

**NUAC Programme
Definition Phase Final Report**

Appendix 10

Terms of Reference

OCTOBER 2006

Third Draft

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Appendix 1 – Letter from LFV to Naviair of 10 June 2005

Appendix 2 – Code of Conduct

1 Preamble

During 2004 LFV and Naviair decided to delay the NUAC project to give time for additional considerations on the future strategic direction of the project.

These considerations led to the initial conclusion that the strategic direction for the NUAC Project should be broadened in order to include the lower airspace in Sweden and Denmark, and also inclusion of operational and technical support functions should be considered. Furthermore, a strategic alliance leading towards a merger of LFV/ANS and Naviair was initially deemed as a possible and may be attractive strategic direction for both parties.

To ensure a robust platform for decisions regarding the future development of the NUAC project, LFV and Naviair has agreed to work on a revised NUAC Project Definition. The main focus is on developing a consolidated Case for Change including, Strategic Rationale, Business Case, Integration Strategy, Stakeholder Care Programme including HR, and Risk Management Plan.

The aim is to conclude the work in the definition phase by 2006 and as an outcome of the definition phase have a solid platform for decision making regarding future development of the NUAC Project.

This NUAC Programme is a combination of the two former separate projects conducted by LFV and Naviair from the beginning of the millennium, Nordic Upper Area Control (NUAC) & SKÅNE. This new project is expected to define an organisation able to provide ATM service provision throughout all airspace in Sweden and Denmark respectively, except for Aerodrome Control Services.

These Terms of Reference are reflecting the provisions for the Definition Phase, of a possible new and enhanced NUAC Project as agreed between Luffartsverket (LFV) and Naviair.

2 Setting the scene – redefined objective

The aim for the NUAC programme will be to ensure cost reduction for the air navigation service provision in Denmark and Sweden and enable the necessary integration between the two companies and all employees.

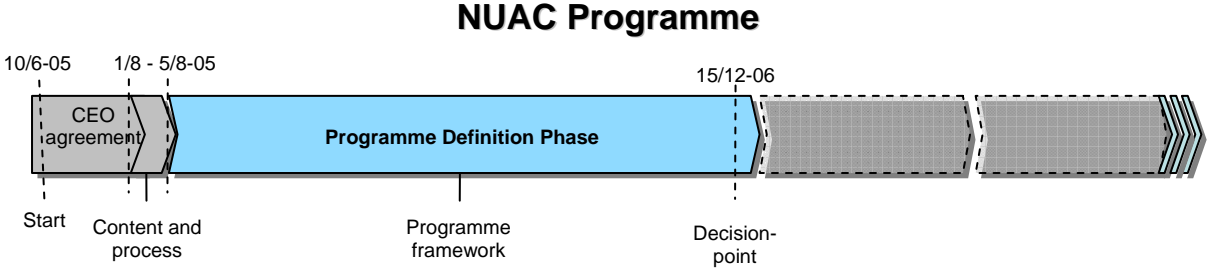
To achieve this overall objective, the Definition Phase will aim to enable the decision-making regarding the strategic direction outlined in the appendix to the letter from LFV to Naviair of 10 June 2005 (here enclosed as appendix 1) and carried out as described below:

Terms of Reference for the Definition Phase shall ensure the description of the necessary work to be done in order to ensure a robust platform for decision-making regarding the NUAC programme.

The Terms of Reference describes the responsibilities, mandates and deliverables for the NUAC Programme Management Team during the Definition Phase.

Consideration of the lessons learned from the NUAC project phase 2, the NUAC project phase 3 report and deliverables, and the results from the SKÅNE Project Feasibility phase Final Report shall be taken into consideration during the work.

3 General Timeline



4 Project portfolio - key activities and deliverables

The Definition phase will be carried out through four project tracks. Each track is specified in the form of key activities and deliverables. In this chapter, the activities and deliverables at all three levels will be described in detail.

	Project tracks			
Definition phase	Case for change	Programme setup	Stakeholders	Solutions
	Activities/Deliverables			
	<i>Vision and strategic rationale</i>	<i>Decision landscape</i>	<i>Communication plan</i>	<i>Integration strategy</i>
	<i>Road map for NUAC Programme</i>	<i>Financial instruction</i>	<i>Stakeholder care programme</i>	<i>Risk management plan</i>
	<i>Business case</i>	<i>EU-Commission (TEN-T)</i>	<i>Establishment of coordination groups</i>	<i>Business model and plan</i>
		<i>Budget</i>	<i>HR aspects</i>	
		<i>Configuration management programme</i>		
		<i>Code of conduct</i>		
		<i>Project portfolio description</i>		

Final delivery:

Decision platform / Definition Phase Final Report

Project Portfolio Definition Phase, August 2005 – January 2007

4.1 Definition Phase overview

The Definition Phase consists of four project tracks:

- Case for change
- Programme setup
- Stakeholders
- Solutions
- Decision Platform/Definition Phase Final Report

This division has been made to improve the overview of the programme. Each track includes key activities and deliverables that belong logically under this particular track.

In the following paragraphs, the activities of each project track will be described.

4.1.1 Case for change

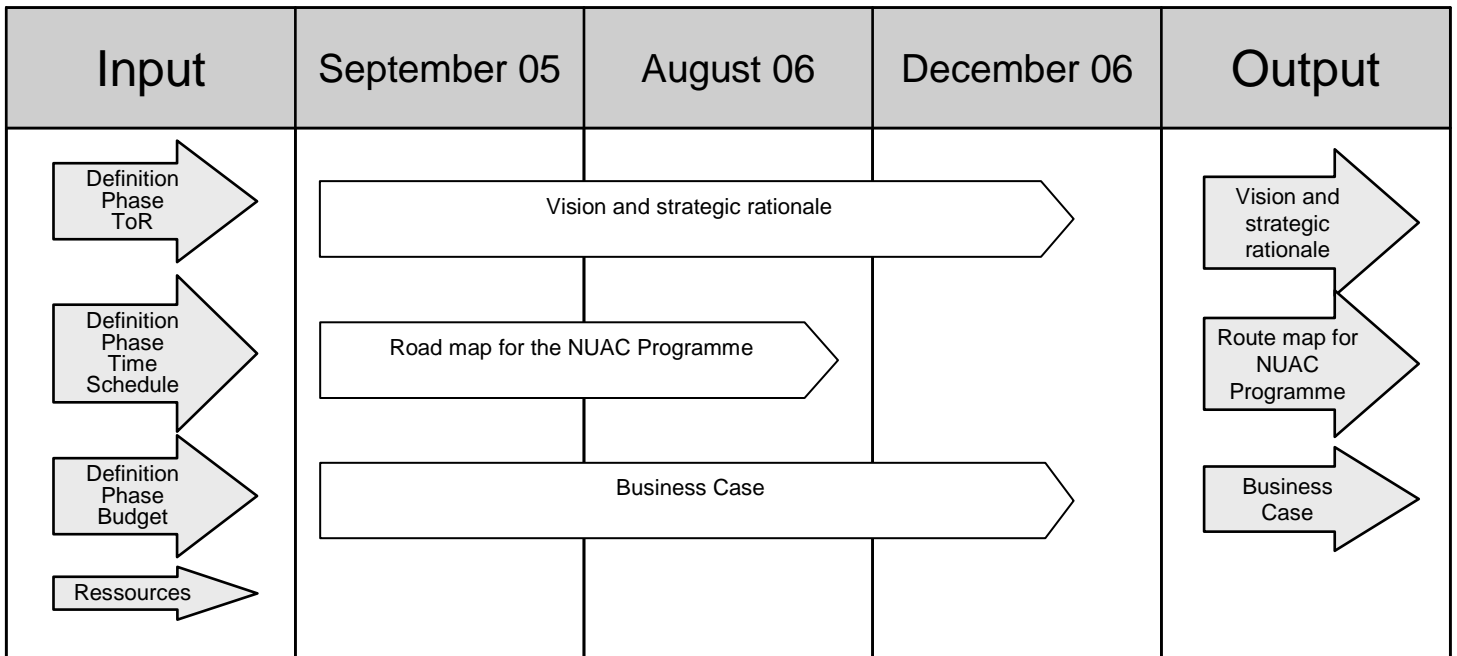
The aim for the Case for change track is, based on the LFV letter from June 2005, to describe possibilities and consequences of different solutions worked out during the Definition Phase in order to achieve possibilities for significant cost reductions regarding the service provision in Swedish and Danish airspace.

The Case for change consists of:

- Vision and strategic rationale
- Road map for the NUAC Programme
- Business Case

Each activity is further described below.

The expected Workstream of the Case for change track has been outlined in the following diagram:



4.1.1.1 Vision and strategic rationale

4.1.1.1.1 Purpose and objective

It is the responsibility of the Programme Management Team to deliver a Vision and strategic rationale for the NUAC programme. The document shall provide a consolidated view of the vision and strategic rationale for the future ANS provision in Sweden and Denmark.

4.1.1.1.2 Content and form

The Vision and strategic rationale shall be presented as a document containing the following main issues:

- Establishment of a common company for ANS service provision
- Different possibilities for integration of en-route services
- Different possibilities for the use of existing Swedish and Danish control centres
- Integration of administrative, technical, and operational support functions
- Creation of a FAB with one en-route charging zone and a common unit rate
- Infrastructure – accessing and ownership
- Aerodrome Traffic Control – future option

4.1.1.1.3 Milestones and deadlines

Preliminary delivery date: 14 August 2006

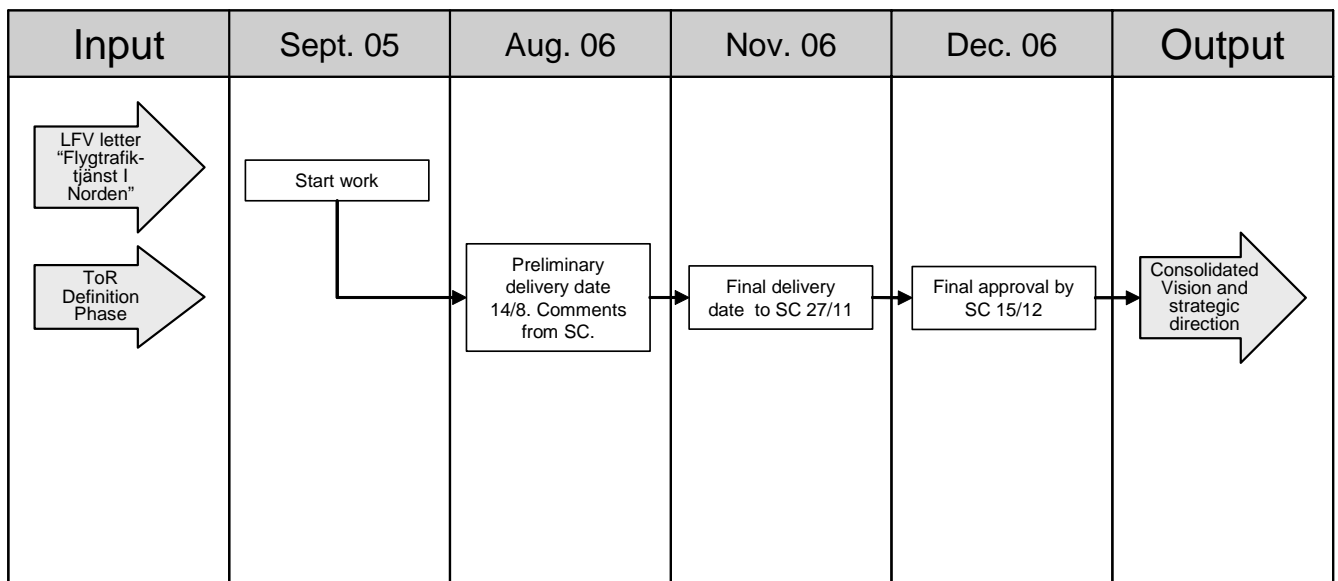
Final delivery date: 27 November 2006.

Final approval date: 15 December 2006.

4.1.1.1.4 Coordination and approval

The Vision and strategic rationale document shall be coordinated with and approved by the Steering Committee according to the above mentioned deadlines.

4.1.1.1.5 Work flow for Vision and strategic rationale



4.1.1.2 Road map for the NUAC Programme

4.1.1.2.1 Purpose and objective

With respect to the possibilities described under “Vision and strategic rationale”, it is the responsibility of the Programme Management Team to deliver a road map for the NUAC Programme. The objective of the Road map is to provide a general overview of the NUAC programme phases and major milestones.

4.1.1.2.2 Content and form

The road map shall be presented as graphic with complementary text illustrating the following phases:

- Definition phase
- Development phase
- Company establishment phase
- Implementation phase
- Integration phase
- Monitoring phase

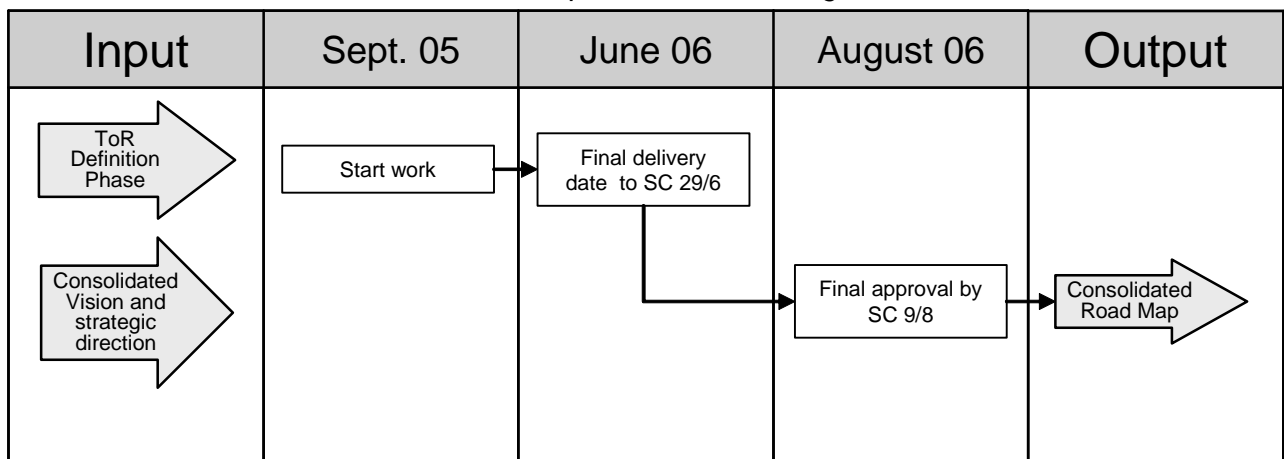
4.1.1.2.3 Milestones and deadlines

Final delivery date: 29 June 2006.
 Final approval date: 9 August 2006.

4.1.1.2.4 Coordination and approval

The Road map for the NUAC Programme shall be coordinated with and approved by the Steering Committee according to the above mentioned deadlines.

4.1.1.2.5 Work flow for Road map for the NUAC Programme



4.1.1.3 Business Case

4.1.1.3.1 Purpose and objective

It is the responsibility of the Programme Management Team to deliver a Business Case for the NUAC programme showing the effect of the end vision and a number of alternatives.

The Business Case shall give a full picture of the NUAC Programme's effect on the cost for service provision within Danish and Swedish airspace. The possible influence on Naviair and LFV's organisations, aircraft operators, airports, environment, and national infrastructure shall be described.

4.1.1.3.2 Content and form

The Business Case shall be in accordance with recognised standards and shall enable the partners to use the results of the Business Case in their national decision process. The Business Case shall in detail describe three scenarios for the end vision:

1. A merger of the two organizations LFV/ANS and Naviair into one organization with responsibility for carrying out the Air Traffic Service provision within Danish and Swedish airspace. Creating a Functional Airspace Block with one en-route charging zone and a common unit rate.
2. Implementation of the original NUAC and SKÅNE concepts as laid down by the original projects and with LFV/ANS and Naviair as co-owners of a new NUAC company, but remaining as independent organizations.
3. A closer cooperation between LFV/ANS and Naviair in order to create a Functional Airspace Block, with joint Airspace Management, using the existing Control Centres in a virtual organization. This with only minor changes to the two existing organizations and based on normal principles regarding improvement of cost effectiveness.

4.1.1.3.3 Milestones and deadlines

Definition of Business Case, with alternative scenarios: 31 October 2005

Coordination of Business Case structure and scenarios: March 2006.

Preliminary delivery date: 26 June 2006.

Preliminary approval date: 29 June 2006.

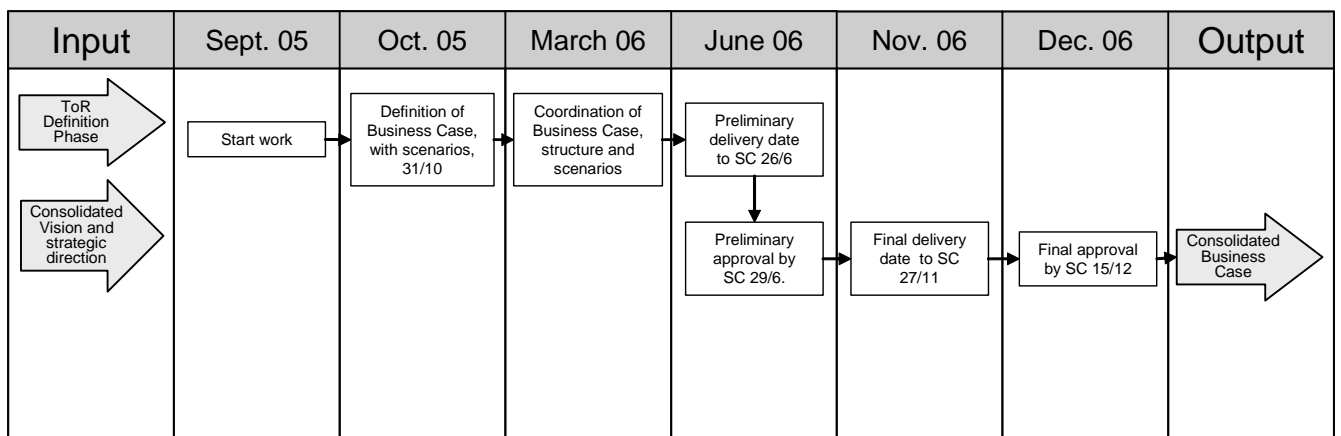
Final delivery date: 27 November 2006.

Final approval date: 15 December 2006.

4.1.1.3.4 Coordination and approval

The Business Case shall on a regular basis be coordinated with the Steering Committee leading to a final approval by the Steering Committee.

4.1.1.3.5 Work flow for Business Case



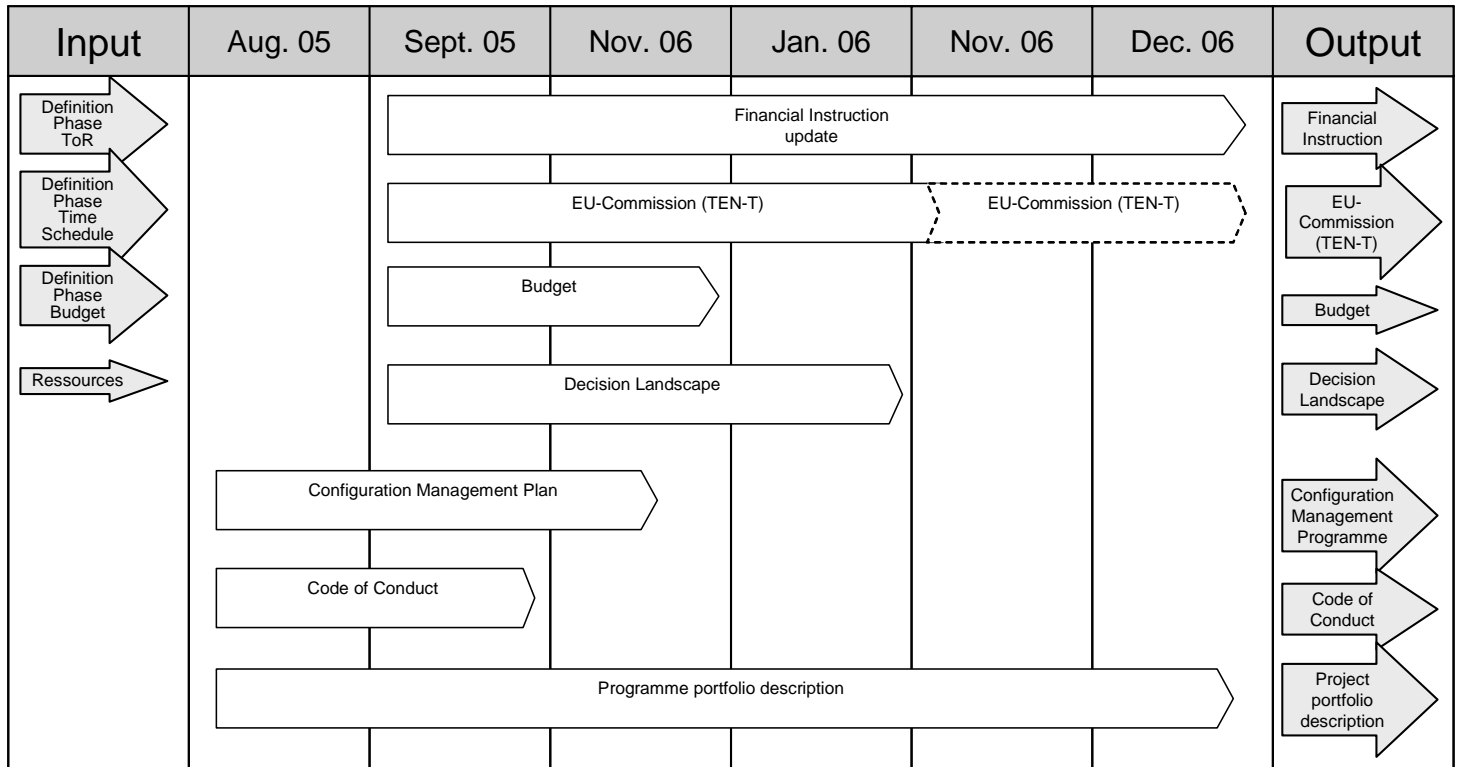
4.1.2 Programme setup

The Programme setup will describe the organisation and content of the NUAC Programme.

The Programme setup consists of:

- Decision Landscape
- Financial Instruction
- Budget
- EU-Commission (TEN-T)
- Configuration Management Plan
- Code of Conduct
- Project Portfolio description and overview

The expected Work flow of the Programme setup track has been outlined in the following diagram:



Each activity in the Programme setup is further described below.

4.1.2.1 Decision Landscape

4.1.2.1.1 Purpose and objective

The document purpose is to map all levels of decision-making influencing the NUAC Programme aim and its findings during the lifespan of the programme, e.g. political, regulative, as well as interest groups and organisations, covering all layers.

4.1.2.1.2 Content and form

The document consists of organisation diagrams and listing of influential bodies, organisations, and individuals.

4.1.2.1.3 Milestones and deadlines

First delivery date: 17 October 2005.
Second delivery date: 11 January 2006.

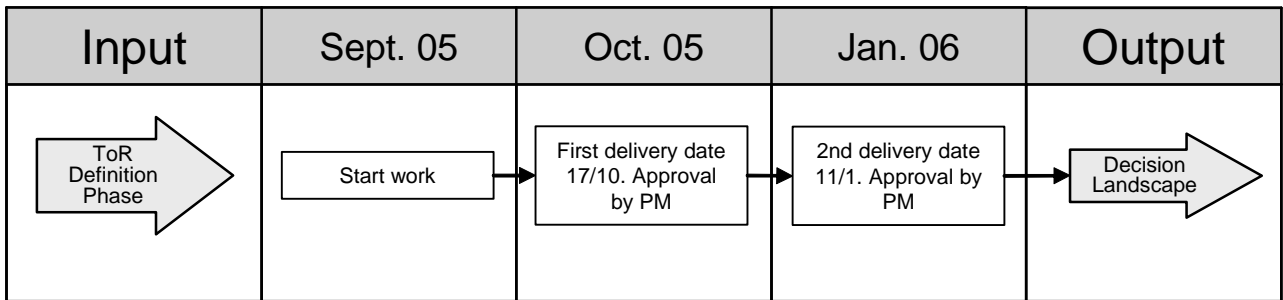
4.1.2.1.4 Coordination and approval

As the content of the document is describing a dynamic world, the Programme Management Team shall by continuous coordination with the mapped bodies, organisations, and individuals ensure that the document is up to date.

Coordination with the Steering Committee on a regular basis.

No specific approval procedures.

4.1.2.1.5 Work flow for Decision landscape



4.1.2.2 Financial instruction

4.1.2.2.1 Purpose and objective

The NUAC Programme Financial Instruction shall be worked out laying down guidelines for the handling of all financial issues related to realisation of the NUAC Programme, satisfying requirements of the EU, respective partners, Steering Committee and project needs.

4.1.2.2.2 Content and form

- Introduction
- Background
- Allowable costs
- Cost allocation
- National Accounting and Reporting
- Authorisations
- Budgeting procedures
- EU TEN-T Financial Implementing Provisions

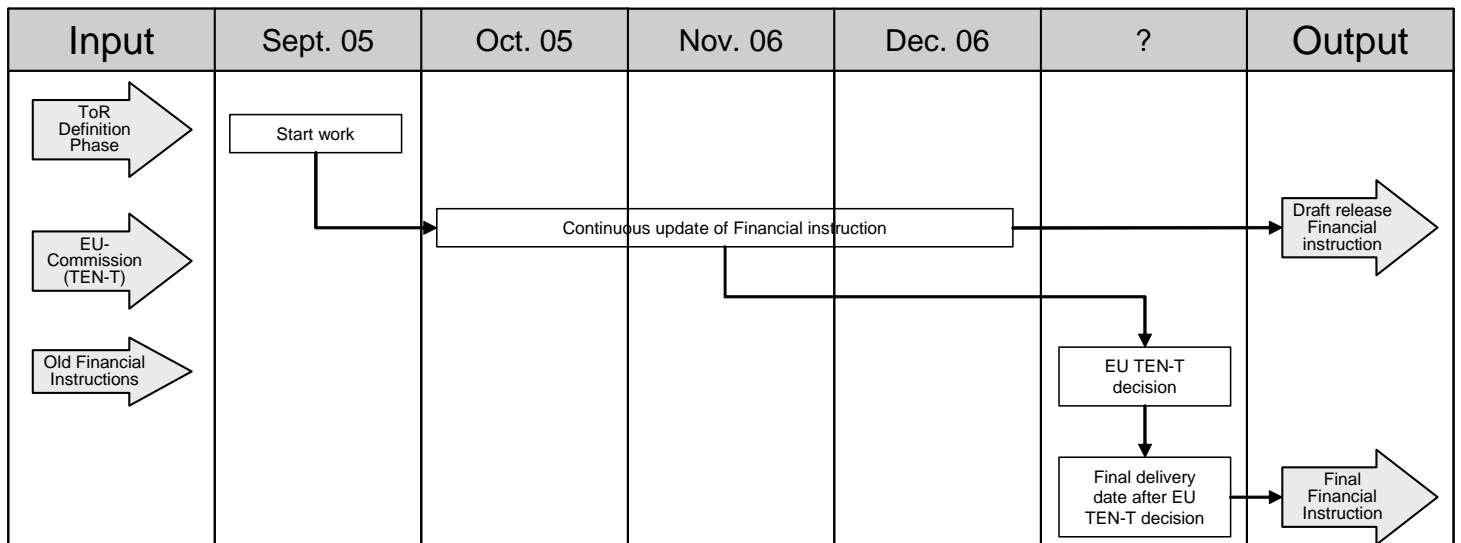
4.1.2.2.3 Milestones and deadlines

Final delivery date: Depends on EU TEN-T decision regarding request to run the NUAC and SKAANE projects under one NUAC Programme (until then the current Financial Instruction will be used and continuously updated as a draft release).

4.1.2.2.4 Coordination and approval

Coordination with LFV and Naviair. Approval by Programme Manager.

4.1.2.2.5 Work flow for Financial instruction



4.1.2.3 EU-Commission (TEN-T)

4.1.2.3.1 Purpose and objective

The former NUAC and SKÅNE projects each received separate TEN-T funding from the EU-Commission. The original scopes of the NUAC and SKÅNE Projects will be fulfilled, however an approval by the EU Commission to extend to the stipulated duration of both projects to 2011, with a 12-month monitoring period included, is required.

The two project budgets need to be aligned with the revised timescale.

4.1.2.3.2 Content and form

A letter from the NUAC Programme Manager to the EU-Commission describing the Vision and Strategic Rationale with enclosed budget shall be elaborated. This letter shall be routed via respective national authorities, and on the basis of this, the proper coordination shall be carried out with the EU-Commission.

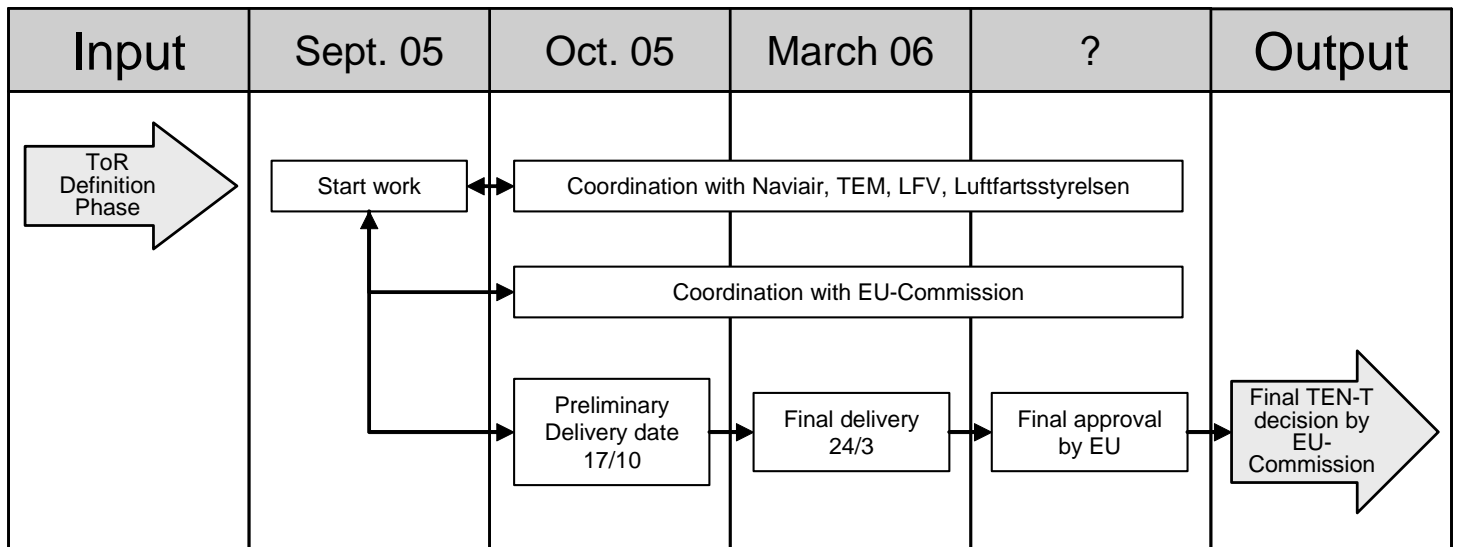
4.1.2.3.3 Milestones and deadlines

Preliminary delivery date: 17 October 2005.
 Final delivery date: 24 March 2006
 Final approval date: TBD by the EU-Commission.

4.1.2.3.4 Coordination and approval

The issues regarding TEN-T funding shall be coordinated with Luftfartsstyrelsen and LFV in Sweden as well as TEM and Naviair in Denmark. The Programme Management Team assumes that further coordination with the political level will be processed via the national authorities. Final approval will be given by the EU-Commission.

4.1.2.3.5 Work flow for EU-Commission (TEN-T)



4.1.2.4 Budget

4.1.2.4.1 Purpose and objective

A detailed budget covering the lifespan of the NUAC Programme shall be worked out based on the current budgets for the former NUAC and SKÅNE projects.

4.1.2.4.2 Content and form

The budget is structured as shown in figure 2 for compliance with EU requirements regarding TEN-T funding.

All figures in EUR				
	Common	National DK	National SE	Total
Personnel				
Equipment				
Third party assistance				
Travel and subsistence				
Consumables and computing				
Significant specific costs				
Overhead recovered on labour				
Make a total of:				
Excl. Personnel make a total of:				
LFV project expenditure EUR total				
LFV project expenditure EUR excl personal				
Naviair project expenditure EUR total				
Naviair project expenditure EUR total excl personal				
*LFV & Naviair project expenditures are calculated as the sum of national costs + 50% of Common cost				
Version: 01.00				

4.1.2.4.3 Milestones and deadlines

Preliminary delivery date: 26 September 2005

Preliminary approval date: 3 October 2005

Final Delivery date: 15 November 2005.

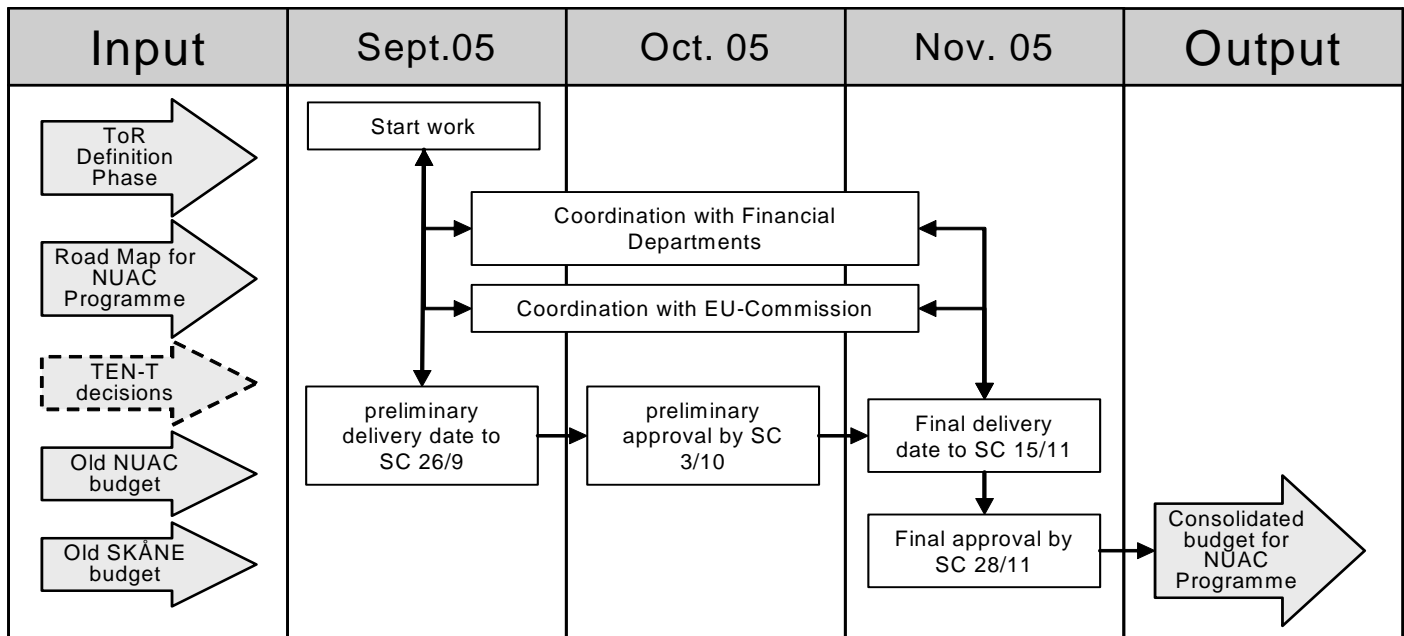
Final Approval date: 28 November 2005.

4.1.2.4.4 Coordination and approval

The budget shall be coordinated not only with the Steering Committee but also with the financial departments in LFV and Naviair to ensure that the budget and its coherent Financial Instructions are endorsed by the respective financial department.

The budget shall be approved by the Steering Committee. After approval by the Steering Committee, the budget shall also be approved by the TEN-T Commission in accordance with "EU-Commission (TEN-T)".

4.1.2.4.5 Work flow for Budget



4.1.2.5 Configuration Management Plan

4.1.2.5.1 Purpose and objective

The purpose and objective of the Configuration Management Plan is to describe how Configuration Management shall be handled within the NUAC Programme concerning the administration, control, and archiving of all documentation processed in the Programme.

4.1.2.5.2 Content and form

Based on the Configuration Management Plan from the former NUAC Project, an updated document containing configuration procedures, templates, responsibilities shall be elaborated.

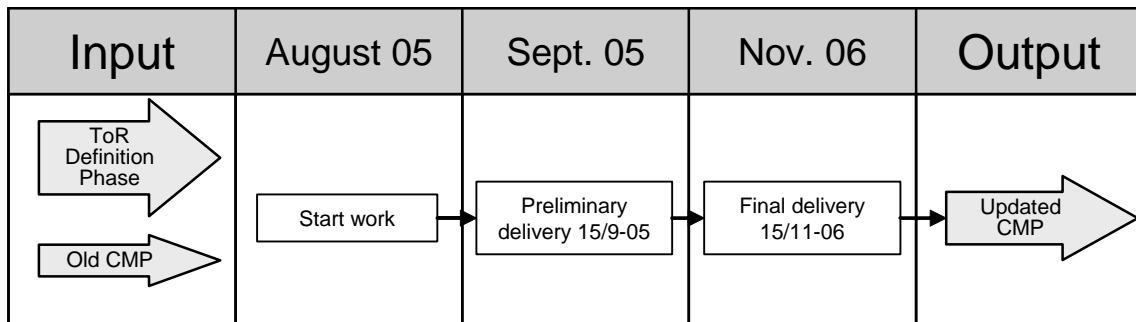
4.1.2.5.3 Milestones and deadlines

Preliminary delivery date: 15 September 2005 (draft release)
 Final delivery date: 15 November 2006.

4.1.2.5.4 Coordination and approval

Approval by Programme Manager.

4.1.2.5.5 *Work flow for Configuration Management Plan*



4.1.2.6 Code of Conduct Document

4.1.2.6.1 *Purpose and objective*

The NUAC programme will over time have effect on more or less all employees in LFV and Naviair respectively. It is therefore vital that the Steering Committee, the Programme Management Team and all other participating parties in the NUAC programme conduct their work in an ethical manner to earn and maintain the confidence of team members, colleagues, employees, employers, stakeholders and the public.

4.1.2.6.2 *Content and form*

The document is structured as a plain text – easy to understand - set of behavioural elements that describes the desired and required personal and institutional conduct to be adhered to.

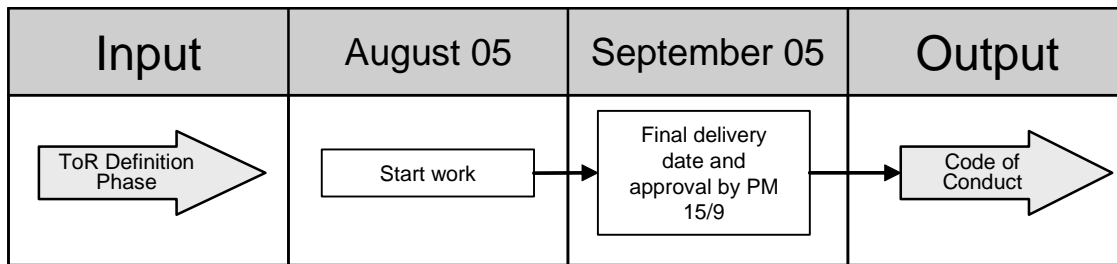
4.1.2.6.3 *Milestones and deadlines*

Final delivery date: 15 September 2005.

4.1.2.6.4 *Coordination and approval*

Approval by the Programme Manager.

4.1.2.6.5 Work flow for Code of Conduct



4.1.2.7 Programme portfolio description

4.1.2.7.1 Purpose and objective

The objective of the Programme portfolio description is to provide a clear overview of all projects and activities connected with the fulfilment of the entire Programme.

4.1.2.7.2 Content and form

The Programme portfolio description is a document containing terms of reference and budget for all projects and subprojects connected to the Programme.

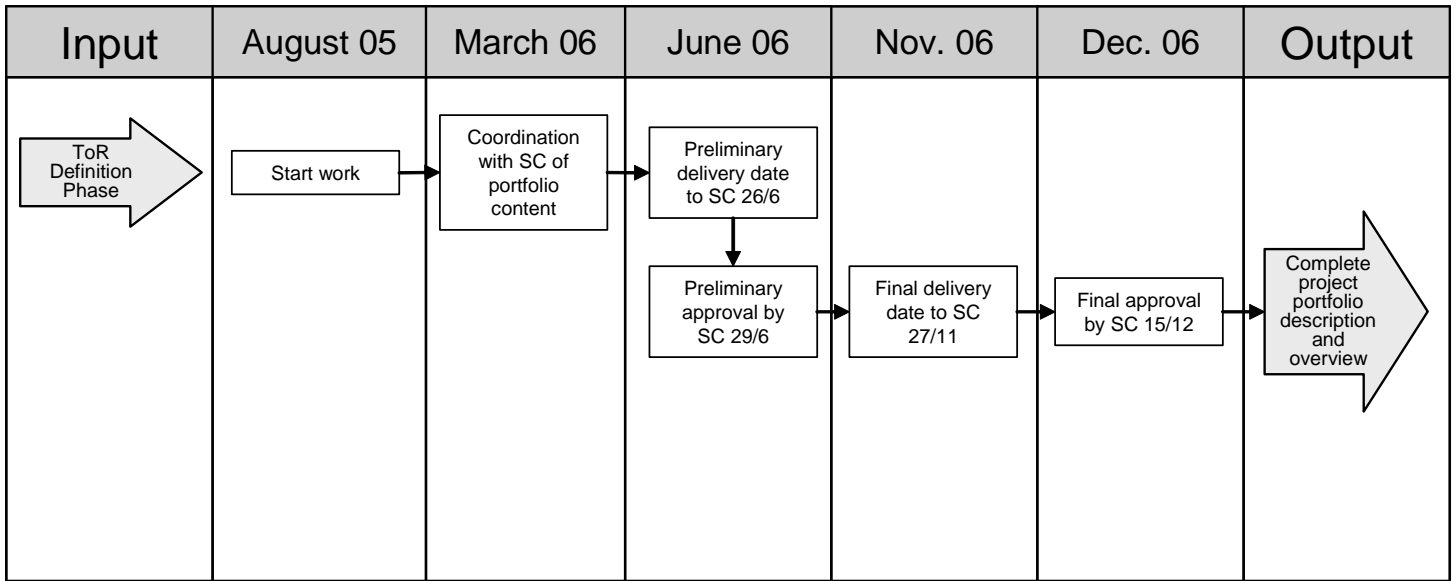
4.1.2.7.3 Milestones and deadlines

Coordination of portfolio content: March 2006.
 Preliminary delivery date: 26 June 2006.
 Preliminary approval date: 29 June 2006.
 Final delivery date: 27 November 2006.
 Final approval date: 15 December 2006.

4.1.2.7.4 Coordination and approval

The Programme portfolio description shall be coordinated with and approved by the Steering Committee.

4.1.2.7.5 Work flow for Project portfolio description



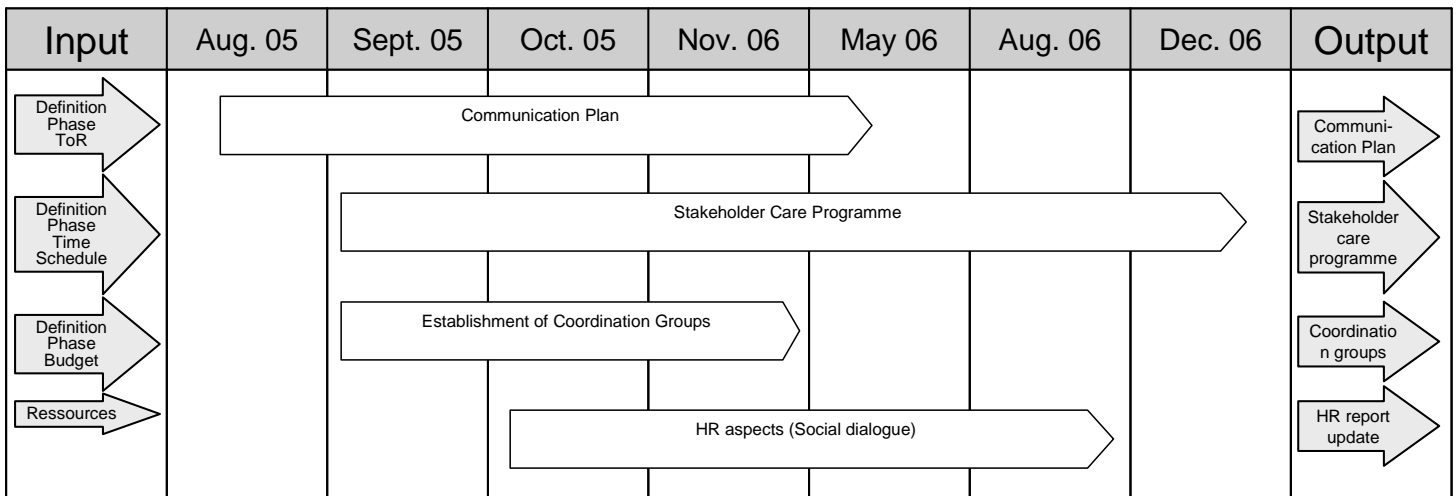
4.1.3 Stakeholders

The project track "Stakeholders" will describe the communication and coordination to be carried out in order to ensure stakeholder endorsement of the NUAC Programme.

The Stakeholder track consists of:

- Communication Plan
- Stakeholder Care Programme
- Establishment of Coordination Groups
- HR aspects (social dialogue)

The expected Work flow of the Programme setup track has been outlined in the following diagram:



Each activity is further described below.

4.1.3.1 Communication Plan

4.1.3.1.1 Purpose and objective

In order to reach the communication objectives, the Programme Management Team will establish a NUAC Communication Plan. The objective of the Communication Plan is to provide a clear strategy for internal and external communication objectives and activities.

The document shall provide guidelines to the programme so that proper information regarding the programme can be distributed to all stakeholders including LFV and Naviair staff. The Communication Plan shall describe the detailed communication activities in all phases of the programme.

4.1.3.1.2 Content and form

The document shall describe the content of information to be released and shall furthermore be in line with the following disposition:

- Introduction/Background
- Scope
- Objectives
- Target groups
- Communication activities
- The Media to be used
- Branding
- Information management (content of information and release time)

4.1.3.1.3 Milestones and deadlines

1st delivery date: 1 September 2005.

1st approval date: 5 September 2005.

2nd delivery date: May 2005.

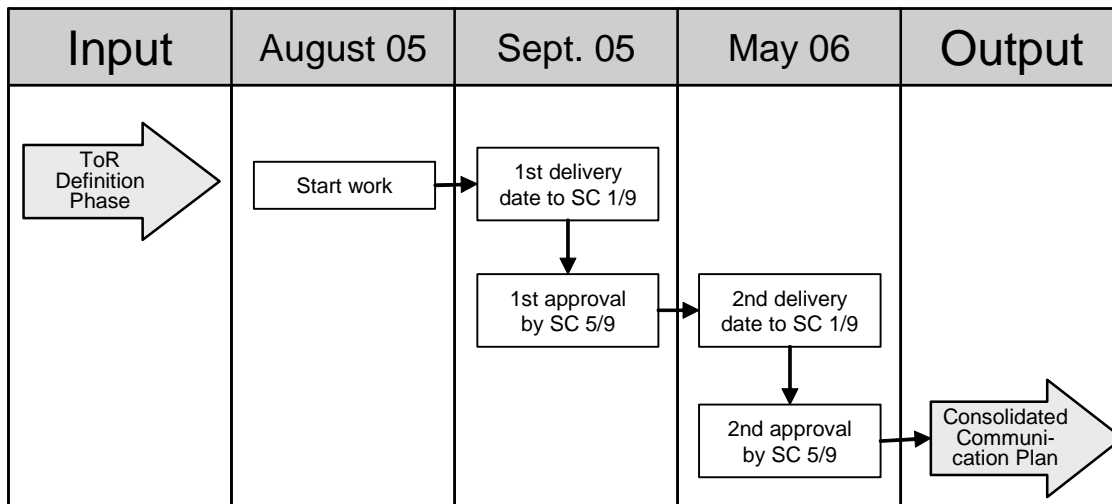
2nd approval date: May 2005.

4.1.3.1.4 Coordination and approval

The Communication Plan shall be coordinated with the information departments in LFV and Naviair.

The Communication Plan shall be approved by the Steering Committee.

4.1.3.1.5 Work flow for Communication plan



4.1.3.2 Stakeholder Care Programme

4.1.3.2.1 Purpose and objective

To identify main stakeholders and necessary activities, an analysis shall be worked out.

It is assumed that the Social Partners (Labour Unions) to LFV and Naviair as well as aircraft operators are vital stakeholders.

Based on the analysis, a stakeholder care programme shall be established for the purpose of dialogs and coordination with stakeholders.

Via the stakeholder activities, the Programme Management shall seek endorsement by stakeholders regarding the projects aim and strategic direction.

4.1.3.2.2 Content and form

The Stakeholder Care Programme shall be described in a document structured to contain the procedures for the stakeholder analysis and the results from the same analysis.

The document will contain description of actions to be taken with the identified stakeholders.

4.1.3.2.3 Milestones and deadlines

1st delivery date: 26 September 2005.

1st approval date: 3 October 2005.

Conduct of workshops: October 2005 - December 2006.

2nd delivery date: July 2006.

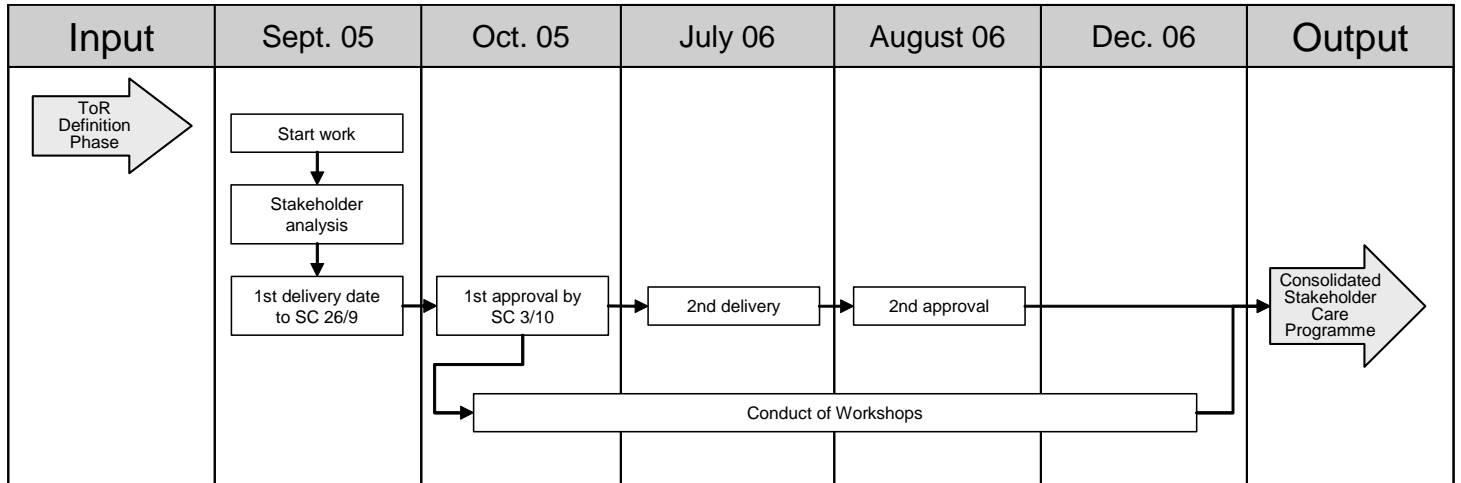
2nd approval date: August 2006

4.1.3.2.4 Coordination and approval

The document shall be coordinated with the Steering Committee.

The Stakeholder Care Programme shall be approved by the Steering Committee.

4.1.3.2.5 Work flow for the Stakeholder Care Programme



4.1.3.3 Establishment of Coordination groups

4.1.3.3.1 Purpose and objective

The establishment of Coordination Groups shall ensure the permanent stakeholder coordination on a regular basis regarding the findings and progress of the Programme

4.1.3.3.2 Content and form

A document describing the composition, purpose, and working methods of each Coordination Group.

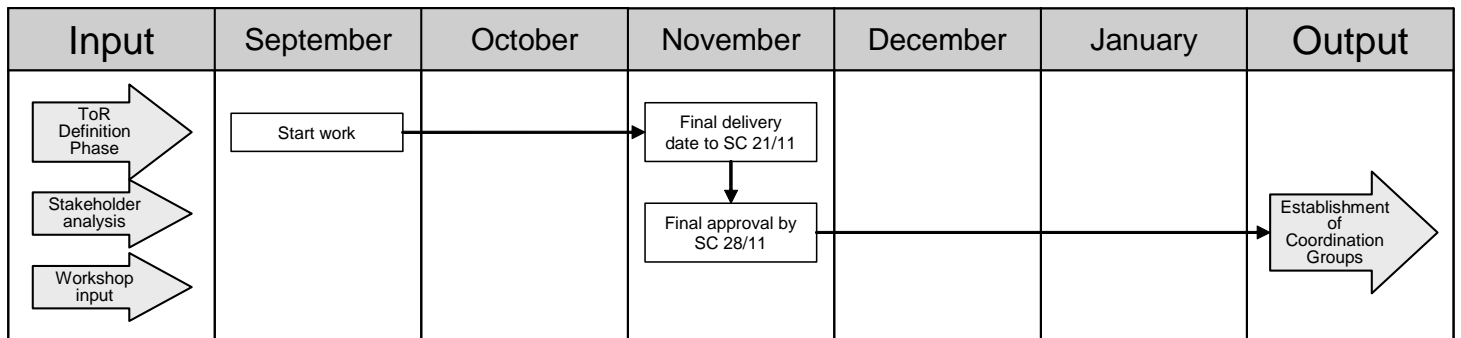
4.1.3.3.3 Milestones and deadlines

Final delivery date: 21 November 2005.
 Final approval date: 28 November 2005.

4.1.3.3.4 Coordination and approval

The group compositions shall be coordinated and approved by the Steering Committee.

4.1.3.3.5 Work flow for Establishment of Coordination Groups



4.1.3.4 HR aspects (social dialogue)

4.1.3.4.1 Purpose and objective

It is recognized that the NUAC programme will have considerable impact and effect on employees in the two companies, Naviair and LFV.

Recommendations for HR activities needed for the proposed NUAC Company shall be issued. The existing HR report shall be updated as basis for the work to be carried out during the definition phase.

4.1.3.4.2 Content and form

Revised HR report with HR activity recommendations based on workshops and with proper regard to the Single European Sky social dialogue.

4.1.3.4.3 Milestones and deadlines

Final delivery update of HR-report 2004: 16 February 2006

Preliminary delivery date: 28 June 2006.

Preliminary approval date: 29 June 2006.

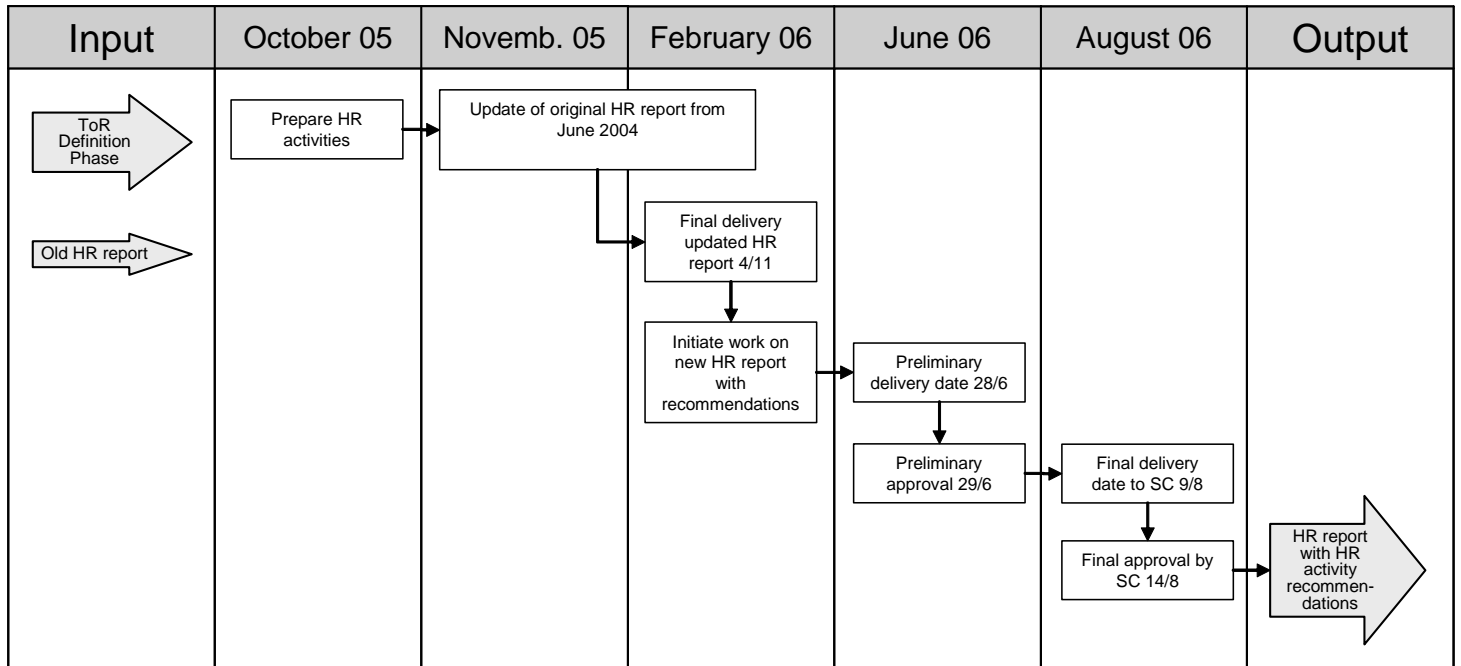
Final delivery date: 9 August 2006.

Final approval date: 14 August 2006.

4.1.3.4.4 Coordination and approval

The updated report shall be coordinated and approved by the Steering Committee.

4.1.3.4.5 Work flow HR aspects (social dialogue)



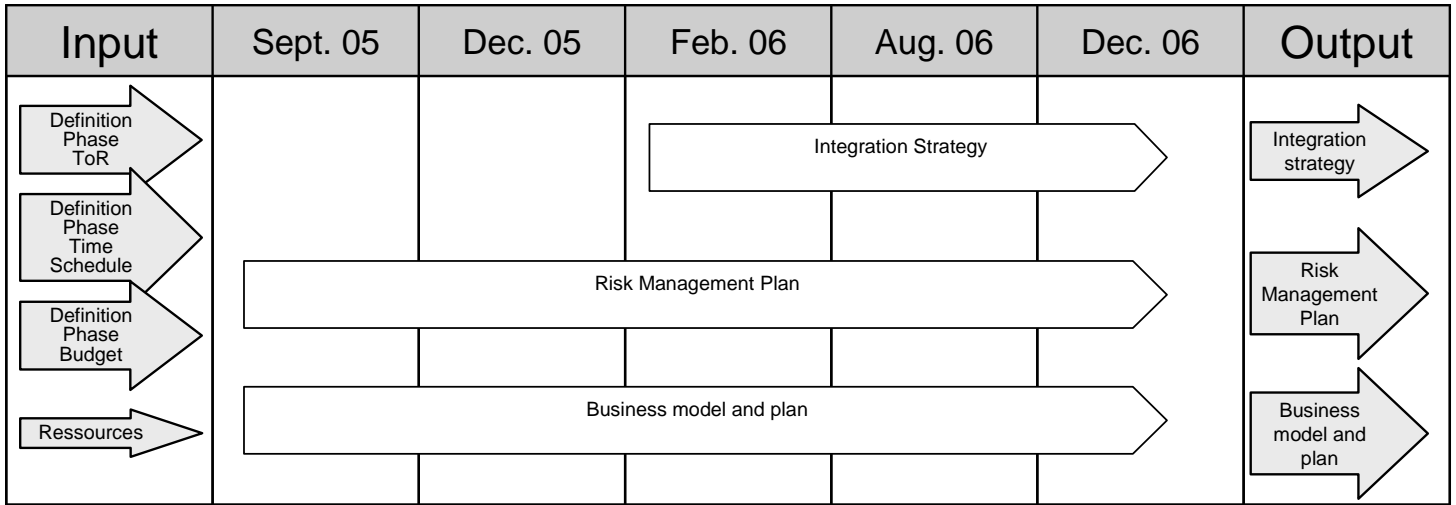
4.1.4 Solutions

This project track shall describe the possible solutions and recommendations needed for a decision regarding the future development of the NUAC Programme.

The Solutions track consists of:

- Integration strategy
- Risk Management Plan
- Business model and plan

The expected Work flow of the Programme setup track has been outlined in the following diagram:



Each activity is further described below.

4.1.4.1 *Integration Strategy*

4.1.4.1.1 *Purpose and objective*

In order to identify the key challenges that shall be addressed during integration an Integration Strategy shall be developed. The strategy shall define the objectives, the rationale, the logic of the implementation, the approach and methods (what, when and how will the chosen integration of the two entities be carried out).

4.1.4.1.2 *Content and form*

The Integration Strategy shall be presented as a document giving the direction and describing the actions needed for the NUAC Programme regarding integration on major issues such as:

- Decision making
- Organizations
- Infrastructure
- Staffing
- Culture
- Procedures
- Airspace
- Working methods

4.1.4.1.3 *Milestones and deadlines*

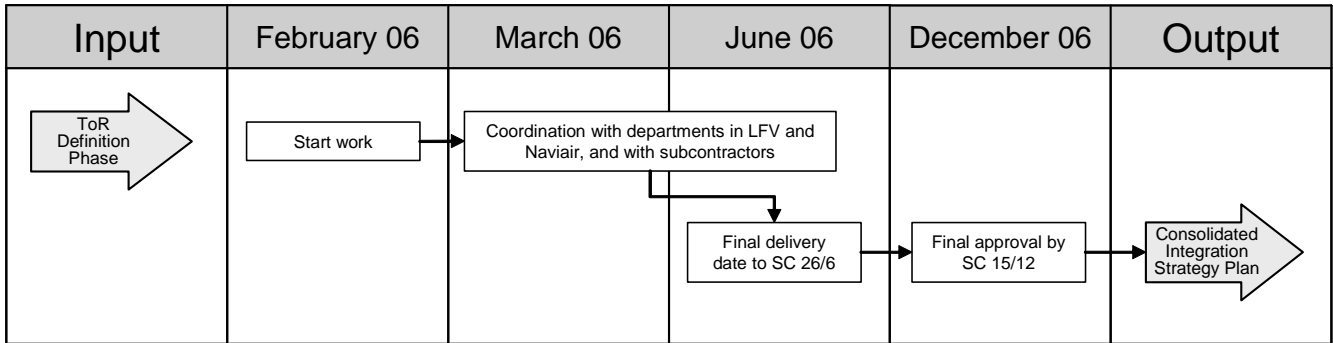
Final delivery date: 26 June 2006.

Final approval date: 15 December 2006.

4.1.4.1.4 Coordination and approval

The Integration Strategy shall be coordinated with and approved by the Steering Committee.

4.1.4.1.5 Work flow for Integration strategy



4.1.4.2 Risk Management Plan

4.1.4.2.1 Purpose and objective

A risk management plan covering the entire NUAC Programme shall be developed during the Definition Phase. All foreseeable risks shall be covered and the risk management plan shall be presented for evaluation and endorsement to experts outside LFV and Naviair.

4.1.4.2.2 Content and form

Schematic listing of project risks with items prioritised in categories of severity, probable frequency, likeliness, and mitigation.

4.1.4.2.3 Milestones and deadlines

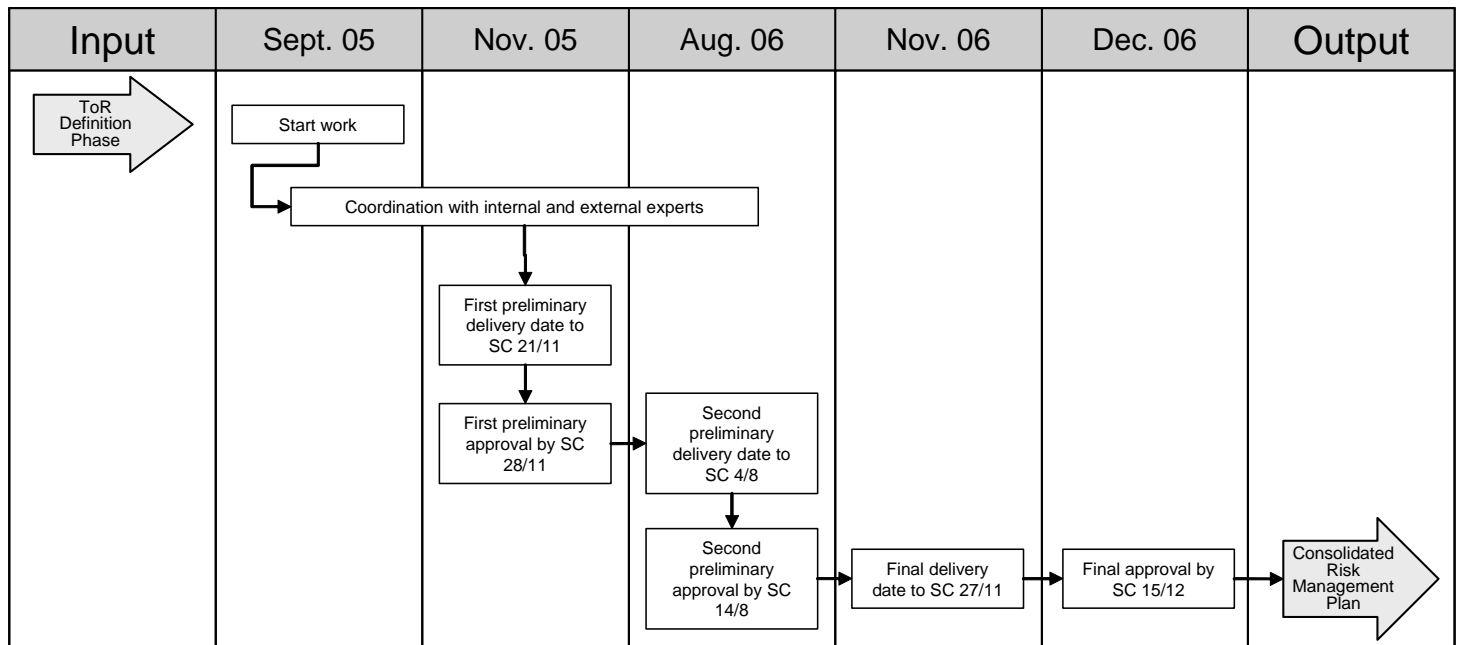
- First Preliminary delivery date: 21 November 2005.
- First Preliminary approval date: 28 November 2005.
- Second Preliminary delivery date: 4 August 2006.
- Second Preliminary approval date: 14 August 2006.
- Final delivery date: 27 November 2006.
- Final approval date: 15. December 2006.

4.1.4.2.4 Coordination and approval

The Risk Management Plan shall be coordinated with the respective national authorities.

The Risk Management Plan shall be approved by the Steering Committee.

4.1.4.2.5 Work flow for Risk Management Plan



4.1.4.3 Business model and plan

4.1.4.3.1 Purpose and objective

With respect to the different solutions reflected in the Business Case, Business Models and Plans shall be elaborated. The objective is to lay down business foundations for a possible future company.

4.1.4.3.2 Content and form

The Business Model and Plan shall be presented as a document describing the future business concept and ownership for:

1. A merged organization with responsibility for carrying out the Air Traffic Service provision within Danish and Swedish airspace having one en-route charging zone and a common unit rate.
2. LFV/ANS and Naviair after implementation of the original NUAC and SKÅNE concepts as laid down by the original projects and with LFV/ANS and Naviair remaining as independent organizations working in a Nordic Functional Airspace Block.
3. LFV/ANS and Naviair in a closer cooperation in a Functional Airspace Block, with joint Airspace Management, using the existing Control Centres in a virtual organization.

4.1.4.3.3 Milestones and deadlines

Definition of Business Models: 31 October 2005

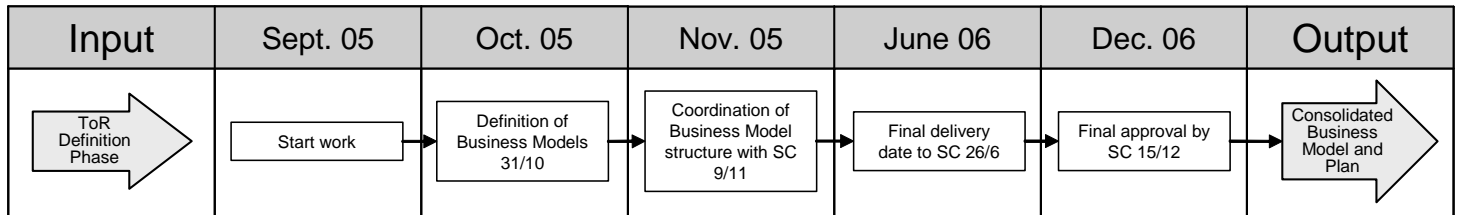
Coordination of Business Model structure: 9 November 2005.

Final delivery date: 26 June 2006.
 Final approval date: 15 December 2006.

4.1.4.3.4 Coordination and approval

Coordination with national and international authorities. The plans shall be coordinated with and approved by the Steering Committee.

4.1.4.3.5 Work flow for Business model and plan



4.1.5 Decision Platform (Definition Phase Final Report)

4.1.5.1.1 Purpose and objective

The objective is to ensure the possibilities for proper decision-making regarding the development of the NUAC Programme.

4.1.5.1.2 Content and form

The Decision Platform shall be presented as a Final Report covering all findings during the Definition Phase. On the basis of these findings, a number of recommendations shall be presented in the report.

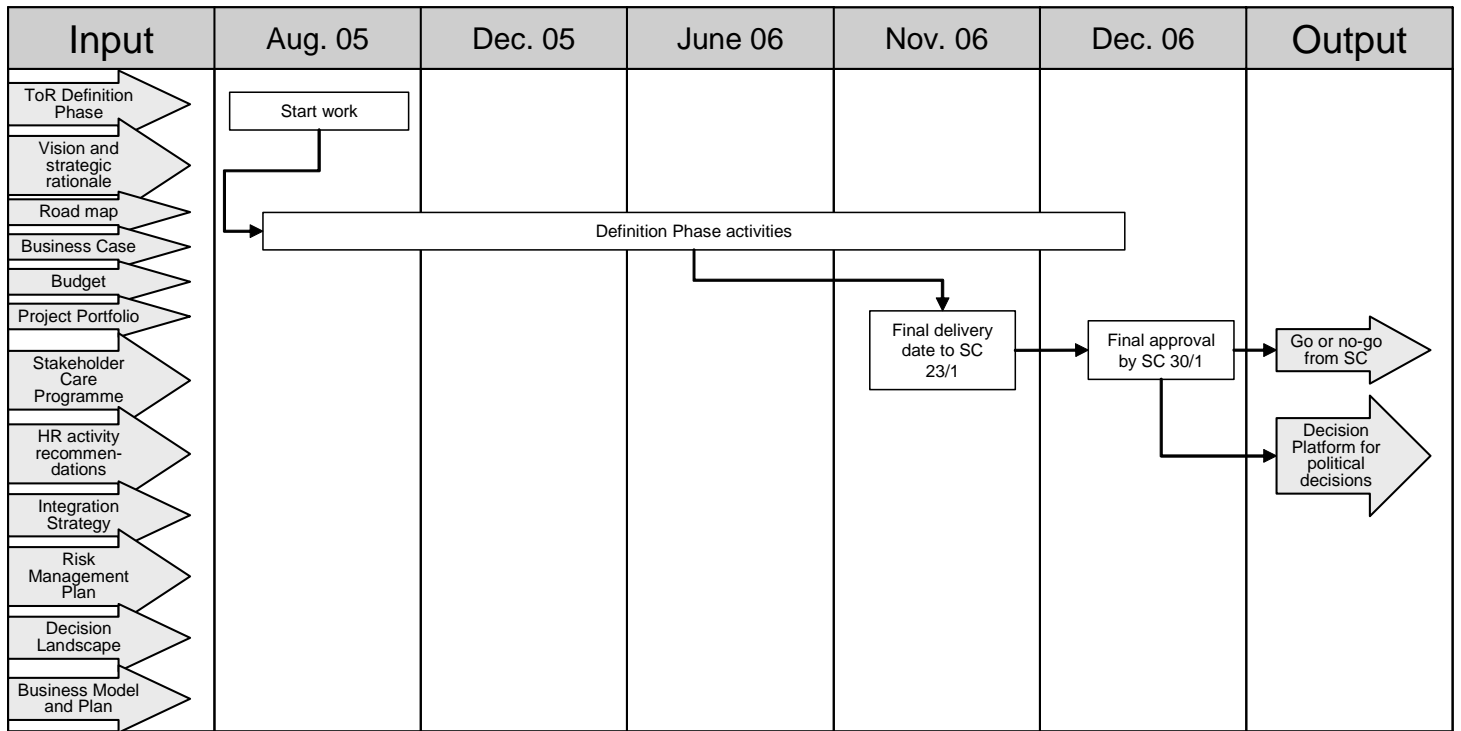
4.1.5.1.3 Milestones and deadlines

Final delivery date: 27 November 2006.
 Final approval date: 15 December 2006.
 Political decision: TBD.

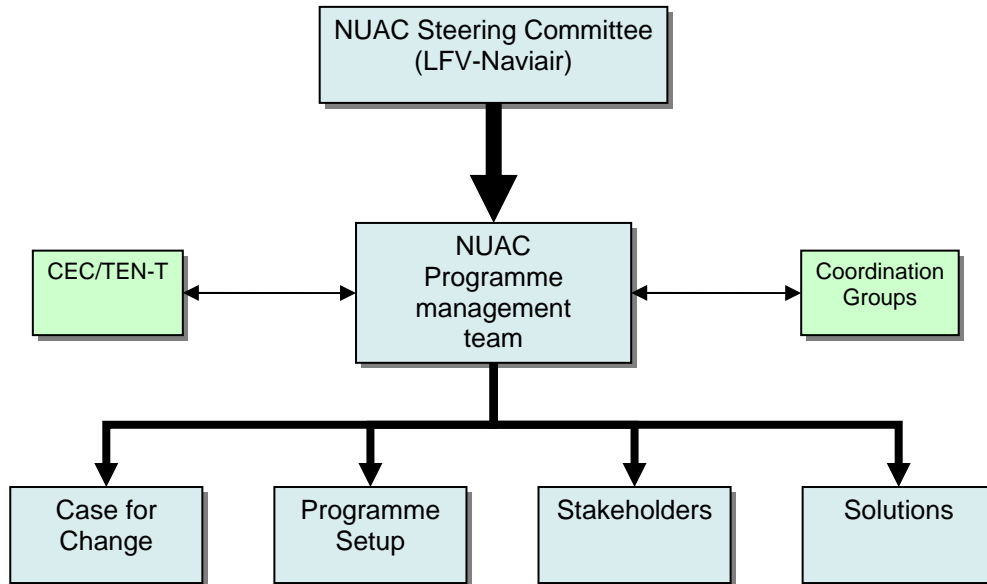
4.1.5.1.4 Coordination and approval

The report shall be coordinated with the departments in respective ministries and be approved by the Steering Committee.

4.1.5.1.5 Work flow for Decision Platform



5 Programme Organisation



5.1 The Steering Committee

The objectives of the NUAC Steering Committee are to provide necessary decisions and to advice and guide the Programme Management Team so that the programme management team can fulfil its tasks on the basis of mutual understanding and agreement.

The Steering Committee shall actively ensure that the respective organizations are prepared to prioritize the programme work and to provide the Programme Management Team with needed resources.

The Steering Committee has the responsibility for communication and anchoring with the owners of LFV and Naviair.

The NUAC Steering Committee consists of LFV Director ANS Thomas Allard (Chair) and Naviair Director General Morten Dambæk.

On behalf of the Steering Committee, the Programme Management Team arranges Steering Committee meetings, prepares meeting documents, and provides secretariat assistance.

The Programme Manager and the Deputy Programme Manager attend the Steering Committee meetings to provide reports, updates, proposals, and advice etc.

5.2 The Programme Management Team

The Programme Management Team consists of six permanent members – three from LFV and three from Naviair. The Programme Manager, Nils Sprenger/Naviair, and the Deputy Programme Manager, Stefan Hansson/LFV, manage the programme in

unison.

The main objective of the NUAC Programme Management Team during the Definition Phase is to provide robust material (deliverables defined in this document) for decision-making regarding the NUAC Programme, this including a final report with a number of recommendations.

The Programme Management Team is responsible for initiating and managing activities needed to fulfil its tasks in order to reach a successful completion of the NUAC Programme.

The Programme Management is responsible for the programme finances and budget and thus mandated to make use of finances and resources including the allocated funding as laid down in the approved programme budget.

The Programme Management is mandated to make the necessary requirements and lists of requirements to sub-contractors for technical and other budget items within the frames of the approved budget.

During the Definition Phase, the Programme Management Team reports to the Steering Committee every two weeks using the standard dashboard template defined in the Configuration Management Plan.

Coordination groups consisting of major stakeholders will be established by the Programme Management in accordance with paragraph 4.1.3 "Stakeholders". It is the responsibility of the Programme Management to ensure the coordination with these groups, this including arrangement of work shops as found feasible.

The Programme Managers are responsible for the preparation of necessary material to all formal meetings.

6 Exit Procedures

Exit procedures for LFV and Naviair shall be defined by the Programme Management Team and be approved by the Steering Committee.

These procedures will enter into force in the event that one of the parties decides to withdraw from the NUAC programme.

7 Sign Off

The NUAC Programme is altering the paradigms for the respective partners; hence the Director General Naviair and Director LFV/ANS signs all documents that are laying down guidelines for the programme and decisions taken that will have lasting effect on the partners. This includes minutes from meetings. After the signing such documents shall be considered as conclusive.

8 Document References

- LFV letter concerning: "Flygtrafiktjänst i Norden" from 10 June 2005
- NUAC Phase 1 report
- NUAC Interim Phase 3 report
- NUAC Phase 3 deliverables
- SKÅNE Feasibility Phase Final Report
- Single European Sky Regulations and Mandates
- CANSO CEO Survey on Cooperation in ANS from May 2005
- Regeringsaftale af 1981 mellem DK og SE vedr. lufttrafiktjeneste

Copenhagen, 12.09.2005

Director LFV/ANS

Director General Naviair

Thomas Allard

Morten Dambæk