

## Meeting ADB(M)033

### Minutes ADB(M)033- MoM

Date of the Meeting ..... : 25 June 2015  
 Time ..... : 10:00-14:00  
 Place ..... : SJU, av. de Cortenbergh, 100 - 1000 Brussels

#### Board members and other participants

SJU Members	Representative		
European Union represented by the European Commission (EC)	Mr João Aguiar Machado	Member	
	Mr Marco De Sciscio	Observer	
	Mrs Christel O	Observer	
	Mr Frédéric Claus	Observer	
EUROCONTROL (ECTL)	Mr Frank Brenner	Member	
Airbus	Mr Pierre Bachelier	Alternate	
	Mr Bruno Dabroux	Observer	
ALENIA Aermacchi	Mr Fabio Ruta	Alternate	
DFS	Mr Ralf Bertsch	Alternate	
DSNA	Mr Philippe Barnola	Alternate	
ENAIRES	Ms Mariluz de Mateo	Alternate	
ENAV	Mr Cristiano Baldoni	Alternate	
Frequentis	Mr Cristian Pegritz	Alternate	
Honeywell	Mr Jean-Luc Derouineau	Member	
	Mr Sander Roosendaal	Alternate	
INDRA	Mr Rafael Gallego	Member	
	Mr Ramon Tarrech	Alternate	
NATMIG	Mr Aage Thunem	Member	<i>excused</i>
NATS	Mr Peter Whysall	Alternate	
NORACON	Mr Niclas Guvstasson	Alternate	<i>excused</i>
SEAC	Mr Gérard Battistella	Member	
SELEX ES	Mr Stefano Porfiri	Member	
Thales	Mr Luc Lallouette	Alternate	

Stakeholder representatives	Representative		
Military (MIL)	Air Com (ret.) Chris Lorraine	Member	
European Defence Agency (EDA)	Mr Roland Van Reybroeck	Alternate	
Civil users of airspace (CUA)	Mr Simon McNamara	Member	
	Mr Giancarlo Buono	Alternate	
Air Navigation Service Providers (ANSP)	Mr Guenter Martis	Member	
Equipment manufacturers (EM)	Mr Vincent de Vroey	Member	
Airports (APT)	Mr Panos Spiliotis	Alternate	<i>excused</i>
Staff in the ATM sector (STAFF)	Mr Theodore Kiritsis	Alternate	
Scientific community (SC)	Prof. Peter Hecker	Member	<i>excused</i>

**Other participants**

SJU Executive Director	Mr Florian Guillermet		
SJU Deputy Executive Director	Mr Peter Hotham		
SJU Chief Administration Affairs	Mr José Calvo Fresno		
SJU Accounting Officer	Mr Marcel Dedic		
SJU Chief Master Planning....	Mr Alain Siebert		
SJU Internal Audit Capability	Mrs Véronique Haarsma		
Secretary of the Board	Mrs Ilaria Vazzoler		

**Distributed meeting documents**

SJU-AB-033-15-DOC-01	SJU Financial Rules	Item 6
SJU-AB-033-15-DOC-02	Multi-annual Staff Policy Plan 2016-2018	Item 6

**Item 1 Introduction**

The Chair welcomed the Board members to the 33<sup>rd</sup> meeting and in particular the new representatives of:

- the European Defence Agency: Mr Jorge Domecq, Chief Executive replacing Ms Claude France Arnould and Mr Roland Van Reybroeck, Director Cooperation Planning and Support, replacing Mr Denis Roger
- the Military community: Air Commodore (retired) Chris Lorraine, the new Member, replacing Group Captain Richard Connelly
- AIRBUS: this was the last meeting for Mr Pierre Bachelier, who will be replaced by Mr Bruno Darboux, present to the meeting as observer
- SEAC: Mr Gérard Battistella, Director SES Unit - Paris Airport, the new alternate replacing Mr Roland Krieg
- AIRPORTS: Mr Panos Spiliotis, Manager Safety, Capacity, ATM & SES recently been appointed as alternate for ACI EUROPE, replacing Mr Andrej Nemec
- DSNA: Mr Philippe Barnola, acting deputy director “Strategy and Investment Planning” appointed as alternate replacing Mr Pierre-Yves Huerre

**Verification of the voting quorum**

- ▷ The Chair noted that the meeting had the required voting quorum.

**Adoption of the agenda**

No Board members proposed changes to the draft agenda.

- ▷ The Board adopted the agenda.

**Disclosure of conflicts of interests**

The Chair reminded the participants of their obligation to declare any real or potential conflict of interest on any agenda items. Board members and

participants were required to fill in and sign the relevant declaration in accordance with Article 2.4 of the Board decision on conflicts of interest ADB(D)-10-2008 as modified by Decision ADB(D)-03-2012.

In reply to Mr Bertsch's question on the possible existence of a conflict of interest for all participants concerning agenda item 4, the SJU stated that the information provided would not put the representatives in a conflicted position.

▷ **The Chair noted that no conflict of interest was declared on any agenda item and that all participants had completed the declarations on conflicts of interest.**

The Chairperson reminded that on 5 December last year, the Commission appointed the SESAR Deployment Alliance as the SESAR Deployment Manager.

The EC subsequently set up the SESAR Framework Partnership agreement, which includes the Deployment Manager. This agreement will be extended to include other implementing partners to implement Common Projects.

The Chair underlined that the Deployment Manager had spent the intervening period setting up its organisation and implementing some very important tasks:

- Assembling a first set of projects to implement the Pilot Common Project (grouped into 5 clusters comprising some 110 projects, submitted to the INEA call);
- concluding an Memorandum of Cooperation with the SESAR JU and working on other arrangements with EDA, the Network Manager and the National Supervisory Authorities;
- launching its stakeholder consultation platform, using it for the first time for the first full version of the Deployment Programme, to be delivered by 30 June;
- opening their office in July.

Mr Machado said that the European Commission is satisfied with the progress of the Deployment Manager and its cooperation with the SJU. The Deployment Programme delivery is expected by the end of June and it is an important milestone for the SESAR deployment process.

Referring to the recent INEA call, Mr Machado stated that after the selection process is terminated, proposals will be sent to Members States in July and grant agreements will be finalised after the summer break. The EC expects to award over EUR 300 million for this call and in the autumn to launch the first implementing projects, which will effectively begin the coordinated and synchronised deployment of SESAR solutions.

The Chair underlined the progress made since the launch of the work on the ATM Master plan in 2004 and added that a new INEA call for the Pilot Common project is planned after September. This call will be built around the Deployment Programme delivered in June, and should be worth EUR 600 million. He concluded by mentioning that there will also be a dedicated SESAR call for cohesion countries (with an amount of EUR 500 million).

On SESAR-NextGEN cooperation he referred to the fact that the EC has signed a letter of intent with the FAA Administrator, Michael Huerta, to explore possible interest in expanding cooperation under the Memorandum of Cooperation (MoC) in civil aviation R&D to ATM modernisation in a broader sense, including also deployment issues. The current MoC and its Annex on SESAR-NextGen are considered a good basis for the cooperation with the US, but this remains limited to R&D. The Chairperson confirmed the EC will involve the SJU and the Deployment Manager in these discussions with the US.

Concerning SES vision, he informed that the Commission, together with Members States and industry, is working on the future vision for the Single European Sky

for the next 20 to 30 years. This renewed vision aims at contributing to the EU Aviation Strategy that the Commission will propose by the end of 2015 at the initiative of Commissioner Bulc.

The Chairperson informed the Board that Commissioner Bulc is planning to pay a visit to the SJU on 23 July. This will give her the opportunity to meet with SJU staff and see how the SJU is organised and the work it is performing (*this meeting has been postponed*).

Mr Brenner (Eurocontrol) expressed his satisfaction on the progress made on the deployment side and considered that it would be suitable to activate the Deployment Manager governance in order to align it to the relevant legislation.

Mr Bertsch (DFS) recognised the effort made to increase the level of funding to accommodate the intense work done in preparation for deployment.

## Item 2 Voting rights

Mr Guillermet reminded the Board that a decision on voting rights needed to be adopted to modify or confirm the voting rights of each Board Member. He confirmed that as no contribution update had occurred, the voting rights have not changed compared to last year and that the allocation will be reported in the text of the decision to be adopted by the Board.



### Conclusions on item 2

Decision ADB(D)-06-2015

- The Board took note of the information and adopted the Decision ADB(D)-06-2015 on the allocation of voting rights to Board Members.

## Item 3 Report on the progress of the Programme and other on-going key activities

The Chair gave the floor to Mr Guillermet who informed the Board that the presentation on progress will be split in different elements. Mr Hotham then began the update with a presentation on the Programme's status.

The Board was informed that although quality of the deliverables remains good and delivery is on time, actual resources committed to the programme are below plan.

The ground-ground trajectory interoperability was presented as an example of recent achievement. It was explained to the Board that this project underwent some difficulties in the past, but could now be viewed as a successful example of bringing different partners together and thus demonstrating the capacity of the PPP to identify and resolve issues in a cooperative manner.

Concerning Release 4, out of the 20 exercises contained within the release, 16 are completed, 2 exercises have been downgraded to V2, 1 has been postponed to Release 5 and 1 has been cancelled. In terms of overall results, 8 potential SESAR solutions were identified with clear connections to the Pilot Common Projects (PCP).

Further work remains to be done for Remote Tower, to identify whether the corresponding SESAR Solution will be an information service or control service.

On PCP, substantial progress in delivery of relevant solutions has been made. Mr Hotham underlined that in order to manage the SESAR 1 closure and the transition to SESAR 2020, Release 5 is larger than originally planned, because elements of preparation for SESAR 2020 have been here introduced to plan the

future work. However, it was confirmed there is no impact on the original timeline.

On closure of SESAR 1, Mr Hotham recalled that clear objectives were set and work has been performed with the Programme Committee and Programme Control Group to optimise both the closure of SESAR 1 (300 projects) and the launch of SESAR 2020 (c.30 projects) in 2016, creating a seamless transition between the two. The SJU also reminded the Board that the closure of SESAR 1 projects by December 2016 remains vital. Furthermore, the level of unused funds should be kept to a minimum, with an optimised closure plan being used to help minimise residual effort and therefore funds.

On Cyber Security, Mr Hotham referred the outcomes of the recent study: an information cyber security policy is needed, Cyber Security needs to be built at early stage of R&D, governance arrangements and standardised interfaces to limit risk and subversion are to be strengthened. The study also produced a SWIM maturity assessment relevant for R&D, underlining that in areas where topics are not yet thoroughly addressed, ad-hoc activities should be undertaken or activities optimised.

Mr Bertsch (DFS) said that Cyber-Security policy and governance, however connected to R&I, should not be developed within the context of R&D and that a dedicated forum should be identified.

Mr Martis (ANSP) asked the SJU to clarify cyber security governance arrangements.

McNamara (Airspace users) stated it is important to be aware of it but the SJU should not be leading on this subject.

Mr Brenner affirmed that Eurocontrol's view is that Cyber Security should be dealt by within the first stages of ATM developments, as this has an impact on the future ATM architecture. The SJU should be involved in reflecting at which level Cyber Security should be considered and this has to be reflected in the ATM Master Plan update.

Mr Bachelier (Airbus) stressed that the SJU should take care of Cyber Security from a methodology point of view.

Mr Tarrech (Indra) reminded that the study was launched to have a view on what should be done by the SJU; he suggested the SJU to present the Board Members with future actions, on the basis of the outcome of the study.

The SJU clarified Cyber Security governance refers to the identification and management of cyber security threats and cyber resilience. In that respect it is not just linked to research or technology, but should be viewed instead in a wider context. The SJU will only address elements which are relevant in the context of its R&D mandate. The SJU confirmed the intention to deepen the discussion in the context of the Programme Committee with a view to delivering an action plan for the SJU.

With regard to RPAS activities, the definition phase was completed in March and handed over to the European Commission. The initial activity in SESAR 2020 covered IFR integration including C2 Data link and Detect and Avoid (D&A). Additional activities on remote piloting and automated vehicle integration will be addressed through Exploratory Research & Demonstrations.

Mr de Vroey (Manufacturers) mentioned that considering the lack of funding for RPAS in SESAR 2020, an alternative way of working should be put in place to ensure projects outside SESAR could fill the gap in a coordinated way.

The SJU committed to liaise with the European Commission to identify links with other projects that could be relevant for RPAS.

On Data link, 3 phases were already presented to the Board in previous meetings in order to follow-up on the EASA Action Plan. Phase 1a (the Data link capacity study on the sustainability of VDL/2 in the SESAR context - addressing a subset of the EASA actions) is completed; concerning Phase 2, the study ELSA was awarded (VDL performance analysis, multi-frequency options modelling and testing, target completion 2016) and further work is planned under SESAR 2020, primarily complementary activity in parallel with regulation and ground system & avionics verification. The aim is to support further decision making in 2016.

Mr Guillermet presented external relations and cooperation areas since the last Board. He reported on the World ATM Congress that focused on communicating the results of the programme and the importance of interoperability, an approach that will be pursued in the coming period facilitating closer cooperation with the key actors. He then recalled that the SJU-SDM cooperation agreement has been signed in March 2015 and covers 3 areas: technical (proper transfer of information, including feedback loop to the DM), Master Plan activities and Communication to align the way SESAR "brand" is being used and promoted.

Another highlight is the State of Harmonisation document (prepared with NextGEN), published in February 2015. The Executive Director underlined that the aim is to continue the dialogue on key interoperability aspects and to seek convergence on what needs to be done on the harmonisation of the systems.

Mr Guillermet mentioned that the SJU has been recently approached by COCESNA, the Central America Air Navigation Service Association, to increase cooperation with SJU. This dialogue is conducted in the framework of the European Commission external relations.

SJU relations with ICAO are pursued to make sure the voice of SESAR is heard at the global level; this will be particularly important this year with the update of the Global Air Navigation Plan (GANP).

Mr Bachelier (AIRBUS) commented that while on the face of it the agreement to use the same pipe for 4D operations is good, he raised concerns about the US concept of operations being very different from EU ones as the former is more ground based. He also added that Chinese want to develop the same concept of operations as SESAR.

Mr Mc Namara (Airspace Users) supported the key activities on communication performed by the SJU and encouraged the effort to continue to explain SESAR in simple language.

The Executive Director further encouraged the Members to seize opportunity for communicating SESAR and to remind the SJU, whenever needed, to keep the language reachable.

Mr Guillermet then provided the Board with an update on the progress of the 5 supporting core objectives outlined in the 2015 annual work programme.

- Obj. 1: Execute Release 5 including PCP components: the ambition level of 75% will not be fully achieved by the end of 2015, however it must be noted that the yearend milestone represents an artificial split from a release point of view. The progress will be closely monitored at Programme Committee level.
- Obj. 2: Launch SESAR 2020 and prepare SESAR 1 handover: the objective to start some SESAR 2020 projects in 2015 is unlikely to be achieved. The overall timeline should not be compromised, (further clarification on this point is dependent on item 4 of the agenda).

- Obj. 3: Update the ATM Master Plan: on track
- Obj. 4: Execute specific mandates (Datalink and RPAS): on track
- Obj. 5: Complete SESAR 1: almost on track, the situation is being closely monitored.

The Chairman reminded the Board of the need to close the SESAR 1 projects in 2016 and underlined that the European Commission understands the challenge represented by closing SESAR 1 and starting SESAR 2020 at the same time; nonetheless it was stressed the need to deliver on time and to ensure quality of results, and underlined that the European Parliament would scrutinise any underspending. He emphasised that reporting both underspending and shortfall in delivery would not be well received by the budgetary authorities, while a limited level of underspending and full programme delivery would be perceived in a more positive light.

Mr Lallouette (Thales) stated that from the Members point of view, progress made is positive and that in the ATM sector and in particular for R&D, it is common not to spend the entire budget. Resources assessment in R&I programme is sometimes very difficult and it is natural to have projects spending less even when achieving the expected results; on the other hand it is also normal that projects with a shortfall in resources will not be in a position to deliver because resources cannot be allocated where not planned. As the last reallocation of resources occurred in 2013, it is likely that Members will not be able to spend the entire available budget. Mr Lallouette concluded observing that the delay in starting SESAR 2020 activities will not allow spending more on SESAR 1, thus the two subjects are clearly separated.

Mr Lallouette requested that in case the Members can expect a reimbursement of the cash contributions, this reimbursement should preferably be done in 2016 already and not in 2017.



### Conclusions on item 3

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- The Board thanked Mr Guillermet and Mr Hotham for their valuable reports and took note of the discussion.
- On Cyber Security, the SJU committed to present future actions to Board Members on the basis of outcomes of the recent study and to liaise with the EC to identify links with projects that could be relevant for RPAS.

## Item 4 SESAR 2020

Mr Hotham reminded the Board of the agreed SESAR 2020 timeline, starting from the SJU extension in June 2014 to the signature of the Membership agreement. In parallel to the Membership process, the Exploratory Research call was launched in March and closed on 25 June. The evaluation phase is planned to start in July and the award of grants is scheduled by Q4 2015.

Concerning the call for expressions of interest in becoming a Member, phase 2 was completed on time. Phase 3 is linked to the Call for Industrial Research - Wave 1. The preparation of the technical definition was completed on time, including preliminary consultations with the European Commission.

During 2015 a thorough review of the H2020 rules of participation was undertaken that resulted in a much greater understanding of the impact on SESAR 2020 programme delivery. In order for the SJU to fully comply with these H2020 rules, seven areas requiring further scrutiny and possible derogation for H2020 rules were identified together with the Candidate Members. Documentation including a description of the issues and proposals for resolution were provided by the SJU and they are currently being examined by the EC as part a formal decision request submitted by SJU on 8 May. Based on the feedback

received, the technical documentation and budget can lead to the creation of the SESAR 2020 R&I multi-annual work programme. The latter would correspond to the global work programme of the SESAR JU, as defined by the SJU Regulation. This document is divided into two periods of thirty-six months (Wave 1 and Wave2) and describes the programme structure & includes detailed project descriptions, sets out clear deliverables and milestones, includes an estimate on programme costs, establishes the list of eligible countries and implements a means of transition from SESAR 1.

Referring to the formal decision request, Mr Hotham invited the ADB to take note that on 8 May 2015, a Written Procedure, in accordance with Article 9 of the SJU Administrative Board Rules of Procedure, was launched to seek the Board's opinion on the:

- “Ad Hoc Call for Final membership Applications and related conditions” and
- “Ad-Hoc Financing Decision related to the Call for Proposals for SESAR 2020 Transversal Activities, Industrial Research & Validation and Very Large Scale Demonstrations” and “SESAR 2020 R&I Programme”,

Due to the existence of a potential conflict of interest, the written procedure was addressed to the representative of the European Commission only. The Written Procedure concluded that it is necessary to fix the content, objectives, budget and high-level description of the SESAR 2020 Research and Innovation Programme for the periods 2016-2019 and 2019-2021 in view of launching the ad-hoc call for final membership applications and the awarding of grants. Consequently the material supplied, including the “SESAR 2020 R&I Programme-Action Plan” and the “Actions’ descriptions”, have been combined to produce a “SESAR 2020 R&I Multi-Annual Work Programme”, which defines the content, objectives, budget and high-level description of the SESAR 2020 Research and Innovation Programme for the period.

Mr Hotham informed that the ‘SESAR 2020 R&I Multi-Annual Work Programme’ shall be made available upon closure of the procedure by receipt of a confirmation letter from the EC, expected shortly after the ADB meeting and the subsequent signature of an ADB Decision.

Mr Machado further clarified that, as decided by the European Parliament, it was necessary to harmonise the way the JUs and JTIs work under the H2020 programme and no exception was requested for the SJU. With the intention to try to limit the impact on the PPP, the adaptation to H2020 regulation is more complicated than envisaged. The Chairperson underlined that the SJU is different from other JUs and JTIs of the Research family because of the direct link to the SES policy and the way in which the partnership was established. This means that the SJU is part of a full cycle that includes definition, development and deployment. These elements constitute the real difference of the SESAR PPP compared to other JUs and JTIs. The transition to H2020 environment is therefore likely to be more complicated to preserve the existing governance mechanisms for the SJU. An additional complexity is that it is happening in a period of change for the SJU governance structure. He reminded the Board that, under the new framework, any derogation from the standard H2020 rules must be adopted by a College decision.

The Chairperson also confirmed that European Commission services are working together to find a solution soon. For most of the current members, changes introduced by H2020 are already familiar because they are the same applied by other JUs in which they participate. The Chairperson reiterated that the European Commission is keen on maintaining an efficient partnership and the necessary changes introduced by H2020 should not affect the technical content of the programme. In order to move forward the document “SESAR 2020 R&I multi annual work programme” (as presented during the following agenda item) will be made public in order for Members to start preparing their offers.

Mr Bertsch (DFS) shared his disappointment concerning the delay of the launch of the SESAR 2020 programme. He added that it is important to have a clear

planning process to be able to allocate resources. He showed appreciation for the multi annual work programme as a basis to start working but stipulated that it is crucial to have budget figures, as they are the basis for future negotiations with other partners, and to have a clear view on the call planning (opening and closing) timetable.

Ms de Mateo (ENAIRES) thanked for delivering the document and supported DFS stressing the need to know the timing of the call. Members' resources working on SESAR 1 are the same that will be allocated to SESAR 2020, and thus a clear call timetable is essential to be able to plan resources.

Mr Profiri (SELEX) also wanted to underline the problem of starting activities without precise planning, recalling that all industries invested a lot in SESAR, which is recognised being different from other JUs for its closeness to the deployment phase and for the value of its PPP. He concluded supporting the necessity to have a clear timeline.

Mr Mc Namara (Airspace users) confirmed the Airspace Users interest in contributing to Wave 1 and Wave 2 and asked about the link between the multi-annual work programme and the Master plan update.

Mr Guillermet specified that in setting up SESAR 2020 a top down approach has been followed, driven by a Master Plan perspective, with a strong accent on performance and priorities, with a strong involvement of airspace users' representatives in the process.

Mr Bachelier (Airbus) supported the other Members explaining that in absence of a timeline, resources allocation is not possible. If SESAR 2020 programme is sensibly delayed, projects related to the delivery of PCP will be too late. He also enquired about the possibility to use CEF funding to support the VLD activities and underlined the importance of starting the activities early 2016.

The Chair replied that the SESAR development phase is funded by H2020, whereas the SESAR deployment phase is funded through CEF. It is not possible therefore to use the CEF fund for the development phase, but it could possibly be used for some validation activities in support to Common Projects.

Mr Gallego (INDRA) stated that whilst it is important to close SESAR 1 on time, it is equally important to have a clear view on the SESAR 2020 calls by the end of this year.

Mr Barnola (DSNA) added that a lack of visibility on the programme calendar is a problem leading to major delivery risks.

Mr Lallouette (Thales) informed that Thales is ready to anticipate some work on the basis of the release of the multi-annual work programme, under the assumption of having a very clear schedule of the call opening and closing. Regarding the seven derogations, he asked about the likelihood that they will be taken into account.

The Chairperson stipulated that he understood the Members' situation, but was not yet in a position to provide a clear schedule for the call. He stated that the European Commission is currently working on a window at the end of September/beginning of October for the call publication, but these dates cannot be guaranteed. He reassured the Members that DG MOVE is supporting SJU's PPP case with the other European Commission services and is committed to inform them as soon as new information will be available.

Mr Pegritz (Frequentis) thanked the European Commission and the SJU for their efforts in solving the situation and asked about a fall back scenario, should the call publication be further delayed.

Mr Guillermet informed that all the SJU efforts are currently concentrated to progress as much as possible with the process presented and include risk mitigation measures, as necessary.

Mr Bertsch (DFS) said that if call opens in September the closing date should be further assessed and discussed with candidate Members.

Mr Tarrech (Indra) enquired about what the SJU expects from the Members and from the European Commission in order to fulfil the objective of signing the Membership contractual documents by Q2 2015.

Mr Guillermet explained that the plan presented last year was based on closing SESAR 1 in 2016 and starting the SESAR 2020 in late 2015. This planning might need to be adapted according to the new date for the launch of the call. The SJU can in the meantime dedicate time to training and internal preparation.

The Chairman replied that the Commission will be in a position to know more around the end of July.

Mr Tarrech (INDRA) also underlined the necessity to have the full timeline for the call process as soon as possible.

Mr Guillermet committed to provide this information as soon as possible and a new opening date for the call will be communicated to all candidate Members.

#### ▷ Conclusions on item 4

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- The Board took note of the information provided by the Commission and the SJU on SESAR 2020.

#### Item 5 ATM Master Plan Update

The Executive Director introduced the presentation of the process leading to the update of the ATM Master Plan and informed the Board that the SJU planned to circulate the 1st draft of the Master Plan to Board Members on 10 July.

Mr Siebert presented the ATM Master Plan update that attempts to connect the dots between definition, development and deployment and aims at describing why action is needed, what is needed and at which moment.

Since January the SJU has been working in a truly collaborative manner, involving a broad range of stakeholders, the European Commission, Eurocontrol, operational stakeholders, the manufacturing industry and the representatives of the military, with the support of Work Package C. The SESAR Deployment Manager was also involved together with EUROCAE, EASA and the PRB.

A clear vision for SESAR has been developed to help to address the 7 success criteria outlined for the campaign which are all expected to be met.

The recent economic crisis has changed the master plan context, the key challenges addressed by the update exercise are now as follows: ensuring consistency with the SES regulatory framework and more specifically between the SES performance and performance pillars; moving focus away from primarily building capacity to solutions that help address the cost efficiency objectives; bringing the three processes of the SESAR lifecycle (that are now active for the first time) closer together (Definition-Development-Deployment).

Mr Siebert explained how the Master Plan will allow for a better connection of technology with performance expectations. To assess the role of enabling technology in transforming businesses, other sectors were looked at. It appeared that modernising and bringing a sector into a truly digital approach takes about 20 years. When looking more closely to the SESAR subject, seven key areas of improvement were identified across the ATM value chain: improved ANS operations productivity, lean and efficient use of ANS infrastructure, collaboration and operational predictability, improved airport performance and access, improved flight trajectories, inclusion of all air vehicles into the SESAR environment, enhanced safety and security.

Mr Siebert informed the Board that the Master Plan vision is to enable a step

change in system capabilities by 2035: automation and use of data communication to support operations; all air vehicles fully integrated in ATM environment (incl. RPAS); air users fly their preferred, more direct route; lean and modular systems, easily upgradable and interoperable; information shared digitally via common information platform; virtualisation allowing dynamic capacity management. Related priorities for the future of R&D have been fully translated in the design of the SESAR 2020 programme as outlined in the multi-annual work programme (scope, timing for delivery etc.).

A stronger emphasis was also placed on global interoperability with a reflection of the SESAR-NextGen State of Harmonisation as well as connections to the ICAO Global Air Navigation Plan that will be provided.

About timing, deployment is expected to move progressively from structural enablers to the target vision. The Master Plan will also include some non-prescriptive examples of how ATM models can evolve.

In terms of next steps, the SJU intends to send to the Board the ATM Master Plan update proposal on 10 July and the formal consultation phase will start. Both the European Commissions and Eurocontrol will follow the respective processes for internal consultation and the objective is to have a Board approval by the end of the year. Comments from other ADB Members are expected to be received by 18 September. Mr Siebert concluded his presentation by reminding Board members that the Master Plan continues feeding into parallel global master planning at ICAO level.

The Chair thanked the SJU for taking the lead for the update exercise, where the SESAR vision and SESAR 2020 are the new elements and asked the Board for an endorsement of the top-down approach used for the update.

Mr Mc Namara said that the Airspace users have been involved in the process and from their perspective the process worked well; he added that it is essential that the Master Plan drives technology and not vice versa and that it should be focusing on performance. He asked if the board of 23 October could be the venue to discuss its content, rather than leaving it to the meeting in December 2015 where approval is expected.

Ms de Mateo confirmed that ENAIRE supports the process adopted for the update of the Master Plan and requested that the documents contain necessary caveats to avoid misinterpretation. In particular with reference to the performance ambitions that are aspirational and that still need to be validated, and to ATM models evolution options that should still be considered illustrative.

Mr Brenner (Eurocontrol) supported the approach of the SJU and all Members and valued the stronger link between ATM research and performance in order to move forward in ATM. He said that the update of the Master Plan, that was both ambitious and forward looking, could be further linked to European competitiveness, making Europe more attractive in high technology driven sectors.

Mr Bachelier confirmed the support to the approach chosen and added a comment on safety: an airborne safety net should be considered essential as it helps address a significant source of accidents.

Mr Bertsch (DFS) showed appreciation for the way the work was conducted and asked to have more information on how figures were calculated. He also underlined that validation is an essential element of the process.

The Chairman noted there is globally strong support for the vision and the process.

The Chairperson then stated that with the upcoming delivery of the Deployment Programme, which constitutes a legal and formal planning tool for Common Projects, it is necessary to ensure an appropriate co-existence with the ESSIP. There is a risk of duplication of work or a risk of confusion for the implementing stakeholders.

The Chairman stressed that the Deployment programme is and must remain the binding reference for the Deployment Manager to implement Common Projects. He added that it was necessary for the SJU to put in place the arrangements to ensure the coexistence of the two mechanisms. Therefore, the Commission supported the setup of the "ATM Master Planning Committee" to address this issue in cooperation with the Deployment Manager and report back to the Board. He also stated that it is essential that discussions relating to the level 3 of the Master plan are held within the SJU and its Board who are, by Regulation, responsible for the European ATM Master Plan.

Ms de Mateo recognised the achievements made so far and agreed that for the PCP related elements the Deployment Manager should be the reference and any duplication with the monitoring tool should be avoided.

Mr Bertsch expressed support to the EC statement and added that any fragmentation and duplication should be avoided.

Mr Brenner stated that the SJU Administrative Board is not the appropriate forum to discuss SESAR Deployment Governance as such, but that the 3 levels of the Master Plan have indeed to be fully coherent.

Mr Lallouette added that the elaboration of future Common Projects remained to be discussed and that with the conclusion of the ATM Master Plan update, it is the appropriate time for the EC to initiate the process to identify more precisely the scope of the future Common Project.

Mr Martis acknowledged the progress achieved on the update of the Master Plan but expressed concerns regarding the timeline for consultation which was not providing enough time for proper evaluation on all elements in particular in relation to the Deployment activities. Mr Barnola also asked to avoid short time consultations, supporting the intervention from Mr Martis.

The Chairperson replied that regarding the future Common Projects the EC intends to come back to the Board in the near future. In reply to Mr Brenner's intervention he clarified that the Board is indeed not competent to decide on the Deployment Programme; however the SJU and the Board are competent for the ATM Master Plan and therefore for its level 3.

In relation to the update 2015 of the Master Plan, Mr Guillermet added that during the consultation phase the SJU will be open to bilateral discussions to converge to a consolidated text and a final approval of the ATM Master plan by the end of the year.



#### Conclusions on item 5

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- The Board took note of the information provided by the SJU and the EC on European ATM Master Plan update and on alignment and proper consideration of the level 3 of the Master Plan and the Deployment Programme.

### Item 6 General Administrative and budget issues

#### Item 6a IAS

The Chairman gave the floor to Mr van der Zee, Director in the EC Internal Audit Service (IAS) of Directorate A which is in charge of audit of all EU Agencies and other autonomous bodies. The IAS is the Internal Auditor of the SJU cooperating with the SJU Internal Audit Capability (IAC).

Mr van der Zee reminded the Board that the legal basis for the IAS work is art. 82 of the SJU financial rules on the appointment and powers and duties of the

internal auditor. (“1. The SJU shall have an internal auditing function which shall be performed in compliance with the relevant international standards; 2. The internal audit function shall be performed by the Commissions’ internal auditor [...]; 6. The internal auditor shall report to the Administrative Board and the Executive Director on his or her findings and recommendations”).

According to its mission charter, the IAS has responsibility to develop a three-year audit plan and an annual audit plan using appropriate risk-based methodology, coordinated with the SJU management. Mr van der Zee referred to the previous audit cycle 2012-2014 and related recommendations. A total of 3 audits were performed in this period: an audit on *Programme and Project Management* in 2012 (7 closed recommendations), an audit on *Grant Management* in 2013 (6 closed recommendations) and an audit on *Risk Management* in 2014 (3 open recommendations which are not due yet). The fact that all recommendations which were due are now implemented represents a remarkable achievement.

As regards the IAS Strategic Internal Audit Plan 2015 - 2017, the approach is based on a risk assessment performed in November 2014 that has been coordinated with the IAC and validated by the SJU Executive Director. It is characterised for being flexible in order to reflect fast changing control environment. The methodology used to assess the risk of both the administrative and operational processes is the MARCI approach that allows assessing impact and vulnerability of processes.

The topics chosen for the audits to be performed for 2016-2017 are: 1) H2020 grant process, from the identification of the call topics to the signature of the grant agreements; 2) operational governance and Master Plan update; 3) coordination with the Common Support Centre (CSC) and implementation of CSC tools and services. In addition to these audits, standard follow up audits will be performed as well.

The audit on “Operational Governance and Master Plan update” has been chosen as the audit topic for this year. The IAS will examine the process underlying the Master Plan in order to assess if this process has been handled in a fair, transparent and efficient way.

Mr Brenner asked whether a cost effectiveness analysis was performed as the implementation of H2020 rules will have an impact also on the internal set up of the SJU.

Mr van der Zee specified that proposals like the adoption of the Common Support Centre are always accompanied by an Impact Assessment that includes a cost benefit analysis. Cost reduction at the global level was one of the reasons behind the creation of the CSC.

The Executive Director reconfirmed the efforts made to improve the organisation and accepted to continue informing the Board on the impact of implementation of CSC tools and services.



#### Conclusions on item 6a

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- The Board took note of the information provided by Mr van der Zee.

#### Item 6b Appointment of the Board’s Vice-Chairperson

The Chair proposed the renewal of the appointment of the Eurocontrol representative as Vice-Chairperson, who will replace the European Commission representative, in case the Member and their alternate are unable to attend.

▷ **Conclusions on item 6b** Decision ADB(D)-07-2015

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- The Board took note of the information provided and adopted Decision ADB(D)-07-2015 on the appointment of the Board's Vice Chairperson.

### Item 6c Overview of Administration and Finance activities

Mr Calvo informed that during the period 12/2014 - 06/2015, 9 contracts/grant agreements were signed, in addition to 4 specific contracts and 6 amendments. For the last half of the year, some significant workload is expected in the field of procurement.

▷ **Conclusions on item 6c**

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- The Board took note of the information provided by Mr Calvo.

### Item 6d Final Accounts

The Provisional Annual Accounts have been submitted to the ECA and EC on 1 March 2015, as required by the Financial Rules and were provided to the ADB Members in March together with the Annual Activity Report 2014.

Mr Calvo informed the Board that a few days before the Board meeting, Eurocontrol had presented some comments that the SJU had to analyse before providing the Members with the final version.

He also underlined that the audit of the European Court of Auditors did not have any material observations.

The SJU will draft an updated version including the Eurocontrol changes and any IFS2014 from other Members received by the end of June - an audit of these changes is expected in July 2015 and the Final version will be presented to the October Board.

The Board was informed that a written procedure will be launched after the Board meeting to take note of the Final Annual Accounts and to allow use of the 2014 outturn account.

As a concluding remark, Mr Calvo stated that IFS 2013 can be considered closed. Concerning IFS 2014, 4 out of 15 have been received so far.

▷ **Conclusions on item 6d**

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- The Board took note of the information provided by Mr Calvo.

### Item 6e Update on SJU Financial Rules

Mr Calvo explained that an updated version of the SJU Financial Rules, containing the derogations needed to carry forward the current rules whilst ensuring consistency with the SJU founding regulation, was sent in February 2015 to the European Commission (DG BUDG) for review.

Mr Calvo informed the Board that the College of Commissioners had approved the SJU Financial Rules, which were subsequently made available to the Board Members at the beginning of June. The Board was asked to adopt the SJU Financial Rules. Once adopted, they will be retrospectively applicable to 1 January 2014.

▷ **Conclusions on item 6e** Decision ADB(D)-08-2015

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- The Board took note of the information provided by Mr Calvo and adopted Decision ADB(D)-08-2015 on the SJU Financial Rules.

**Item 6f Multiannual Staff Policy Plan (MSPP) 2016-2018**

Mr Calvo informed the Board that the SJU has drafted a Multiannual Staff Policy Plan (MSPP) that takes into account the recommendation of the Board to reinforce the capabilities of the SJU during the transition period from SESAR1 to SESAR 2020. Two additional Contract Agent positions have been requested to help supporting the SESAR 2020 activities for the period 2016-2017. Mr Calvo explained that the draft MSPP has been submitted to the Commission in January and an updated version, addressing the comments received, on 31 March 2015. He concluded by reminding the Board that its approval of the MSPP was necessary before the SJU submitted the document to the Budgetary Authorities.

He added that at the end of June 2015, 40 out of 42 positions are filled.

Ms de Mateo asked if the delay in the call publication could have an impact on the request of additional staff and the SJU replied that this is not the case.

▷ **Conclusions on item 6f** Decision ADB(D)-09-2015

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- The Board took note of the information provided and adopted Decision ADB(D)-09-2015 on the Multiannual Staff Policy Plan (MSPP) 2016-2018.

**Item 6g Industrial Support**

Mr Calvo explained that the SJU has identified the need to count on the Industrial Support until the completion of SESAR 1. This approach supported by the Programme Committee at its 31st session, will guarantee a proper completion of SESAR 1 activities and the relevant support to the SJU and Members in 2016, together with a proper bridging phase with SESAR 2020 support. To that end, it is proposed to extend the contract until the end of 2016. There is a sound legal basis for this extension and the related budget will be available within the SJU 2016 Budget. He invited Members to share any observations on the proposed approach.

▷ **Conclusions on item 6g**

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- The Board acknowledged the approach presented by Mr Calvo and did not have any observation.

## Item 6h BMS/DMS

Mr Calvo reported on the Business Management System/Document Management System (BMS/DMS), as requested by the Decision ADB (D) 05-2014, that authorised to use the SJU budget to review and establish the SJU supporting tool for the management of the SESAR R&I Programme 2020 to complement the tools made available by the European Commission.

The BMS/DMS system is a corporate project providing the integrated collaboration platform for SESAR2020 which at the same time addresses an IAS audit observation on SJU's lack of a formal Document Management system. The project started in March 2015 and is expected to conclude in February 2016.

### ▶ Conclusions on item 6h

- The Board took note of the information provided by Mr Calvo.

## Item 6i SJU headquarter lease

On the SJU headquarters lease Mr Calvo mentioned that a new contract has been signed and the re-negotiated lease terms allowed for significant savings.

### ▶ Conclusions on item 6i

- The Board took note of the information provided by Mr Calvo.

## Closing of the meeting

The Chairperson thanked the Board Members and the other participants for their active participation and their contribution to the meeting.

Mr Machado concluded announcing that that was the last ADB meeting he chaired as he has been appointed Director General of DG MARE as of 1 September and encouraged the SJU to continue the fruitful cooperation.

Mr Guillermet thanked the Mr Machado for his availability and the support provided to the SJU.

Mr Guillermet also referred to the departure of Mr Bachelier, by reminding everyone that he is one of the most senior ADB representatives and thanked him for his support over the period.

**Annexes**

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- Annex 1 Board members attendance list
- Annex 2 Declarations on conflicts of interest

Done in Brussels, 25/06/2015.

Chairman  


Secretary



**Annex 1**  
**Attendance list**

**Annex 2**  
**Declarations on conflicts of interest**