

**NUAC Programme
Definition Phase Final Report**

**Appendix 11
Stakeholder Care Programme
and Communication Plan**

FEBRUARY 2007

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0 General

Stakeholders shall have a high level of satisfaction with the development of the NUAC Programme. In order to ensure that the NUAC Programme supports the stakeholders needs and priorities while keeping focus on safety, price and quality, the relations shall be strengthened and further developed through a close cooperation during all phases of the NUAC Programme.

The framework for the cooperation with stakeholders shall be based on a target-oriented Stakeholder Care Strategy and include individual Stakeholder Care Plans for each stakeholder or groups of stakeholders, to ensure a continuous follow-up of their needs and priorities. A Communication Plan (ref: chapter 2 in this document) identifies the way and means for the timely communication with each stakeholder or group of stakeholders.

The Stakeholder Care Strategy, the Stakeholder Plan and the Communication Plan will together form the **NUAC Stakeholder Care Programme**.

The NUAC Programme Management is responsible for the establishment and development of the Programme Stakeholder Care Programme.

If deemed feasible, the NUAC Steering Committee will be asked to give guidance or assist on specific issues.

1 The NUAC Programme Stakeholder Care Strategy

1.1 General

Stakeholders are in this respect considered as to consist of; organisations, institutions, groups or persons with interest in the NUAC programme, being affected by it and/or having an significant influence on the success of the NUAC Programme.

The aim of the NUAC Programme is to find cost efficient solutions for the future provision of ATM services i.e. En-route and Approach services in Danish and Swedish airspace and with the possibility for additional partners to join at a later stage.

It is of outmost importance that the development of NUAC Programme and its services is done in close cooperation with all major stakeholders.

Through a competitive Stakeholder Care Strategy the NUAC Programme shall establish a general baseline for the handling of its stakeholders in order to satisfy the stakeholders needs and priorities and the NUAC goal in the best way possible.

The strategy will be adapted to the actual phase of the NUAC Programme.

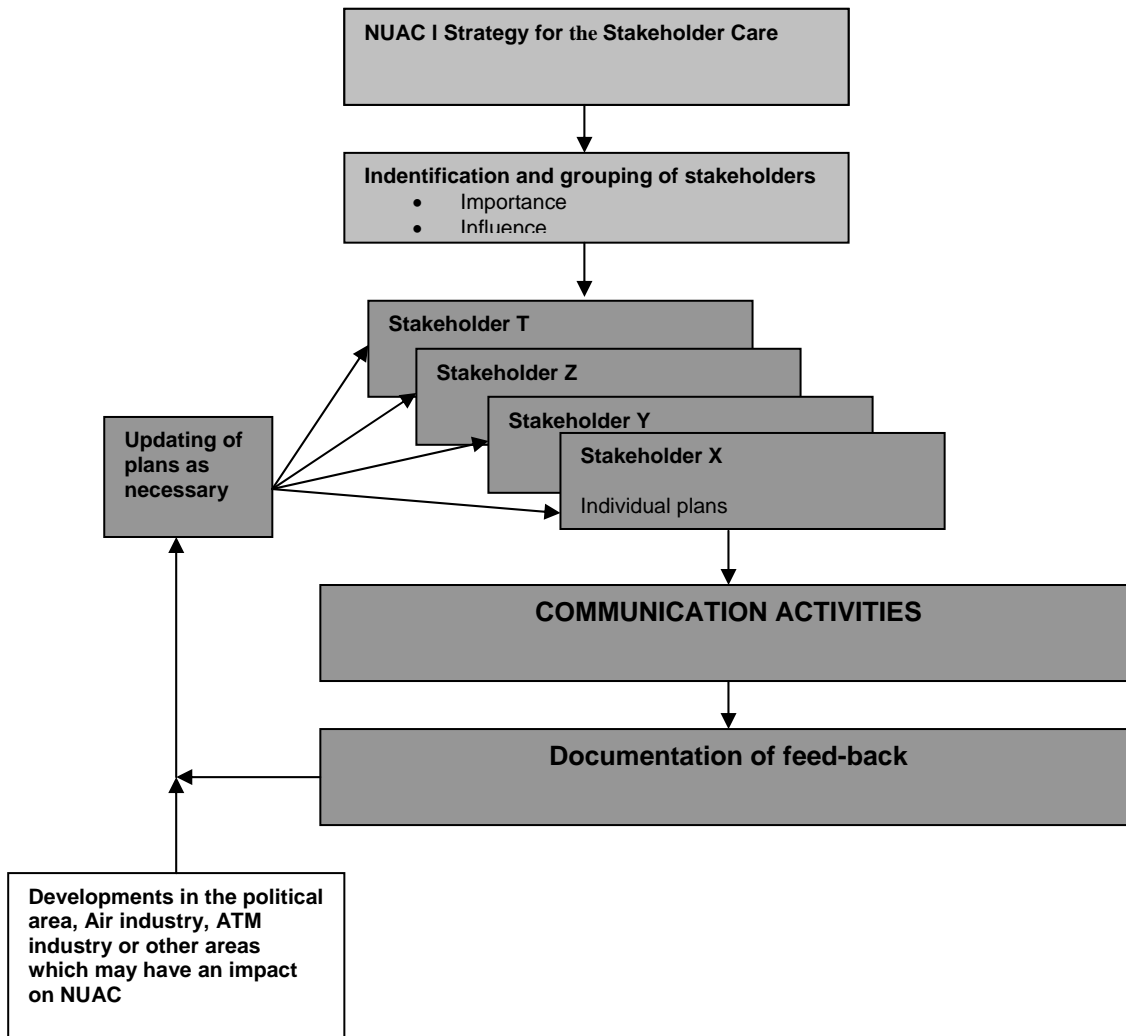
In a simplified way the process can be seen as a structured dialog.

The NUAC Programme Stakeholder Care Strategy is based on the following components:

- Formalised and structured handling adapted to individual stakeholder
- A Communication Plan with individual plans for individual or groups of stakeholders
- Defined Point of Contacts for the major stakeholders
- A structured follow up of feed-back from stakeholders
- A structured follow-up of the developments in the political area, in the ATM and Air Industry that may have an impact on stakeholders and/or the NUAC Programme

The principal stakeholder care process is illustrated in the following diagram.

Figure 1: Principle stakeholder care process



1.2 NUAC Stakeholder Analysis

The Stakeholder Analysis aims to identify the programmes key stakeholders, to make an assessment of their interests, and the ways in which those interests affect the NUAC risks and viability. It contributes to the development of NUAC by identifying the goals and roles of different groups, and by helping to formulate appropriate forms of engagement with these groups.

The stakeholders are in this plan grouped into three groups depending on their interests in the NUAC programme and their possible influence on the success of the NUAC Programme:

1.2.1 Primary Stakeholders

Primary stakeholders are the organisations or institutions with a major interest in the NUAC Programme and whose support crucial and whose lack of it might jeopardize the success of the programme.

Coordination with primary stakeholders shall normally be through regular and, when deemed feasible, individual meetings with an interval harmonized with the development of the NUAC Programme.

For certain stakeholders it may be found feasible to collect additional information on their special interest in the NUAC Programme. This can be done through interviews, questionnaires or through direct involvement in certain Programme activities or through e.g. special workshops.

Stakeholders shall, unless for those which only individual meetings are feasible (e.g. meetings with Government/ Department representatives), be grouped in coordination groups in accordance to their special areas of interest.

Initially the following primary stakeholders are identified:

- Danish Ministry for Transport and Energy
- Swedish Ministry for Industry, Employment and Communications
- Danish Civil regulatory authority SLV (NSA)
- Swedish Civil regulatory authority LS (NSA)
- The Armed Forces
- LFV Board of Directors
- Naviair Board of Directors
- The European Commission
- Major aircraft operators with scheduled flights in the NUAC area
- Unions representing LFV/ANS and Naviair staff

1.2.2 Secondary stakeholders

Secondary stakeholders are organisations or institutions having a great interest and a possible influence on the NUAC Programme but whose support is not crucial and whose lack of it will not jeopardize the success of the NUAC Programme.

Coordination with secondary stakeholders shall be through information meetings with an interval harmonized with the development of the NUAC Programme and the possible interest of the stakeholder. The form for meetings can be organized as workshops or seminars with individual stakeholders or with groups of stakeholders in accordance to areas of interest.

Participation in exhibitions and giving presentations at conferences should be considered.

Initially the following secondary stakeholders are identified:

- Minor aircraft operators with limited or no scheduled flights in the NUAC area
- Major Danish and Swedish Airports
- ICAO EUR/NAT
- ECAC
- EUROCONTROL
- EASA
- CANSO
- Avinor
- Finavia
- LGS (Latvia)
- Oro Navigatsia (Lithuania)
- EANS (Estonia)
- Commercial aviation organisations } (e.g. IATA, Association of European Airlines - AEA)
- Aviation interest organisations (e.g. Svenskt Flyg AB)
- National governmental organizations (e.g. environmental issues)
- Adjacent ANS Providers
- LFV and Naviair Senior Management
- LFV and Naviair Middle and Junior Management
- LFV and Naviair Staff

1.2.3 Other stakeholders

Other stakeholders are persons, groups or organizations with an interest in the NUAC programme but without having an influence on the success of the programme.

This group covers a broad area of stakeholders with a possible interest of the programme but without an influence on the success of the programme.

The group “Other stakeholders” can be exemplified as follows:

- Non-commercial General Aviation
- Minor airports
- General Aviation organisations
- Press/ Radio /TV
- General Public

1.3 Analysis of Stakeholders

The initial stakeholder analysis should include:

- An analyse of the stakeholder situation, market position, strength and weaknesses, options and challenges
- The stakeholders “Top of Mind Issues”
- The stakeholders possible influence the success of the NUACs programme
- NUACs interest of the stakeholder
- NUACs process to handle the stakeholder
- NUACs relation to the stakeholder, strength, weaknesses, options and challenges
- NUACs Point of Contacts and relationship

Information on these areas and the process to handle the stakeholder shall be documented in an individual Stakeholder Care Plan for each stakeholder or, if feasible, group of stakeholders.

The analysis shall be updated when new information is available and the new information is used as inputs in the NUAC Stakeholder Care Process.

Information on these areas and the process to handle the stakeholder shall be documented in an individual Stakeholder Care Plan for each stakeholder (if feasible group of stakeholders).

For secondary and other stakeholders the analyses may, if found feasible, be simplified and made as a summary note.

Based on the analyses Stakeholder Care plans for individual or, if feasible, groups of stakeholders shall be produced.

2 Communication plan

2.1 Introduction

As the NUAC Programme is a cross border project involving personnel, regulators, the armed forces, the public from two different states and aircraft operators. It is essential that all stakeholders are properly involved in all aspects of the programme. The NUAC Programme Management Team (NPMT) has agreed that the use of information and communication plays an important role in order to ensure a mutual acceptance and a good comprehension of the programme and its aim.

In order to reach the desirable communication objectives, the NPMT has decided to establish an integrated Stakeholder Care Programme also comprising a NUAC Communication Plan describing the communication activities, which should be accomplished during the NUAC programme. This chapter outlines the communication activities planned for the duration of the programme.

The detailed communication activities with time schedule will be described in annex 1 activity plan July 06-December 06 and annex 2 activity plan January 07-July 07.

Chapter 2 (this communication plan) covers the need for internal and external information to all stakeholders concerning the NUAC Programme.

During the definition phase, until January 2007, Naviair and LFV/ANS are engaged in the development of a future organisation, which is expected to be a leading ANS provider within the European Airspace. Three different scenarios are analysed during the definition phase. A reactive communication strategy is applied until decision about direction is taken. When decision about future direction is taken, a more proactive strategy for communication will be applied. The political decision process in Sweden and Denmark should also be considered.

2.2 Objective of the plan

The objective of NUAC Stakeholder Care Programme is to provide guidelines together with a clear strategy with respect to communication and information distribution to all stakeholders that have an interest in the NUAC Programme.

The overall aim with communication is to:

- To position NUAC as an open and professional organisation, well known and respected by all relevant stakeholders
- To be part of the integration process between the two organisations.
- To clarify to the stakeholders and the employees in LFV/ANS and Naviair the background and major reasons to initiate NUAC Definition Phase.
- To clarify to the stakeholders and the employees in LFV/ANS and Naviair the consequences related to the NUAC Programme on both short and long term basis.

- To create acceptance and a positive commitment among the stakeholders and employees in LFV/ANS and Naviair to the future changes.

2.2.1 Internal Communication Objectives

- NUAC shall create the idea, that the future organisation will deliver cost effective, safe and flexible Air Navigation Services
- NUAC shall create and communicate messages, in order to create a feeling of pride among the employees
- NUAC shall emphasize the prospect of continuous individual and professional development at an attractive workplace
- NUAC shall create and communicate messages, in order to create a feeling of pride in relation to owners and society.

2.2.2 External Communication Objectives

- NUAC shall in an active way communicate that NUAC will be the leading service provider in Europe
- NUAC shall create the idea, that the organisation delivers cost effective, safe and flexible Air Navigation Services
- NUAC shall communicate that the organisation will be the most attractive partner to service providers in the European airspace.

2.3 Target groups

See the stakeholder analysis, chapter 1.2.

2.4 Communication strategies

The strategy for external communication is to act reactive and minimize news about NUAC in the press and other media until the decision about future direction is taken.

When decision about chosen scenario is taken, it is relevant to change the external strategy to become more proactive.

The strategy for internal communication is different from the external strategy. The objective is to involve the employees both directly and via their labour unions and during those sessions openly discuss challenges and decisions.

The strategy for primary stakeholders –press excluded – is to involve those stakeholders whose field of work will be affected by or will have an impact on the NUAC Programme. Due to this open attitude in relation to selected external stakeholders, information might leak to the press. This risk is calculated and precaution actions are described in Beredskabsplan – NUAC Programme 2006.

In order to minimize the risk for speculation and unforeseen stories in the press and other public fora, NUAC Programme shall intensify the information activities to the most important stakeholders.

2.4.1 Strategy for primary stakeholders

2.4.1.1 Coordination meetings

Coordination with primary stakeholders shall be through regular meetings with an interval harmonized with the development of the NUAC Programme.

The coordination meetings shall be arranged as structured dialogue sessions. The participants are not expected to take any stand towards propositions and issues. This gives the NUAC Programme an opportunity to inform and receive feedback without any obligations to carry out intentions and/or initiate concrete activities before the final direction is decided. This in order to avoid unrealistic expectations from the stakeholders.

For certain stakeholders it may be found feasible to collect additional information on their special interest in the NUAC Programme. This can be done through interviews, questionnaires or through direct involvement in certain Programme activities or through e.g. special workshops.

Stakeholders shall be grouped in coordination groups in accordance to their special areas of interest.

2.4.2 Strategy for secondary stakeholders

2.4.2.1 Information meetings

Coordination with secondary stakeholders shall be through a serial of information meetings with an interval harmonized with the development of the NUAC Programme and the possible interest of the stakeholder.

During the information meetings, NPMT presents the latest results from the analysis together with a general progress report.

The coordination meetings shall be arranged as structured dialogue sessions. The participants are not expected to take any stand towards propositions and issues. This gives the NUAC Programme an opportunity to inform and receive feedback without any obligations to carry out intentions and/or initiate concrete activities before the final direction is decided. This in order to avoid unrealistic expectations from the stakeholders.

The form for meetings can be organized as workshops or seminars with individual stakeholders or with groups of stakeholders in accordance to areas of interest.

Participation in exhibitions and giving presentations at conferences (e.g. ATC Maastricht) should be considered.

Information meetings (roadshows) for employees shall be arranged in Copenhagen, Stockholm, Malmö and Norrköping at least once before the proposed decision is introduced. The same presentation with the similar content shall be given by the same persons at each occasion. The meetings shall be planned in a row during a short period of time, in order to avoid the spreading of rumours and speculation.

2.4.3 Strategy for other stakeholders

This group covers a broad area of stakeholders with a possible interest of the NUAC Programme but without an influence on the success of the programme. Other stakeholders will be informed about the NUAC Programme via ordinary channels described in chapter 2.6 (media to be used). At a later stage when needed, individual activities for other stakeholders can be arranged.

2.5 Communication Platform

When NUAC Beredskapsplan 2006 was developed, a communication platform based on four messages was prepared. The messages will be used during the definition phase, from July 2006 and onwards.

2.5.1 Message 1:

NUAC Programme contributes to the reduction of costs for the airspace users.

- Improved cross border coordination gives possibilities for more direct routing and reduced number of flight hours
- A more efficient Air Navigation Service, contributes to lower the fuel emission and will be beneficial for the environment
- Fully implemented, NUAC might lead to lower fares for the passengers.

2.5.2 Message 2:

The NUAC Programme contributes to keep and possibly increase the high safety level in the Nordic airspace.

- Flight safety in the Nordic airspace is high
- The Nordic area is an attractive market, and the air traffic in the area is increasing
- NUAC Programme contributes to keep the high safety level, even with a considerable rise in traffic numbers. According to Eurocontrol, air traffic in the European airspace is expected to increase with 4% each year for the next 15 years, which means that the traffic numbers by 2020 are redoubled compared to today. The safety level shall be maintained, even with this raise in traffic numbers.

2.5.3 Message 3:

The NUAC Programme contributes to increase the Nordic (Danish/Swedish) influence on the European development of Air Traffic Management.

- EU introduced 1999 the initiative "Single European Sky", with the purpose to standardize and harmonize the use of the European airspace in order to meet the future need for increased airspace capacity. During 2002, a political agreement about the initiative was reached
- NUAC Programme is the Nordic response to the initiative and will ensure the Nordic influence on the European development of new systems and procedures
- The employees will benefit working in an organisation that is early oriented towards future development
- NUAC is expected to be the leading service provider in Europe by 2015.

2.5.4 Message 4:

NUAC Programme contributes to the breaking down of the current national monopoly structure within Air Traffic Management, in line with the decision taken by the council and the European Parliament.

- NUAC Programme contributes to rationalisation and increased efficiency within the area.

2.6 The Media to be used

2.6.1 Meetings with staff

Information meetings with the staff concerned will be held regularly.

2.6.2 Information letters

Information letters from the Programme Management Team will be addressed to different stakeholders when needed.

2.6.3 Newsletters

Specific newsletters with the NUAC logotype will be produced and published on Naviair and LFV Intranet regularly. When needed, the newsletters could be distributed to external stakeholders.

2.6.4 Intranet

The Naviair and LFV intranet should be used frequently in order to provide both organisations with updated information.

2.6.5 Internet

Press releases, information about major milestones and suitable approved documents will be published on LFV and Naviair websites.

When decision about future development of the programme is taken, a NUAC website with the same logotype as the newsletter should be designed and established.

2.6.6 In-house Corporate Magazines

Articles about the NUAC Programme will continually be published in Naviair News, Frekvensen Newsletter, Insikt and LFV-tidningen.

2.6.7 FAQ

Questions and answers about the NUAC Programme will be produced and used as factual material. Parts of the FAQ could be published both on the national intranet and the websites.

2.6.8 Press releases

When major milestones are passed, press releases will be distributed.

2.6.9 Information package

An information package with brochure, power point presentation, CD etc. should be produced. The material could be used on different occasions, such as meetings, lectures and exhibitions.

2.7 Information Coordination

Appointed spokesmen for the project are the Programme Managers and the Information Coordinator. The Information Coordinator is mandated to handle information towards media. A list of other spokesmen towards media can be found in NUAC Beredningsplan 2006.

When needed, and after co-ordination with the Information Coordinator the Programme Managers and the Steering Committee will provide media with comments on the project. The Information Coordinator should review all internal and external information about the project before distribution to the stakeholders

The Programme Management is also responsible for information management with respect to established sub project teams. However, the Programme Management may task representatives from the sub project teams to act as spokesmen on specific issues.

Communication should be an agenda item on the project (sub- projects) meetings.

Furthermore, routines for the handling of information between the NPMT and the sub project teams shall be established and included in the Terms of Reference for the sub project.

In order to reach the stated communication objectives, close co-operation between the NPMT and the communication departments in Naviair and LFV is a prerequisite. Messages about the NUAC Programme, which are to be communicated through



internal and/or external media, should when needed be coordinated with NUAC Steering Committee.

In a state of crisis, reinforcement from LFV and Naviair might be needed. A temporary crisis information organisation could be established. In order to meet a possible crisis situation, a specific Information Crisis Management Plan is prepared.

Point of contact is the Information Coordinator Eva Håkansson LFV, +45 32 47 77 06 or +46 708 23 13 28. E-mail eva.hakansson@lfv.se. The project can also be reached via nuac@lfv.se.

Templates for information letters, newsletters, power point presentations etc. can be found attached to NUAC Configuration Management Plan. They can also be obtained by NPMT members from the internal website (www.nuac-skaane.net).

3 Follow up

In order to keep a continuous view on, and to have trace ability on the developments, all stakeholder activities shall be documented in a structured way in the stakeholder plan. Feedback from stakeholder activities shall initiate updates on the individual stakeholder plans as appropriate.

4 Annex 1 Activity Plan, July-06-December-06

Activity	Description	Week/Month
During the Decision Process		
Information meetings with primary and secondary stakeholders	Presentation of draft final report in order to get support. For details, see NUAC Stakeholder_Communication Plan Duration: approx. 2 hours Presentation delivered in hard copy	August-Medio December
Roadshow for the staff	Presentation of draft final report. Meetings should be arranged in Copenhagen, Malmö, Stockholm and Norrköping. For details, see NUAC Stakeholder_Communication Plan	w. 37-38
NUAC Newsletter	Regular information about NUAC Programme, published on national intranets	w. 34 w. 39 w. 44 w. 51
Status mail	Progress reports via mail to the labour unions	Every other week
Development of NUAC website	When decision about future direction is taken, NUAC website with a new logotype can be developed and later on launched <ul style="list-style-type: none"> • Preparation <ul style="list-style-type: none"> ○ Design of the website ○ Text processing • When the site is launched <ul style="list-style-type: none"> ○ Updating of the site ○ News ○ FAQ 	The overall structure of the website, can be designed during quarter 4 2006. Production of material can be initiated as soon as decision about future direction is taken.
NUAC Stakeholder_Communication Plan	Preparation of a new Stakeholder_Communication Plan for the coming 6 months, comprising the areas intern/external communication, press, stakeholder communication (public affairs)	December 2006

5 Annex 2 Activity Plan, January 07-December 07

Activity	Description	Year/Quarter
When the future direction is decided. Announcement of the chosen NUAC solution	Pressmeeting in Malmö/Stockholm/København <ul style="list-style-type: none"> • Preparation <ul style="list-style-type: none"> ○ Invitation ○ Preparation of informationmaterial/facts about NUAC ○ Press release ○ Q&A ○ Production of texts to intra and internet ○ Production of PP-presentation ○ Planning/Scheduling of meeting • On the meeting day <ul style="list-style-type: none"> ○ Realization of pressmeeting p ○ Solointerview ○ Service to journalists ○ Publish press release • Follow up <ul style="list-style-type: none"> ○ At disposal for journalists ○ Review of press cuts ○ Evaluation 	Preparation should be initiated at least 6 weeks before the public announcement
NUAC Newsletter	Regular information about NUAC Programme, published on national intranets	Montly or in connection with specific milestones/events
Internal announcement simuntaneously in Denmark and Sweden	See NUAC Stakeholder_Communication Plan for details <ul style="list-style-type: none"> • PP-presentation • Articles/interview on the national intranet 	Before any external announcement/publication of future direction
Brandingseminar for NUAC Steering Committee	Workshop with facilitation of Branding activities in co-operation with a professional advertising agency. <ul style="list-style-type: none"> • Vision-mission-drivers-values • Dialogue about branding identity • Decision about the name • New communication platform, new messages, spokesmen etc. • Design of NUAC website • Discussion about milestones/communication activities for 2007 	4 quarter 2007
Launching of NUAC website	NUAC website and a new intranet The design and logo shall visually express NUAC vision, mission and values	4 quarter 2007

Activities related to selected media	See NUAC Stakeholder_Communication Plan for details. Activities will be planned for the major newspapers i Sweden and Denmark as well as for the trade press. NUAC communication objectives should be incoorporated.	Approximately one month before the public announcement of the selected solution
Broschure/Pamphlet	With the purpose to position NUAC, an english brochure/pamphlet shall be produced with a focus on: <ul style="list-style-type: none"> • Future Airspace/ATM <ul style="list-style-type: none"> ○ Safety ○ The role of the ATCO ○ Direct routing ○ Increasing traffic numbers. 	2007
International seminar i Bruxelles	Planning of European seminar in Bruxelles, with the purpose to position NUAC in relation to potential partners, other service providers, aircraft operators and media. Working title: Future handling of European Airspace <ul style="list-style-type: none"> • Preparation <ul style="list-style-type: none"> ○ Preparation of concept for the conference, theme, involvement of partners, logistic, speakers etc. ○ Invitation to the conference ○ Preparation of presentations of NUAC ○ Preparation of pressmaterial • On the day of the seminar <ul style="list-style-type: none"> ○ Realization of the seminar ○ Interview ○ tbd 	2007
Whitebook	With respect to the new challenges in the Euoropean Airspace, NUAC could take the initiative to and sponsor a "Whitebook" written by specialists. The "Whitebook" will position NUAC as the leading service provider in EuropeHvidbogen kan tjene til at positionere NUAC som førende service provider i Europa.	Decision 2007 Publication 2008/2009
Media Training	Media tranining for NUAC Programme Management Team and appointed spokesmen tbd...	4th quarter 2007

6 Annex 5 Media list DK

A: Dagblade:

Berlingske Tidende
Pilestræde 34
1147 København K

Tlf.: 33757575
redaktionen@berlingske.dk

Børsen
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E-mail: flyv@kda.dk



Transport og Logistik
Gammeltorv 18
Postboks 2250
1090 København K
Tlf.: 70 15 95 00
E-mail: jl@dtl-dk.dk

E: Hjemmesider:

www.takeoff.nu

www.standby.dk

7 Annex 6 Media list SE

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Aftonbladet
105 18 Stockholm
Tlf.: 08-725 20 00
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Dagens Nyheter
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Medact Press AB
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115 74 STOCKHOLM
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Chefredaktör Christer Wiik
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RES
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