NCP
NSA Coordination Platform

**NSA Coordination Platform
Work Programme 2017**

This document sets out the Work Programme, priorities and working procedures for the NCP in 2017 and over the next three years. The Work Programme reflects the changing needs and challenges NSAs are facing, arising from the requirements to implement both current and future SES regulations.

This document is the final version of the NCP Work Programme. The list of topics included in section 4 is taken from responses to the 'Innovating the NCP' questionnaire circulated prior to NCP/12. Themes, priorities, outputs, timescales and WG leads were added later. This document then received comments from NCP Advisory Board members, Working Group Chairs and was reviewed at NCP/13.

This version of the Work Programme has been updated following comments received at NCP/13. It was redistributed for a final commenting period and approved by exception.

1   Defining the NCP Work Programme

The NSA Coordination Platform (NCP) Work Programme (WPrg) provides an overview of the main topics to be addressed by the NCP over the next three years.

This medium-term view aims to focus discussions and direct effort towards the most relevant activities of interest to NCP members. It also reflects the timescales required for the development of NCP outputs, providing the continuity and direction necessary to develop quality deliverables to maximise their value to NSAs.

This version of the NCP Work Programme has been prepared taking into account responses to the questionnaire 'Innovating the NCP' which were presented and discussed at NCP/12 in May 2016, discussions at Advisory Board (AB) meetings held in March and June 2017, as well as comments received at NCP/13 in June 2017.

The Work Programme is structured as follows:

- Section 2 introduces the NCP's objectives, and describes activities contributing to their achievement;
- Section 3 explains how the Work Programme was developed;
- Section 4 sets out a list of potential topics to be discussed within the NCP Plenary;
- Section 5 summarises the identified topics per Working Group;
- Section 6 summarises the timescales for completing the tasks described in the Work Programme.

2   Achieving the objectives of the NCP

The process of implementing the Single European Sky (SES) requires NSAs to play a key role. There has been major progress since 2004, and new tasks assigned to NSAs in that period. However, NSAs continue to face many challenges.

As identified within the NCP Terms of Reference, the Platform (which was established in 2009), has four main objectives supporting its mission to contribute to the overall SES implementation:

1. To provide for discussion on SES implementation issues which have an impact on NSAs;

2. To validate and / or contribute to the identification of best practices among NSAs, including material to support the harmonisation of their procedures and arrangements;

3. To identify potential issues, current and future, emerging from SES implementation and identify ways and means for their solution;

4. To provide a framework for possible mutual assistance with regards to human resources and expertise.

The Work Programme supports the achievements of these goals by prioritising topics to be addressed within the NCP and proposing a way forward for developing concrete deliverables.

3   Developing the NCP Work Programme

3.1   Process for updating and endorsing the Work Programme

The process for identifying and prioritising the topics listed in the Work Programme is summarised in Figure 1 below.
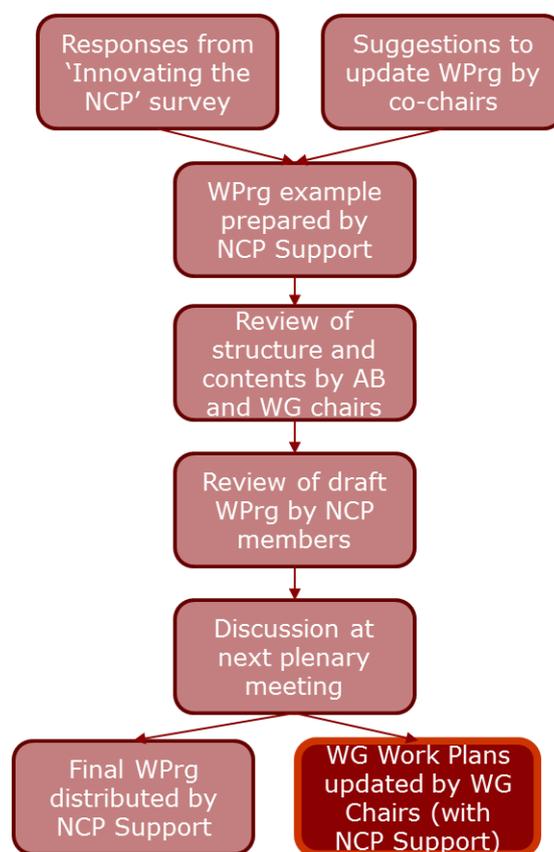
Figure 1: NCP Work Programme development process

Responses to the 'Innovating the NCP' questionnaire suggested specific topics which could be addressed by the NCP, either at Plenary or at WG-level (in addition to topics already captured in the WGs Work Plans). These responses were used to produce an example Work Programme which was reviewed by AB members, WG Chairs and then by the NCP Plenary. The final draft of the Work Programme was redistributed to all Plenary members for a final commenting period and approved by exception.

Topics have been regrouped into themes to help identify synergies between groups and minimise overlap. Priorities have been established between topics alongside outputs, timescales and WG leads. High priority topics could be the focus of the WG activities while low priority items could be monitored and discussed on an ad-hoc basis, as required. The number of high priority topics has been limited to ensure efforts are concentrated.

Priorities, timescales and WG leads should be reviewed and updated on an annual basis to ensure they remain aligned to the current NCP goals. They may therefore change as dictated by circumstances or on the advice of the Working Groups.

3.2   Links with Working Groups Work Plans

The Working Groups Work Plans should be aligned with the NCP Work Programme by integrating the high priority topics into their activities. It is anticipated that topics identified in the NCP Work Programme should be considered as 'open topic items' in WG Work Plans, however this classification should be discussed within each Working Group.

Topics identified in the 'Innovating the NCP' questionnaire which were already present in one or more Working Group Work Plans are marked in *italic* in the tables below.

It should be noted that discussion topics already present in WG Work Plans which were not mentioned in the 'Innovating the NCP' questionnaire are not included in the NCP Work Programme.

Topics described in the next section should therefore be addressed **in addition** to the activities currently defined in the WG Work Plans. A review of each WG Work Plan has been undertaken to identify potential overlaps; this will result in updates to the WG Work Plans once the NCP Work Programme is adopted.

3.3   Interactions between Working Groups

To ensure the entire NCP benefits from the work of its members, the outputs of each Working Group will be regrouped and shared on the NCP Portal. Also, with the agreement of each WG Chair, updates on the various on-going activities may be provided at WG meetings.

Some topics are of interest to several Working Groups. In such cases, NCP Support will coordinate with the relevant WG Chairs to give updates on the activities and progress achieved on these subjects at Working Group meetings. If deemed beneficial, bilateral or cross-NCP Working Group meetings may be organised. This will give members the opportunity to comment on the work being undertaken and implement adequate communication channels to ensure effort is not duplicated.

4   Current themes and potential topics

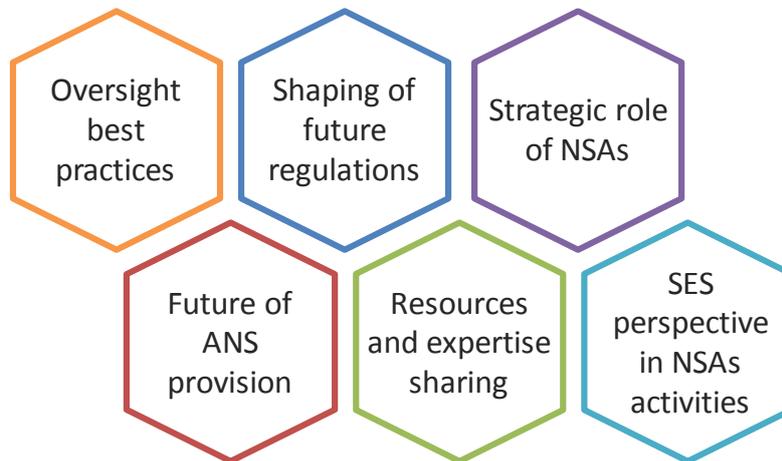This section details the topics for inclusion in the NCP Work Programme, regrouped into themes.

Figure 2: NCP themes[1]

4.1   Oversight best practices

The processes employed by NSAs to oversee compliance with regulatory requirements vary across Europe. This may be due to several factors such as different organisational arrangements, variations in resources or differences in the way regulations are interpreted.

There is therefore a need for NCP members to share experiences and best practices on how to best perform oversight activities. Particular topics of interest identified as part of this theme are provided hereafter.

The ticks ('✓') in the tables hereafter indicate which WGs have an interest in each particular topic. They were taken from the 'Innovating the NCP' questionnaire and completed during the review of the Work Programme.

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[1] Note that the theme 'SES perspective in NSAs activities' was added on request from the European Commission.

Priority	Topics	PLEN	FAB	IOP	PERF	SO	SD
High	Target setting and monitoring of safety KPIs				✓	✓	
High	*Risk based oversight best practices[2]*			✓		✓	
High	Application and oversight of Regulation 2017/373 - Common Requirements			✓		✓	
High	Performance and financial oversight in RP3				✓		
High	Implications of the update to the EASA Basic Regulation	✓		✓		✓	
Low	Interpretation and application of interoperability IRs	✓		✓			
Low	Implementation of administrative procedures related to aerodromes (Regulation No 139/2014)	✓					
Low	Use of RAT				✓	✓	
Low	Evidence to select and train NSA auditors					✓	
Low	ATFM regulation oversight (No 255/2010, amended by No 2016/1006)					✓	
TBC[3]	SERA safety oversight					✓	

Table 1: Oversight best practices topics

Outputs, timescales and leads for each high priority topic are described below:

Topics	Expected outputs	Timescales	Lead
Target setting and monitoring of safety KPIs	Review of processes and methods used to set and monitor SKPIs targets	Q4 2017	SO
	Discussion on how SKPIs target setting and monitoring processes may evolve in RP3	Q4 2017	
	Identification of best practices, with specific focus on leading indicators	Q4 2018	
Risk based oversight best practices	Sharing of experiences on risk based oversight methods and processes currently in place within NSAs	Q4 2017	SO
	Revision of 'Guidelines for RBO by NSAs' v1.0	Q2 2018	
Application and oversight of Regulation 2017/373 - Common Requirements	Assessment of the impact of the Common Requirements regulation on NSAs' roles and responsibilities (including feedback to EASA)	Q4 2017	IOP
	Sharing experiences of changes implemented by NSAs as a result of the Common Requirements Regulation	Q2 2018	

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[2] Already included in SO WG Work Plan ('Risk-based Oversight by NSAs)
[3] The priority of the topic 'SERA safety oversight' will be decided by SO WG members at SOWG/21.

Topics	Expected outputs	Timescales	Lead
Performance and financial oversight in RP3	Identification of NSA processes to assess target setting and monitor RP3 performance targets	Q2 2018	PERF
	Production of guidelines to support NSAs oversight of RP3, including relationship with EASA AMC / GM	Q2 2019	
Implications of the update to the EASA Basic Regulation	Review of the changes introduced by the updated EASA Basic Regulation on NSAs	Q2 2018	IOP
	Sharing of experiences on the implementation of the updated EASA Basic Regulation on NSAs	Q2 2019	

Table 2: Oversight best practices outputs, timescales and leads

4.2   Shaping future regulations

NSAs have a wealth of experience on the practical implementation of regulations. This experience could be used to inform the drafting of new regulations to facilitate their application at local level. Practically, this could be achieved by providing consolidated NSA views to relevant parties, for example to EASA Technical Bodies (TeBs). As such, NSAs have an important role in helping to define future regulation.

Priority	Topics	PLEN	FAB	IOP	PERF	SO	SD
High	Developing a common NSA view on the Performance and Charging Schemes for RP3	✓			✓		
Low	Define the role of the NCP in EASA RMTs	✓					

Table 3: Shaping future regulation topics

Outputs, timescales and leads for each high priority topic are described below:

Topics	Expected outputs	Timescales	Lead
Developing a common NSA view on the Performance and Charging Schemes for RP3	Sharing of experiences and identification of challenges encountered in existing Performance and Charging Schemes	Q2 2017	PERF
	Suggestions of potential changes to be implemented in RP3	Q2 2017	

Table 4: Shaping future regulations outputs, timescales and leads

4.3   Future of ANS provision

New technologies and business models are taking ANS provision away from traditional setups and towards more flexible operations and competitive environments. Regulators have an important role to play in supporting these new developments while ensuring providers fully comply with existing regulations.

Priority	Topics	PLEN	FAB	IOP	PERF	SO	SD
High	*Approval and oversight of remote towers[4]*			✔		✔	
High	Competition within ANS	✔			✔	✔	
Low	Impact of virtual / remote service provision on staff mobility	✔					
Low	Delegated service provision in the context of the Performance Scheme				✔		

Table 5: Future of ANS provision topics

Outputs, timescales and leads for each high priority topic are described below:

Topics	Expected outputs	Timescales	Lead
Approval and oversight of remote towers	*Sharing of experience from NSAs currently involved in the approval and oversight of Remote Towers*	*Q1 2017*	*SO*
	Coordination with the IOP WG on interoperability issues (if any identified)	*Q4 2017*	
	Identification of lessons learnt and best practices	*Q4 2017*	
Competition within ANS	Identification of challenges posed by introducing competition in ANS from a regulatory perspective	Q3 2017	PLEN
	Sharing of experiences on the implications on NSAs of introducing competition in ANS	Q2 2018	

Table 6: Future of ANS provision outputs, timescales and leads

4.4 Resources and expertise sharing

More commonality in systems and working practices may offer opportunities for NSAs to implement more efficient oversight processes. Synergies might be generated by sharing certain activities, pooling resources or sharing expert support. As such arrangements are relatively new, the NCP would benefit from discussing how they can best be implemented.

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[4] Already included in SO WG Work Plan ('Presentation on oversight practices for Remote towers')

Priority	Topics	PLEN	FAB	IOP	PERF	SO	SD
High	*Safety and interoperability oversight of common systems[5]*	✔		✔		✔	
High	*Coordinated oversight of multi-entity / cross border ANS provision[6]*		✔	✔		✔	✔
High	*Common AIS models to support FRA[7]*		✔	✔			
Low	Models for sharing and managing ATM information			✔			

Table 7: Resources and expertise sharing topics

Outputs, timescales and leads for each high priority topic are described below:

Topics	Expected outputs	Timescales	Lead
Safety and interoperability oversight of common systems	*Identification of potential case studies[8]*	Q2 2017	*IOP*
	Identification of challenges to provide oversight of common systems	Q2 2018	
	Production of a summary of best practices	Q4 2018	
Coordinated oversight of multi-entity / cross border ANS provision	*Identification of existing initiatives and processes implemented at FAB-level to enable coordinated oversight*	Q1 2017	*FAB*
	Production of a summary of best practices	Q3 2017	
Common AIS models to support FRA	*Identification of existing initiatives and processes to implement common AIS*	Q1 2018	*FAB*
	Production of a summary of best practices	Q4 2018	

Table 8: Resources and expertise sharing outputs, timescales and leads

4.5 Strategic roles of NSAs

The European aviation landscape is evolving. New approaches and developments in concepts of operations, technologies and business models are stretching the remit of NSAs. Cyber-security is becoming a priority for all ATM stakeholders. The NCP is a platform to discuss these changes and ensure NSAs are, and remain well-equipped to oversee this changing environment.

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[5] Already included in IOP WG Work Plan ('IOP oversight of PCP elements (eg SWIM/AF5) and interconnectivity of ATM systems')

[6] Already included in FAB WG Work Plan ('Guidelines to perform Common Oversight within FABs and other multi-State/cross-border SES initiatives')

[7] Already included in FAB WG Work Plan ('Free Route Airspace implementation and oversight - Identify the need (or otherwise) for FABs to implement enablers (eg common AIS)')

[8] Such a case study could be for example Co-flight Cloud Services as this topic is currently being discussed in the IOP WG.

Priority	Topics	PLEN	FAB	IOP	PERF	SO	SD
High	The role of NSAs in cyber-security	✓		✓		✓	✓
High	Strategy for future of NSAs (from FABs to regional concepts)	✓					
High	Bilateral agreements between NSAs and SDM						✓
Low	Regulating pan-European / regional services	✓					

Table 9: Strategic roles of NSAs topics

Outputs, timescales and leads for each high priority topic are described below:

Topics	Expected outputs	Timescales	Lead
The role of NSAs in cyber-security	Gather NSAs views on their role in cyber-security, at WG-level[9]	Q2 2017	SD
	Gather consolidated NSA views through a dedicated workshop, if required	Q4 2017	
	Production of a summary outlining the role of NSAs in cyber-security and potential activities the NCP may decide to undertake (at Plenary or WG-level)	Q2 2018	
Strategy for future of NSAs (from FABs to regional concepts)	Review of current NSAs strengths and weaknesses in the context of SES	Q2 2018	PLEN
	Identification of future opportunities and challenges	Q2 2018	
	Production of a strategy for NSAs to adapt to emerging and future challenges, aligned with the evolution of SES	Q1 2019	
Bilateral agreements between NSAs and SDM	Sharing of experiences on existing agreements	Q4 2017	SD
	Production of a summary of best practices	Q4 2018	

Table 10: Strategic roles of NSAs outputs, timescales and leads

4.6 SES perspective in NSAs activities

The SES regulatory framework is essential to NSAs work. For this reason, NSAs should have clear visibility and easy access to SES-related information. NCP members could explore whether the processes currently in place to distribute that information are fit for purpose or could be optimised.

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[9] This could be based on "The Role of NSAs in Cyber-security" paper produced by NCP Support and distributed to SO and SD members in January 2017

Priority	Topics	PLEN	FAB	IOP	PERF	SO	SD
High	Access to and dissemination of SES-related information	✓					
Low	Further consideration of SES and network dimension in national processes	✓					
Low	Quality of the interface with SES-related bodies	✓					

<div align="center">**Table 11: SES perspective in NSAs activities topics**</div>

Outputs, timescales and leads for each high priority topic are described below:

Topics	Expected outputs	Timescales	Lead
Access to and dissemination of SES-related information	Identify current sources of SES-related information and processes in place to disseminate it	Q3 2017	PLEN
	Survey NSAs to identify where changes may be needed and how they could be implemented	Q1 2018	
	If required, suggest improvements to the processes used to distribute information and trial on a subset of SES-related information	Q2 2018	
	Assess the effectiveness of the proposed changes and, if deemed conclusive, roll out improvements more widely	Q2 2019	

<div align="center">**Table 12: SES perspective in NSAs activities outputs, timescales and leads**</div>

5   Summary of topics per Working Group

Table 13 summarises the topics to be discussed per Working Group.

Group	Topics
PLEN	Competition within ANS Strategy for future of NSAs (from FABs to regional concepts) Access to and dissemination of SES-related information
FAB	Coordinated oversight of multi-entity / cross border ANS provision Common AIS models to support FRA
IOP	Application and oversight of Regulation 2017/373 - Common Requirements Safety and interoperability oversight of common systems Implications of the update to the EASA Basic Regulation
PERF	Developing a common NSA view on the Performance and Charging Schemes for RP3 Performance and financial oversight in RP3
SO	Target setting and monitoring of safety KPIs Risk based oversight best practices Approval and oversight of remote towers
SD	The role of NSAs in cyber-security Bilateral agreements between NSAs and SDM

<div align="center">**Table 13: Summary of topics per WG**</div>

6   Summary of timescales

The tables hereafter list the high priority topics mentioned above according to their expected completion date.

6.1   Plenary

Topics	Expected outputs	Timescales
Competition within ANS	Identification of challenges posed by introducing competition in ANS from a regulatory perspective	Q3 2017
Access to and dissemination of SES-related information	Identify current sources of SES-related information and processes in place to disseminate it	Q3 2017
Access to and dissemination of SES-related information	Survey NSAs to identify where changes may be needed and how they could be implemented	Q1 2018
Access to and dissemination of SES-related information	If required, suggest improvements to the processes used to distribute information and trial on a subset of SES-related information	Q2 2018
Competition within ANS	Sharing of experiences on the implications on NSAs of introducing competition in ANS	Q2 2018
Strategy for future of NSAs (from FABs to regional concepts)	Review of current NSAs strengths and weaknesses in the context of SES	Q2 2018
Strategy for future of NSAs (from FABs to regional concepts)	Identification of future opportunities and challenges	Q2 2018
Strategy for future of NSAs (from FABs to regional concepts)	Production of a strategy for NSAs to adapt to emerging and future challenges, aligned with the evolution of SES	Q1 2019
Access to and dissemination of SES-related information	Assess the effectiveness of the proposed changes and, if deemed conclusive, roll out improvements more widely	Q2 2019

Table 14: Timescales for topics to be discussed in the Plenary

6.2   FAB

Topics	Expected outputs	Timescales
Coordinated oversight of multi-entity / cross border ANS provision	Identification of existing initiatives and processes implemented at FAB-level to enable coordinated oversight	Q1 2017
Coordinated oversight of multi-entity / cross border ANS provision	Production of a summary of best practices	Q3 2017
Common AIS models to support FRA	Identification of existing initiatives and processes to implement common AIS	Q1 2018
Common AIS models to support FRA	Production of a summary of best practices	Q4 2018

Table 15: Timescales for topics to be discussed in the FAB WG

6.3   IOP

Topics	Expected outputs	Timescales
Application and oversight of Regulation 2017/373 - Common Requirements	Assessment of the impact of the Common Requirements regulation on NSAs' roles and responsibilities (including feedback to EASA)	Q4 2017
Safety and interoperability oversight of common systems	Identification of potential case studies[10]	Q2 2017
Application and oversight of Regulation 2017/373 - Common Requirements	Sharing experiences of changes implemented by NSAs as a result of the Common Requirements regulation	Q2 2018
Safety and interoperability oversight of common systems	Identification of challenges to provide oversight of common systems	Q2 2018
Implications of the update to the EASA Basic Regulation	Review of the changes introduced by the updated EASA Basic Regulation on NSAs	Q2 2018
Safety and interoperability oversight of common systems	Production a summary of best practices	Q4 2018
Implications of the update to the EASA Basic Regulation	Sharing of experiences on the implementation of the updated EASA Basic Regulation on NSAs	Q2 2019

Table 16: Timescales for topics to be discussed in the IOP WG

6.4   PERF

Topics	Expected outputs	Timescales
Developing a common NSA view on the Performance and Charging Schemes for RP3	Sharing of experiences and identification of challenges encountered in existing Performance and Charging Schemes	Q2 2017
Developing a common NSA view on the Performance and Charging Schemes for RP3	Suggestions of potential changes to be implemented in RP3	Q2 2017
Performance and financial oversight in RP3	Identification of NSA processes to assess target setting and monitor RP3 performance targets	Q2 2018
Performance and financial oversight in RP3	Production of guidelines to support NSAs oversight of RP3, including relationship with EASA AMC / GM	Q2 2019

Table 17: Timescales for topics to be discussed in the PERF WG

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[10] Such case study could be for example Co-flight Cloud Services as this topic is currently being discussed in the IOP WG.

6.5   SO

Topics	Expected outputs	Timescales
Approval and oversight of remote towers	Sharing of experience from NSAs currently involved in the approval and oversight of Remote Towers	Q1 2017
Approval and oversight of remote towers	Coordination with the IOP WG on interoperability issues (if any identified)	Q4 2017
Approval and oversight of remote towers	Identification of lessons learnt and best practices	Q4 2017
Target setting and monitoring of safety KPIs	Review of processes and methods used to set and monitor SKPIs targets	Q4 2017
Target setting and monitoring of safety KPIs	Discussion on how SKPIs target setting and monitoring processes may evolve in RP3	Q4 2017
Risk based oversight best practices	Sharing of experiences on risk based oversight methods and processes currently in place within NSAs	Q4 2017
Risk based oversight best practices	Revision of 'Guidelines for RBO by NSAs' v1.0	Q2 2018
Target setting and monitoring of safety KPIs	Identification of best practices that may be useful to other NSAs, with specific focus on leading indicators	Q4 2018

Table 18: Timescales for topics to be discussed in the SO WG

6.6   SD

Topics	Expected outputs	Timescales
The role of NSAs in cyber-security	Gather NSAs views on their role in cyber-security, at WG-level	Q2 2017
The role of NSAs in cyber-security	Gather consolidated NSA views through a dedicated workshop, if required	Q4 2017
Bilateral agreements between NSAs and SDM	Sharing of experiences on existing agreements	Q4 2017
The role of NSAs in cyber-security	Production of a summary outlining the role of NSAs in cyber-security and potential activities the NCP may decide to undertake (at Plenary or WG-level)	Q2 2018
Bilateral agreements between NSAs and SDM	Production of a summary of best practices	Q4 2018

Table 19: Timescales for topics to be discussed in the SD WG