PRIME 13

15 November 2018

Debrief from PRIME subgroup chairs

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Coordination meeting with PRIME subgroup chairs – 12 October, Brussels

- **Participants:** PRIME co-chairs, subgroup chairs, Industry Advisory Board, DG MOVE, ERA

- **Purpose:**

  - to discuss objectives, challenges, work plan, continuity and (co)chairing of each subgroup in the context of their contribution to the strategic objectives of PRIME;

  - prepare respective proposals for PRIME 13, including ideas for PRIME 2019 Work Plan.

Digitalisation subgroup

ProRail

Arjen Boersma

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Ongoing work

- Sharing best practice
- Database of digital projects
- Big data and business intelligence
- Cyber security
- Open data standards

Discussion

- Whether and how to prioritize topics?
- Potential use of the database
- Cooperation with Shift2Rail

Proposals for PRIME Plenary

1. A call to contribute to the common database
2. Position of the group and the scope of the future work:
   a) Continue current exchange of information/ best practice?
   b) Focus on a more specific topic? Possible option for 2019:

   Data management and open data standards

Safety Culture subgroup

ProRail

Menno Rook

Ongoing work

- Exchange of best practice
- After the success of the first Twinning programme, a new programme has been proposed in cooperation with ERA

Discussion

- EC is ready to finance a safety culture support programme in 2019, but with a broader range of participants and ERA playing central role
- Should the group still report to the Plenary and be continued within PRIME as it does not deliver specific outputs?

Proposals for PRIME Plenary

1. Position of the group:
   a) Continue current exchange/promotion of safety culture in general, within or outside PRIME?
   b) Focus on a more specific topic? Possible options for 2019:
      - *level crossing safety*
      - *track workers' safety*

[Feedback from 13/11 subgroup meeting will follow]

Charges subgroup

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adif — *Maria Alvarez*

European Commission — *Sian Prout*

Ongoing work

- Exchange of practice on application of:
  - direct costs
  - mark ups
- Coordination of cancellation charges

Discussion

To what extent it is necessary to coordinate the charging principles and commercial conditions across the borders

Proposals for PRIME Plenary

1. In 2019 the group will focus, based on the input from RUs, on the charges related obstacles to international traffic.
2. It will propose a common approach for cancellation charges in case of force majeure (in cooperation with RNE)

Financing subgroup

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SNCF RÉSEAU — *Paul Mazataud*

European Commission — *Olivier Silla*

Ongoing work

- Discussions on EFSI and CEF
- Maintenance benchmark
- Sustainable finance

Discussion

- Imbalanced involvement of IMs given differences in funding models
- EC will tender a support study on sustainable finance methodology
- Florence rail forum on sustainable finance in Dec 2018

Proposals for PRIME Plenary

1. Until March 2019 focus on sustainable finance: preparing input for the EC expert group on sustainability criteria of rail projects;
2. Second half of 2019 – launch the work on thematic report **IM Funding Mechanisms**, in cooperation with PRIME KPI Subgroup

Implementing acts subgroup

RFI RETE FERROVIARIA ITALIANA
GRUPPO FERROVIE DELLO STATO ITALIANE

Stefano Castro

Ongoing work

- Formally a EC Expert group 'on call' – providing expertise for initiatives under preparation
- Last act discussed: implementing regulation on economic equilibrium test

Discussion

- No market topics at the moment
- Technical topics are already by ERA Working Groups
- Group should stay in standby

Proposals for PRIME Plenary

- The group remains in stand-by
- Potential next topic in 2019 – revision of the Rail Freight Corridor Regulation.

KPI and benchmarking subgroup

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Infraestruturas de Portugal

Rui Coutinho

Ongoing work

- 2016 Benchmarking report published
- Group works according to annual business cycle to collect data and prepare reports, supported by external consultant
- Continuously improving data quality and availability

Discussion

- How to involve more IMs?
- Topics for in depth studies
- Reactions after publishing the first KPI report
- Assessing the state of infrastructure in comparable manner is still a challenge

Proposals for PRIME Plenary

1. Exchange of views on the benefits of benchmarking and the way to promote the report
2. January 2019 - second benchmarking report
3. April 2019 – thematic report on *Punctuality*
4. Second half of 2019 – launch the work on thematic report **IM** *Funding Mechanisms in* cooperation with PRIME Financing Subgroup

Benchmarking benefits from PRIME KPIs Toolbox have been surveyed from members with encouraging results
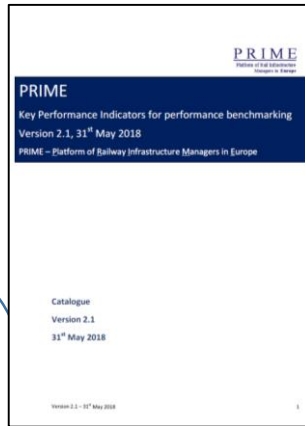
Catalogue delivering an agreement on KPIs, its framework and detailed definitions
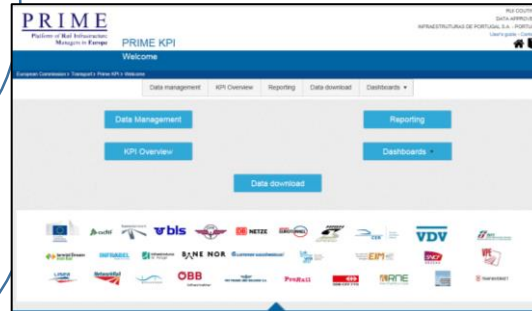
IT Tool capable to manage data collection and KPIs reporting

First benchmarking report, published, focusing on high level industry and benchmarking KPIs, including robustness assessment, comparisons against multi-annual averages and KPI correlations.

Approach

1. Understand and share some benefits already perceived by members using this toolbox

2. Identify potential applications for the future, considering:

   ✓ internal processes to each company

   ✓ Regarding relations with stakeholders and rail-way system customers.

Main Findings on Benchmarking Benefits (1)

Catalogue

Positive:

► Is gradually becoming an industry standard for Railway Infrastructure Business KPIs and definitions

► EU Rail Market Monitoring Regulation incorporates PRIME definitions.

► Some IMs are considering using Catalogue's KPIs and definitions on their corporate Dashboards

► Some KPIs (e.g. on environment) have raised internal awareness on certain issues

► It's a complete and precise guide to PRIME KPIs framework and essential for understanding reports and comparisons

Room for improvement:

► Catalogue is complex and some definitions are not self-sustainable due to cross-references

► It is not easy to identify the individual indicators behind each KPI

The way to improve:

► The new version of IT tool should include a dynamic electronic Catalogue as part of the system

Main Findings on Benchmarking Benefits (2)

IT Tool

Positive:

► IT Tool is the core for data collection and KPIs production, with good functionalities and easy to understand

► Around a dozen IM's can access data from different companies for data input, comparisons and benchmarks identification.

► Many use not just KPIs, but also input indicators for various purposes

Room for improvement:

► Excel input format requested by some organizations

► So far mainly used for data input. The built-in reporting functionalities are underutilized

► IT Tool will be even more beneficial when more members start introducing more data.

The way to improve:

► The work-flow setup of the IT tool will be adjusted so that more data will be visible in reporting

► To re-test and refine the dashboard reports allowing easy customized access to main indicators

► Producing annual Benchmarking report will be more 'automatic'

Main Findings on Benchmarking Benefits (3)

Annual Report

Positive:

► The annual PRIME KPIs report was presented and discussed with most of IMs Management Boards

► Published data can be used for external communication

► No significant sensitive issues were identified

► In some organisations it was taken up by strategy departments

Room for improvement:

► In many organisations it was 'noted' but not used to inform decision making

► Still uncertainties around comparability of certain KPIs

► Data gaps in the report

The way to improve:

► Promote participation and enhance data availability

► Thematic task forces are proposed to assess and improve comparability (Financial data already analysed)

► Thematic reports (Punctuality in 2019) will allow gradual improvement of data along the chosen topics

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Conclusion

Benchmarking is a long term project and more time is needed before concluding on benefits

It is important to monitor the progress continuously and adjust where needed, to ensure that the objectives are met

Further points for Plenary discussion

1. Is it useful to distinguish between two types of subgroups:
- the groups with EC involvement and stake
- the groups focussing on exchange of best practice between certain IMs

According to the PRIME Rules of Procedure, the former are more formal while the latter can be easily formed and dissolved, depending on emerging topics.

2. How to guide the work of subgroups and distribute the results? An option:
- regular debriefing in written and on PRIME website Members' Area
- annual subgroup chairs meetings with PRIME co-chairs
- In Plenary discussed only the points requiring decision

Cooperation with RU Dialogue and regulatory bodies

With regulators: Miroslaw Kanclerz

PKP POLSKIE LINIE KOLEJOWE S.A.

With RUD: no coordinator

Ongoing work

- No specific topics emerged for discussion with regulatory bodies in 2018
- PRIME RUs – work on contingency handbook

Discussion

- In future no 'plenary meetings, the platforms should be brought together at operational level to discuss concrete topics
- For that purpose a group of coordinators (EC, industry and RU/RB representative) may need to be set up

Proposals for PRIME Plenary

1. Cooperation meetings should be arranged to discuss concrete topics
2. A call for industry candidates to coordinate PRIME cooperation with RUD and ENRRB can be launched at the Plenary