PRIME
Platform of Rail Infrastructure Managers in Europe

PRIME Meeting no 11

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Annex to item 5 – Subgroups and meetings – feedback and plans KPIs and Benchmarking"

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- For Discussion and Decision -

Context

PRIME has identified KPIs along with subsequent benchmarking and exchange of best practices as a tool to facilitate the delivery of safe, sustainable, high performing, and value generating rail transport.

Mission

The objectives of benchmarking and exchange of best practices amongst IMs across Europe are threefold:

1. Developing a sustainable, competitive infrastructure management business.
2. Providing high-quality services for operators.
3. Facilitating the completion EU policy ambitions.

➔ The ultimate objective of developing KPIs and benchmarking practices is to enhance the performance and business development of IMs

Status of work

Since 2014 PRIME KPI subgroup has worked on comprehensive KPI framework including 12 high level industry KPIs, additional 38 KPIs for core benchmarking across 5 business dimensions and many contextual indicators. The framework is presented in the PRIME KPI catalogue. Version 2.0 of the Catalogue was finalised in September and is published on PRIME website.

Data are collected and reported using a state of the art IT tool developed by EC IT team, the tool is in production since September 2017. Work is supported by business consultancy civity (DE), who is inter alia acting as an administrator of the system. EC support to the project (IT development and consultancy) in 2017 is 200 000 EUR.

15 IMs are currently participating in the benchmarking exercise, whereas SBB, LatRailNet and Lithuanian Railways joined recently. IMs had to submit their data (in total about 250 input values per year) by 1 November. Data are collected, where available, for 2012-2016. The first benchmarking report, focussing on high level and benchmarking KPIs, is with civity's assistance expected to be ready in April 2018.

The subgroup continues to refine and develop the framework based on 4 principles:

1. Keep it simple
2. Clear definitions
3. Focus on business development for IMs
4. Focus on the deliveries for customers

The work in the subgroup is excellent with a high degree of commitment and transparent discussions.

Decisions for PRIME 11 –approach to transparency

The subgroup has discussed how to implement PRIME 10 decisions as regards data ownership, transparency and accessibility. In particular, PRIME 10 decided:

- all data are only for IMs internal use and a Non-Disclosure Agreement (NDA) should be signed by the PRIME members.

Following this decision, the subgroup:

- conducted a survey to assess which data is public, which is not. 8 out of 12 participating IMs considered 95%-100% of data public, 4 considered 55-77% public (see Appendix 1).

- discussed feasibility of NDA, with legal assistance from EIM and CER. The group agreed that NDAs are not feasible; given that control mechanisms are limited and those companies having no sensitive data have more to lose than to win by signing a NDA.

Given that NDA is not an option, a solution needs to be found on how to:
a) draw a line between data what is public and what is not and
b) how to safeguard non-public data.

In these terms 2 options can be considered:

Option 1: All data in the IT system is public. Sensitive or confidential data should not be entered into the system	Pros:	• No risk of unwanted disclosure • PRIME members can make a broad and unlimited use of benchmarking data • PRIME perceived as fully transparent
	Cons:	• Risk that sensitive and/or difficult to acquire data will not be reported limiting the value added of benchmarking • Risk that less tested indicators contain inconstancies and might be misleading for the public • New members could hesitate to join
Option 2: Dashboards and benchmarking reports are public (see Appendix 2), the rest of data will be gradually validated and released in the course of the transitional period.	Pros:	• Essential and well verified data is public and PRIME becomes more transparent than it is now • Sensitive or less tested data can be kept in the system and continued to be worked on • Transitional period can be applied to new members until their data is checked and validated • Some data (e.g. security) may remain for internal use only
	Cons:	• Overall, more complex approach • Difficult to draw a line between public and non-public data, risk of confusion • Use of non-public data requires ad hoc decision for releasing

In both cases, IMs should state publicly the reasons for not publishing the data (e.g. commercially sensitive, under validation)
For the second option, the deadlines/conditions for gradual opening need to be agreed.

Roadmaps outlining broadly the next steps under each option:

Option 1: full transparency	Option 2: transitional period
• Step by step approach towards full transparency	• Step by step approach towards transparency
• Until the first release of the benchmarking report all data will only be used within the KPI subgroup	• Until the first release of the benchmarking report all data will only be used within the KPI subgroup
• Benchmarking reports and data contained thereof, will be public. First report, focussing on high level and benchmarking KPIs (see Appendix 2) will be released in May 2018, after the discussion in the high level meeting in Paris	• Benchmarking reports and data contained thereof, will be public. First report, focussing on high level and benchmarking KPIs (see Appendix 2) will be released in May 2018, after the discussion in the high level meeting in Paris
• All data in the IT-tool can be used for any purposed after the release of the first benchmarking report in May 2018	• Dashboard reports with high level KPIs (generated from the IT tool) will be public.
• Confidential data will not be put into the IT-Tool	• For the rest of the data transitional period applies during which it is accessible to the KPI subgroup members only. Purpose of the transitional period is to verify data consistency and quality before allowing public access. Progress and timelines for release will be regularly discussed in PRIME plenaries. • Members may decide that some data remains accessible for PRIME members only, reasons for that should be publicly stated.
• Every PRIME-member needs to do their best to report as much data as possible	• Every PRIME-member needs to do their best to report as much data as possible
• The members not delivering data will not be able to see their peers data in the system	• The members not delivering data will not be able to see their peers data
• No use of a NDAs	• No use of a NDAs KPI subgroup members remain responsible for guarding non-published data (like they have done so far) IT solutions (e.g. a different status) needs to be developed to identify non-public data

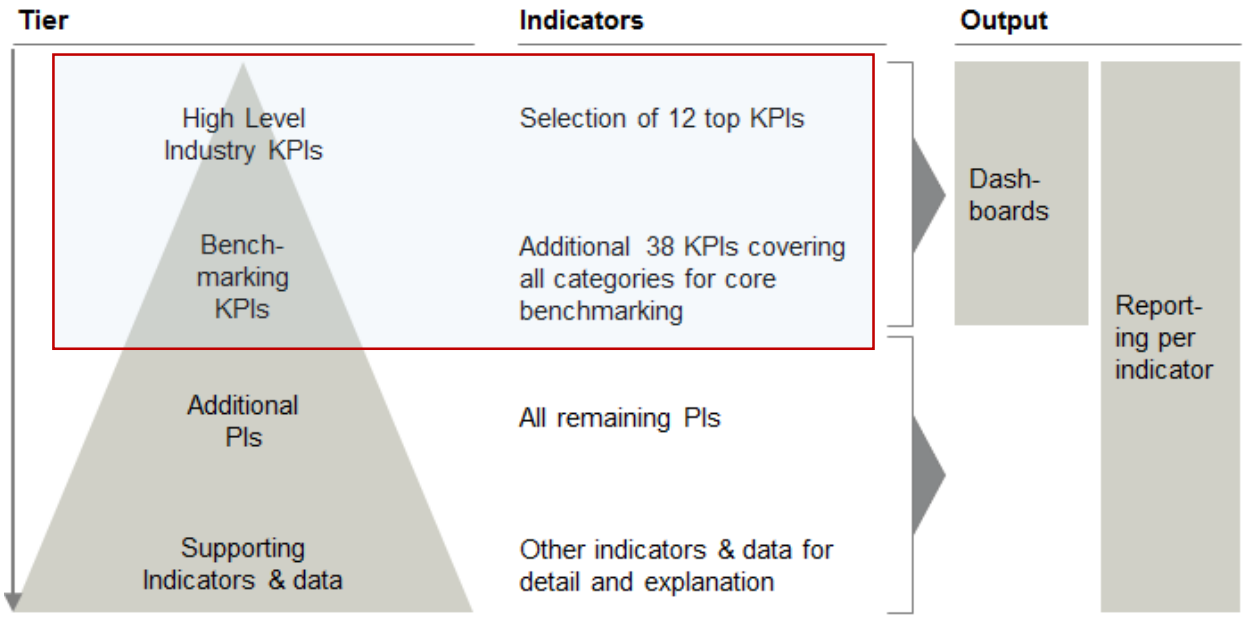
PRIME members are asked to discuss and decide on the two options for transparency as presented above.

Appendix 1 – Transparency survey results

	Trafik-verket	PKP PLK	DB Netz	SNCF Réseau	Bane NOR	Infrabel
Public	365	204	272	347	367	222
Sensitive	0	11	0	0	0	143
Confidential	0	0	23	4	0	0
Under Discussion	0	7	72	14	0	0
Not defined	2	145	0	0	0	2
Total	**367**	**367**	**367**	**365**	**367**	**367**
% Public	***99,5***	***55,6***	***74,1***	***95,1***	***100,0***	***60,5***

	RFI	FTA	Network Rail	IP	Prorail	LatRailNet
Public	281	362	363	362	367	340
Sensitive	21	3	3	2	0	27
Confidential	44	0	0	0	0	0
Under Discussion	0	0	0	0	0	0
Not defined	21	2	1	3	0	0
Total	**367**	**367**	**367**	**367**	**367**	**367**
% Public	***76,6***	***98,6***	***98,9***	***98,6***	***100,0***	***92,6***

Appendix 2 – List of high level industry and benchmarking KPIs (Included in the benchmarking report to be released in May 2018)



I High level industry KPIs:

Dimension	Category	KPI	Unit
Safety and environment	Safety	Persons seriously injured and killed	Number per million train-km
Performance	Punctuality	Passenger trains punctuality	% of number of trains
		Freight trains punctuality	% of number of trains
	Robustness	Average delay minutes per assets failures	Minutes per number of failures
Delivery	Capacity	Planned possessions	% of main track km-days
	Condition	Assets failures per thousand main track-km	Number per thousand main track-km
		Tracks with permanent speed restrictions	% of main track-km
Financial	Costs	OPEX – operational expenditures relative to network size	Local currency per main track-km
		CAPEX – capital expenditures relative to network size	Local currency per main track-km
	Revenues	Total revenues from non-access charges in relation to network size	Local currency per main track km
		TAC revenue in relation to network size	Local currency per main track-km
Growth	Utilisation	Degree of utilisation – all trains	Daily train km per main track-km

II Benchmarking KPIs:

Dimension	Category	KPI	Unit
Context	Context	Degree of electrification of total network - all lines	% of track-km
		National modal share of rail in passenger transport	% of passenger-km
		National modal share of rail in freight transport	% of tonne-km
Safety and environment	Safety	Significant accidents	Number per million train-km
		IM related precursors to accidents	Number per million train-km
	Security	Delays caused by security incidents	Minutes per train-km
		Train cancellations caused by security incidents	% of scheduled trains
	Environment	Share of diesel trains	% of train-km
		Share of electric trains	% of train-km
		Performance against carbon reduction target	gCO2 per main track-km
Performance	Punctuality	Minutes of delays caused by IM per train-km - IM's responsibility	Minutes per train-km
		Percentage of train cancellations caused by the IM	% of scheduled and cancelled passenger trains
	Robustness	Average delay minutes per Signalling failures	Minutes per number of failures
		Average delay minutes per Telecommunication failures	Minutes per number of failures
		Average delay minutes per Power supply failures	Minutes per number of failures
		Average delay minutes per Track failures	Minutes per number of failures
		Average delay minutes per structure failures	Minutes per number of failures
		Average delay minutes per other failures	Minutes per number of failures
Delivery	Capacity	Possessions utilized	% of main track km-days
	Condition	Signalling failures per thousand main track-km	Number per thousand main track-km
		Telecommunication failures per thousand main track-km	Number per thousand main track-km
		Power supply failures per thousand main track-km	Number per thousand main track-km
		Track failures per thousand main track-km	Number per thousand main track-km
		Structure failures per thousand main track-km	Number per thousand main track-km
		Other infrastructure failures per thousand main track-km	Number per thousand main track-km
		Tracks with temporary speed restrictions	% of main track-km
Financial	Costs	Maintenance expenditures relative to network size	Local currency per main track-km
		Traffic management expenditures relative to network size	Local currency per main track-km
		Renewal expenditures relative to network size	Local currency per main track-km
	Revenues	Proportion of TAC in total revenue	% of local currency
		Income from incentive regimes in relation to network size	Local currency per main track-km
Growth	Utilisation	Degree of utilisation – passenger trains	Daily passenger train–km per main track-km
		Degree of utilisation – freight trains	Daily freight train–km per main track-km
	Asset capability & ERTMS	ERTMS deployment	% of main track-km
		Planned extent of ERTMS deployment by 2030	% of main track-km
Growth	Intermodality	Intermodal stations	% of passenger stations
		Passengers using accessible stations	% of passengers