performance Task Force, comprising States and NSA representatives). This Committee is in charge of developing the FABEC Performance Plan. In its reply-letter dated 16<sup>th</sup> July 2010, the EC informed FABEC that it has taken note of this approach and that by doing so FABEC has fulfilled the obligation of Article 5.2b of the EC Regulation 691/2010. FABEC has installed the FABEC Financial and Performance Committee (FPC) in accordance with Article 5.2(b) of the EC Regulation 691/2010 in the autumn of 2011. This Committee will, albeit provisionally until the ratification of the States Treaty, be tasked with the development of the future Performance Plans. The NSAC will support the FPC in respect of the safety KPA and other safety related issues. The FPC will also coordinate within FABEC the States activities necessary for the monitoring of the FABEC Performance Plan in the first reference period and be responsible for the relations with the Commission on these activities.

In addition to the responsibilities within the FABEC Financial and Performance Committee and other FABEC Committees, each individual NSA is responsible and accountable for its national contribution to the FABEC Performance Plan (included in the FPP as Annexes). These contributions include the Key Performance Area Cost efficiency and possible additional national KPIs.”

### **1.3(1) Consultation Process Description**

To be added a new third section to paragraph 1.3.1 Consultation Process Description:

“To conduct the consultation process in a sustainable way, initial information was provided and discussed with the stakeholders in two workshops on 4<sup>th</sup> April (users) and 11<sup>th</sup> April (staff representatives). In addition, the consultation process including the time table and the web-based approach was discussed and agreed with the stakeholders. Based on the information provided in April and in accordance with EC regulation 691/2010, FABEC updated the information 3 working weeks (2<sup>nd</sup> May) in advance to the formal stakeholder consultation meeting (20<sup>th</sup> May).”

### **2.1(1) Safety**



The FABEC NSAC will take care of all safety issues and will support the FPC on safety performance. A dedicated Safety Performance Task Force will be established shortly under the NSAC. The recommendations of the European Commission and PRB will be included in the Work Program 2012 – 2014 of the Safety Performance Task Force.

## 2.5 Description of risk sharing and incentives (Risk sharing not described):

To be added to the text of this paragraph:

“The risk sharing issue is not included in the FPP, but in the various national contributions, because the risk sharing is part of the KPA on cost efficiency and cost efficiency is dealt with in the national contributions to the FPP (see Annexes).”

## 5. Analysis of sensitivity to external assumptions

The table below will be included in this chapter:

Element/Aspect	Effect of a change	Mitigation and control measures
<b>Safety</b>		
No Safety Targets	No KPI is set for safety for the 1 <sup>st</sup> RP. There is a risk that safety may be compromised in the efforts to meet the targets of the KPIs in the other KPAs.	<ul style="list-style-type: none"> <li>• Safety is the overriding priority: Safety is included in the OIs and changes are accepted or rejected by the FABEC NSAC before their implementation according to Regulation EC 1034/2011 and Regulation EC 1035/2011.</li> <li>• Objectives will be set for the years 2013 and 2014 to ensure an early achievement of a baseline for EoSM at ANSP and States-level .</li> <li>•</li> </ul>
<b>Capacity</b>		
Delay targets are based on a static capacity model (EUROCONTROL).	The capacity model takes no account of dynamic effects and regulation due to bunch forming, special events, etc. Therefore the model is not sufficiently able to work (predict/propagate) with smaller delay budgets. If an ANSP already works on a rather low average delay level with a high relative variety it is likely that the model will fail.	<ul style="list-style-type: none"> <li>• FABEC FPC reports the delay cause and this should be taken into account by the EC when determining and assessing performance.</li> <li>• In case only individual unpredictable factors lead to an underperformance, the limit of the standard regulation will be reached.</li> </ul>
Changes in major traffic flows	Changes outside managerial control can cause changes in traffic flows across Europe, which can lead to a higher than anticipated traffic demand, possibly jeopardizing the achievement of the ANSPs' capacity target. Reasons for traffic flow changes might be social unrest/industrial action, increased charges, etc.	<ul style="list-style-type: none"> <li>• On the basis of the reported delay causes, the EC should take these special events into account when assessing the achieved performance.</li> <li>• Compare STATFOR/own forecast with actual traffic growth</li> </ul>
Severe Weather Situations	Severe Weather can dramatically influence capacity performance and for the most part is clearly outside of ANSPs' control. Preparation is only useful to a certain extent which is	The share of weather delay in an annual aggregate delay figure needs to be noted and taken into account by the EC when determining/ assessing performance.

Element/Aspect	Effect of a change	Mitigation and control measures
	determined by its costs and the Weather phenomenon's frequency of occurrence.	
<b>Environment</b>		
Flight efficiency is optimised on a European level by the Network Manager. These flight efficiency solutions may cause deteriorated performances for other KPI's on FAB and local ANSP level.	Changes in route structure might decrease capacity locally, in particular when the new route structure, even if it is shorter, makes traffic handling in the en route, approach and departure phases more complex. Approach and adjacent en route sectors require time and space to sequence flights in order to maximise capacity at airports.	<ul style="list-style-type: none"> <li>• Close cooperation between the Network Manager and the ANSPs.</li> <li>• Clear cause attribution in case network solutions lead to a decrease of ANSP performance.</li> </ul>