

European Railway Agency

Work Programme 2008



1. Introduction

The European Commission's 2001 Transport White Paper "A time to decide" envisaged the revitalisation of the rail sector by the adoption of two complementary mechanisms, the opening of the market to competition and the creation of an integrated European Rail Area by means of common authorisation processes, common technical specifications and a common safety regime. These mechanisms are intended, in parallel with a policy of placing users at the heart of transport policy, to make rail more competitive in comparison with other modes of transport and to lead to a modal shift towards rail.

Recent European initiatives on Climate Change have also revealed that the only feasible way to meet the agreed targets for reducing CO₂ whilst maintaining mobility is through a modal shift to rail. This will only be achieved if rail becomes more competitive in respect of freight with road-haulage, in respect of urban transport with the private car and in respect of short haul inter-city and international journeys with the plane.

The rail freight market is now open throughout Europe and positive results are already being realised. In many Member States the passenger market is also open and the third rail package will liberalise the international passenger market by 2010. Several Member States have also committed to the establishment of freight corridors.

It is clear that the success of market opening, international corridors and the resulting achievement of modal split all depend critically upon the successful migration towards a European Rail Area that is technically integrated and under a common safety regime. This is the work of the Agency.

It is now clear that the Agency has established the confidence of the sector and its stakeholders, all of whom see it as the natural forum for the resolution of technical and safety issues, and wish to see the definition of this common technical and safety regime (the integrated European rail area) delivered by the Agency as soon as possible.

This is no small task and there remains much to be done. The Agency urgently needs transparency of existing national requirements through the notification and publication of national technical and

safety rules so that it may take account of all possibilities in defining the target solutions in the Technical Specifications for Interoperability (TSIs) and, as part of the migration strategy, in order to facilitate mutual acceptance by establishing equivalence between national rules.

Furthermore there are a number of technically complex "open points" (e.g. electromagnetic compatibility, braking safety assumptions, and so on) that are currently specified at national level. Until resolved at European level by the Agency, these will remain a significant barrier to interoperability and generators of substantial cost and uncertainty. It is also inevitable that as the TSIs are implemented in international projects we will be called upon to deal promptly with errors, which, in effect, are a form of "hidden" open points in the TSIs.

It is clear that to meet the challenge of 2008, including the currently unspecified "on demand" and "open-ended" requirements, with the resources available there will be the need: firstly, to prioritise our resources towards those activities that will deliver the most benefit to the sector by furthering the objective of facilitating an improved competitive position for rail; and, secondly, to exploit to the maximum the expertise and support of the sector actors, safety authorities and stakeholders.

All of us at the Agency, in close partnership with the European Commission, look forward and are committed to meeting this challenge.

Marcel Verslype
Executive Director,
European Railway Agency



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3. Core objective and role

The European Railway Agency's core objective and role is strictly defined in Article 1 of Regulation 881/2004. It is: *“to contribute, on technical matters, to the implementation of the Community legislation aimed at improving the competitive position of the railway sector by enhancing the level of interoperability of railway systems and at developing a common approach to safety on the European railway system, in order to contribute to creating a European railway area without frontiers and guaranteeing a high level of safety.”*

It is essential that the outputs and priorities of the Agency are consistent with this core objective. With this in mind and to this end, Agency management, in its oversight of the activities under its control, will ensure that each of the activities facilitates the improvement of the competitive position of the sector whilst at the same time maintaining and, where reasonably practicable, improving the overall level of safety.

It is the role of the transverse functions of the Agency to support and facilitate the operational functions in their achievement of the organisation's core objective while at the same time maintaining compliance with Community regulation and internal control requirements. All activities of the Agency will comply with the relevant European Commission rules and regulations.



The following Work Programme describes in detail both the core activities, and the transverse functions. The presentation of the programme complies with the recommendations of the “Activity Based Management and Strategic Planning and Programming” (SPP/ABM) guide (2nd version) produced by the Secretariat-General of the Commission.

The detailed correspondence between each activity and its budget is shown in the Annex.

4. Priorities and risks

The Agency works under the basis of Directive 2004/49, Directives 96/48 and 2001/16 (as modified by Directive 2004/50) and Regulation 881/2004, complemented by more detailed mandates and task requests that are delivered to it by the European Commission from time to time.

In the broadest sense the basis of the Work Programme is defined by the Directives on interoperability and safety and the Agency Regulation. However, in compiling the Work Programme according to Article 30 of the Regulation and the priorities for the Agency, various inputs have been taken into account.

‘Closed’ mandates

The Agency is in receipt of a number of detailed mandates, specific to particular work streams, which have been issued from time to time. These define more precisely the required outputs and timescales for each of these activities.

The Agency is aware of further detailed mandates that have been approved by the Committee on Interoperability and Safety (the Article 21 Committee) but which are not formally notified.

These have formed the basis for the detailed work plans of each operational unit.

‘Open-ended’ mandates

There are a number of “open-ended” demands upon the Agency's resources. In particular:

1. On July 13 2007 a framework mandate was issued to deal with errors and open points in the TSIs. The mandate requires prompt action and a high priority to be attached to error correction. There are also a number of complex open points whose resolution is critical to interoperability and the competitive position of the sector.

2. During 2007 the Agency has received requests from the Commission to assist it in the proceedings of the dangerous goods committee established under COTIF and to continue work on cross acceptance of rolling stock earlier carried out by a working group set up by the Commission.

3. The Agency has an obligation to offer “on demand” a variety of opinions and evaluations

to the Commission and regulatory authorities. The Work Programme includes in each unit a general provision for this “open-ended” activity but because it is not quantified there is a significant risk that the provision may be insufficient.

‘Unknown but foreseen’ mandates

There are a number of initiatives of which the Agency is aware such as the oversight of “cross acceptance”, and the requirements arising from conciliation on the Third Railway Package that are likely to produce a significant workload for the Agency.

Where it has been possible, pending the finalisation of the requirements to be placed on the Agency, and within the existing legal basis, provision has been made for preparatory work to be carried out in these areas. However it must be recognised that, until the requirements are finalised and given a legal basis, the final resources and budget can not be determined and factored into the Work Programme.

When the final requirements are known their resource needs and associated funding can be identified and the work plan adjusted accordingly.

Prioritisation

It is clear that the overall requirements of the Directives and the Regulation, the sum total of the mandates, the expectations of the stakeholders and future requirements are likely in 2008 to exceed the resources available. To manage this risk it will be necessary to:

- Prioritise;
- Make best use of technical expertise available from the sector;
- Balance use of internal staff with the use of contract staff and consultants.

When demand arises for work that is not funded, the Agency will determine the most appropriate course of action consistent with its objective.

5. Working method

Horizontal integration

The Interoperability Directives cover the essential requirements for a railway system, subsystems, constituents and interfaces. They implement these requirements first using national technical rules and then later, as TSIs are progressively developed and subsystems renewed or upgraded, they facilitate interoperability.

The Safety Directive defines mechanisms for the harmonised management of safety, including the evolution from national safety rules to European safety requirements. It requires the National Safety Authorities (NSAs), with the support of the Agency, to cooperate to harmonise their decision-making criteria

A high proportion of the essential requirements and the national technical rules that implement them are related to safety matters and a significant proportion of national safety rules relate to the railway system, subsystems, components and interfaces covered by the essential requirements.

It is clear that there is some overlap, in particular in operational and process oriented areas. Some activities are covered by both directives, sometimes in the same circumstances and sometimes in different circumstances, and that the balance differs between activities. It is essential that an integrated approach is adopted.

The Agency is charged with carrying out tasks required by both directives. Most of the tasks carried out by the Agency under one directive have an impact or effect on or from activities under the other directive.

To ensure that the Agency maintains an integrat-

ed approach, two mechanisms have been adopted. At the senior management level the steering committee oversees and coordinates all the Agency's activities. Meantime, to ensure an integrated approach at working level, although each activity is allocated a lead unit for administration, the internal working groups incorporate experts from all relevant units and activities.

The Agency's Executive Director, together with the group of managers' steering committee, will:

- Develop and adopt the strategic vision of the Agency. This will include more precise mission statements for particular areas of activity.
- Act as the coordinating body for the working groups.
- Develop guidance and training for experts in:
 - The principles and processes underpinning the Interoperability and Safety Directives;
 - Non technical or safety issues (e.g. economic analysis);
 - Working methods, meeting management, consensus building, and so on.
- Act as a forum for prioritisation and risk management.
- Act as the focus for exchange of views with external organisations (inputs to and outputs from ERA) in respect of:
 - policy and strategy;
 - activities that are not specific to a particular working party;

- Act as the internal review body for draft recommendations

The Agency will continue to work through the formal working parties prescribed by the Directives and Regulation. These will be supported by several informal groups.

- Survey groups will deal with generic functions (e.g. economic evaluation);
- Restricted groups will deal with specific horizontal interoperability and safety issues;
- Interface groups will deal with specific interfaces covered by two or more working groups;
- Smaller task forces, emanating from working groups, will be established to carry out specific tasks such as the drafting of documents.

The Agency Database

Although the Interoperability and Safety Directives require the Agency to set up and manage a number of different databases, in order to avoid overlap and duplication the Agency has constructed a single external interface to fulfill all these roles. This will be populated throughout 2008 as envisaged by the Directives and the various mandates

Driver Licensing Directive

As the accreditation and certification of drivers, their training and competence is already covered under the Safety Directive as part of a Railway Undertaking's Safety Management System and the Vocational Competence requirements are already specified in the Operations TSI, it is clear that to avoid overlap and duplication the implementation of the anticipated Driver Licensing directive must be managed as a horizontal activity.

Transparency

Transparency is an essential prerequisite of the working method of the Agency.

Documents adopted by the Agency, in particular recommendations to the Commission and Technical

Opinions, will be made available on the public website according to the rules on access to documents adopted by the Administrative Board.

In accordance with the requirements of Article 3 of Regulation 881/2004 that the work of the working parties shall be transparent, records of working group meetings and working documents will be made available to all members of the relevant working group, persons nominated by the representative bodies to coordinate their relationship with the Agency, and persons nominated by the representative bodies coordinators as their members' contacts for interoperability and safety matters.

Members of the network of National Safety Authorities will have access to documents of all working groups where they have the right to appoint members.

Participation and decision making

Working groups shall be managed on a collaborative basis with the expectation that all parties shall contribute to the development of the documentation in proportion to their expertise and relevance of the output to their representative body and its members.

Agreement within working groups shall normally be reached by consensus but, in the event of sustained failure to achieve consensus, the Agency shall request the parties in disagreement to document the case for their position and, taking account of the relative merits of the different options shall make a recommendation.

The Agency shall document the different positions and the justification for its recommendation in the report that accompanies the final recommendation.

Communications

The Agency's communication policy is designed to develop best practice external and internal communication methods and tools, in order to support the core operational tasks of the Agency with the objective of building awareness of and facilitating its work internally and externally.

In 2008, it will continue to consolidate its communications actions, implementing a consistent graphic identity, publishing a newsletter and other publications, increasing its media profile and launching new external and internal websites.

6. Pillars, strands and activities

The ERA's 2008 Work Programme is divided in two strategic pillars covering several fields of activity.

Pillar I: Operations

- a) Safety (field 1)
- b) Interoperability (field 2)
- c) ERTMS (field 3)
- d) Economic evaluation (field 4)

Pillar II: Management and administration

The fields are further divided into "Strands" according to the services that each field provides either directly to the Commission or to other partners following Regulation (EC) N° 881/2004 either to the operational fields (support activities). Finally each field is made up of activities.

7. ERA budget 2008

All figures are based on the 2008 preliminary draft budget proposed by the Commission on May 2, 2007.

Title I: Personnel costs

Title II: Building, equipment and infrastructure costs

Title III: Operational costs

Summary of resources by field				
ERA strategic pillars	Temporary agents	Contract agents	Total costs	%
I Operations	74.0	1.5	13 101 536	72.8%
a. Safety	26.0	0.5	4 322 591	24.0%
b. Interoperability	29.0	1.0	4 969 261	27.6%
c. ERTMS	12.0		2 673 895	14.9%
d. Economic evaluation	7.0		1 135 788	6.3%
II Management and administration	31.0	7.5	4 898 464	27.2%
a. Institutional management: strategic and operational management	7.0	0.5	976 095	5.4%
b. Administration	24.0	7.0	3 922 369	21.8%
Overall totals	105.0	9.0	18 000 000	100.0%

Seconded national experts are not included in the Agents columns. They are however included in Title I (below)

Breakdown by budgetary title				
ERA strategic pillars	Title I	Title II	Title III	Total
I Operations	8 388 536		4 713 000	13 101 536
a. Safety	3 171 276		1 151 314	4 322 591
b. Interoperability	3 208 088		1 761 174	4 969 261
c. ERTMS	1 257 077		1 416 818	2 673 895
d. Economic evaluation	752 095		383 694	1 135 788
II Management and administration	3 321 464	1 577 000		4 898 464
a. Institutional management: strategic and operational management	851 095	125 000		976 095
b. Administration	2 470 369	1 452 000		3 922 369
Overall totals	11 710 000	1 577 000	4 713 000	18 000 000

8. Pillar 1 – Operations

a. Safety

Introduction

One of the key tasks of the Agency is the co-ordination and delivery of recommendations and technical opinions in the field of railway safety. The related activities of the Safety Unit are based on the requirements of the Directive 2004/49/EC (Railway Safety Directive), the Agency Regulation 881/2004/EC and mandates issued by the European Commission.

The tasks related to safety have been distributed on four teams linked with an activity area of the Agency work programme for:

- Common safety targets (CST) and common safety methods (CSM)
- Safety certification and authorisation
- Safety reporting (accident investigation and monitoring of safety performance)
- National safety rules and technical opinions.

In addition to these four teams the Agency aims to set up an inter-unit taskforce, led by the Safety Unit, dealing with cross acceptance of rolling stock.

To comply with the different requirements, the activities of the teams will be supported by horizontal activities, e.g. the Safety Database and the coordination of the National Safety Authorities (NSA) interactions, across the teams.

For all the activities under the Railway Safety Directive a strong coordination with the activities of other units, in particular the Interoperability Unit, is established to ensure a consistent implementation of measures under the relevant Community legislation.

Horizontal activities

Network of national safety authorities

The Agency will continue to support the National Safety Authorities, established according to the Railway Safety Directive, through the network of national safety authorities in harmonising their decision-making criteria across the European Union. Smaller task forces have been set up within the network to deal with specific subjects.

The safety unit is responsible for the administrative tasks related to the activities of the network, even when the specific meetings or task forces are dealing with subjects under the responsibility of other operational units.

During 2008 the network will meet four times and a limited number of task force meetings will be organised. The Agency will support those Safety Authorities that cooperate on the basis of different



corridors to ensure coherence between the activities at a European level.

Safety database

According to Article 11 of Regulation 881/2004, the Agency shall establish a database with safety-related documents, such as safety certificates, investigation reports and national safety rules.

This database was developed during 2006 and related communication protocols with Member State authorities for submission of data were set up. It was open to the Member States for advanced tests at the beginning of 2007 and put into operation in May 2007.

The 2008 activity will focus at the outcome of 2007 experiences – so the application will be developed to meet new requirements and functionalities based on users' feedback and the evolution of users' needs. The Safety Unit will assist the Interoperability Unit in its establishment of the register of documents on interoperability.

Safety reporting

Accident investigation

During 2008 the safety reporting and monitoring team will further develop key spheres of activity in accident investigation, specifically:

- Convening the Network of Accident Investigation Bodies;
- Accident investigation training workshops;
- Developing common methods and approaches to the reporting and analysis of accidents through task forces;
- A review of accident investigation reporting in accordance with the Railway Safety Directive;

- Monitoring and analysis of accident investigation reporting and the dissemination of European level issues and recommendations;
- Internal procedure for return of experience.

The Agency will continue to facilitate the cooperation and the active exchange of views and experience between Investigation Bodies provided for by plenary sessions of the Network of Investigation Bodies (NIB), with the aim of disseminating good practice and lessons learned from accidents and incidents.

Task forces will be convened to develop and progress the key areas in which common approaches are to be developed, such as annual reports of the NIBs and accident causation classification.

The accident investigation team will review the reporting of accidents and the accordance of such reporting with the requirements of the Railway Safety Directive to identify any concerns in current practice and the use of Annex V.

Finally, the activity will monitor and analyse accident investigation reporting and annual report submissions, communicating key European level issues and recommendations to the NIB, and as appropriate, NSA Networks.

Biennial safety report

On the basis of Common Safety Indicators (CSI) and reports from the National Safety Authorities and accident investigation bodies, the Agency shall publish every two years a report on safety performance. The first report is planned to be issued in April 2008.

Common safety indicators (CSIs)

The Agency will deliver, in 2008, to the European Commission a recommendation for the revision of Annex 1 to Directive 2004/49; this will contain common definitions for CSIs and methods to calculate accident costs. Annex 1 is scheduled for revision by April 2009, according to Art. 5.3 referred to in Directive 2004/49.

The activities identified for 2008 will focus on development of definitions for the indicators, the possible introduction of new indicators and common methods to calculate economic consequences of accidents.

Dissemination activities

With more safety data available through reports of the NSAs and NIBs, it will be increasingly important for the Agency to organise exchange of experience and best practice at European level.

For that purpose the activity will organise seminars, workshops and distribute information material on topical issues, sometimes addressing all stakeholders in the railway sector.

Common safety methods (CSMs)

The recommendation on the first set of CSMs is supposed to be delivered in September 2007.

In 2008 the activity will develop the guidance of use on this first set of CSMs.

The Agency will continue to elaborate solutions and proposals for the second set of CSMs, to be delivered in 2009. Within the range of this work the harmonisation of risk acceptance criteria and the definition of the role and responsibilities of assessment bodies will be considered.

The task is also to develop methods in accordance with Article 6 (3)(c) of Directive 2004/49/EC – as far as they are not covered by TSIs – to check that the structural subsystems of the trans-European high speed and conventional rail systems are operated and maintained in accordance with the relevant essential requirements. To identify and set up recommendations for these methods, the Agency aims to invite also experts from other fields of the railway sector, e.g. the notified bodies.

Common safety targets (CSTs)

The activities on CSMs and CSTs foresee the delivery of the recommendation of methods describing the calculation and assessment of the achievement of National Reference Values (NRVs) and CSTs by the end of February 2008.

Based on this recommendation the team will develop during the year 2008 the NRVs and CSTs to be delivered as recommendation to the European Commission by the end of February 2009.

Crucial for this development will be the analysis of accident data delivered to EUROSTAT for the year 2004 until 2007 as well as the data received via the annual safety reports from the national safety authorities by September 2007 and September 2008.

Furthermore the work envisaged will be supported by a feasibility study on the inclusion of incident indicators for the measurement of safety performance and a further feasibility study concerning the possibility of apportionment of CSTs, both studies carried out during the year 2007.

In accordance with the mandates on CSTs and CSMs, the Agency will deliver a report describing the activities and results obtained during the year 2008 to the European Commission by the end of the year.

Safety certification and authorisation

Regarding Article 15(2) of Directive 2004/49/EC, the Agency will submit by end of September 2008 a recommendation to the European Commission on harmonised requirements in accordance with Article 10 (2)(b) of Directive 2004/49/EC (Part B of Safety Certifications of railway undertakings) and harmonised formats for application guidance documents.

This recommendation will be based on the results which are obtained by the SafeCert Team and the respective working group during the years 2007 and 2008.

The SafeCert activity will also elaborate position papers on assessment procedures and assessment criteria for the parts A and B of safety certificates for

railway undertakings as well as safety authorisations for infrastructure managers.

The mandate for this recommendation contains the task to analyse possibilities of and support the efforts to European standardisation of safety management systems. This requires therefore intensifying the contact and cooperation with the European standardisation bodies.

A future standard or family of standards on safety management system might be of benefit for other actors in the railway system according to the global approach introduced by the Agency during 2007 and still under discussion with sector associations

To develop a migration strategy according to Article 10(7) of Directive 2004/49/EC the team aims to carry out a survey on the development of safety certification. For this, strategy and respective tender documents will be developed and elaborated in 2008.

Depending on the date of adoption of a Directive concerning the licensing of train drivers (expected in the second half of 2007), the Agency will need to carry out further actions related to the scope of this directive during 2008. The Interoperability Unit will lead of this activity, but the Safety Unit will contribute substantially according to the preliminary internal work plan. By the end of 2008 the Agency will deliver an annual progress report for the activity.

National safety rules and technical opinions

In 2008 the team on national safety rules and technical opinions will complete the evaluation of the way in which national safety rules are published and made available in the Member States. As the process for establishing binding national rules and the implementation of the Railway Safety Directive will continue beyond 2008, the Agency has planned an annual update of the evaluation work in 2009 and 2010.

A follow-up meeting is planned with the national safety rules contact group to discuss the findings of the evaluation report and the terms of reference for a proposed study on the practical implementation of measures recommended in the evaluation report for improving the accessibility of national safety rules.

The Agency will provide assistance to the Member States authorities on questions arising from the preparation of the notifications of national safety rules. Work will proceed on the registration of existing rules, amendments and new rules that have been notified by the Member States to the Commission, into the Agency's public database.

Requests for technical opinions from the Commission, the national regulatory bodies and the DER Committee will be undertaken.

At the request of the European Commission the team will participate in the RID committee (on dan-

gerous goods) and related developments.

Cross acceptance of rolling stock

Using the available resources the Agency has taken the initiative in 2007 to set up an inter unit task to work on issues relating to the cross acceptance of rolling stock.

The Agency will also set up, at the end of 2007, an NSA Task Force to take forward work on cross acceptance. The main activities of this Task Force should be to promote initiatives and monitor developments on cross acceptance of rolling stock across the EU, especially on the freight corridors and to consider the recommendations and conclusions of the ERA study on cross acceptance of rolling stock published in July 2007. The task force will liaise with the representative bodies from the railway sector acting on a European level to promote its activities.

Areas identified for the activity to begin during the year 2008 would be:

- Consideration of conclusions and recommendations from ERA study and preparation of formal response.
- Examination of Notified National Technical Rules submitted under Article 16 of the Interoperability Directives and comparison with corresponding Notified National Safety Rules.
- Classification of Rules according to subsystem Essential Requirements/Basic Parameters. This activity is linked to activity described here on national safety rules (above).
- Examination of relationship between network specific safety certificates (Part B) and concept of placing rolling stock in service under the Interoperability Directives.
- Monitoring developments on cross acceptance of rolling stock on the designated corridors

Some of this proposed activity anticipates some tasks to be given to the Agency under the legislative proposals currently being considered by both the Council and the European Parliament. The work on cross acceptance of rolling stock is also likely to impact on the work of the Agency in developing the recommendations to the Commission on the strategy for migration towards a single safety certificate by April 2009, as required under Article 10 (7) of the Railway Safety Directive.

Summary of objectives				
Strand	Annual objective	Legal basis	Expected output	Activity ref
Technical support – CST, CSM	Progress towards development of the 1st set of CSMs	Article 6 (1) of Directive 2004/49	Delivery of Guidance for use during the year 2008 which will accompany the recommendation on the first set of CSMs (planned to be adopted till April 30 by the European Community).	AC08-21-02
	Progress towards development of the 2nd set of CSMs	Article 6 (3)c of Directive 2004/49	Development of recommendations for second set of CSMs focusing on harmonisation of risk acceptance criteria, roles of actors in risk assessment and methods.	AC08-21-03
	Other measures in the field of Safety	Article 6 (2) of Directive 2004/49	At request from Committees or Commission or on own account to develop or improve the acceptance of recommendation for CSTs and CSMs.	AC08-21-04
National Safety rules	Classification of National Rules	Article 11(1d) of the Regulation N° 881/2004.	<ul style="list-style-type: none"> The existing rules notified by Member States to the Commission will be classified and registered in the public database. Management of change of rule status when amendments to existing rules are validated in the database. New rules received during 2008 will be classified and registered. 	AC08-24-01
	Evaluation of the way National Safety Rules are published and made available (before 1 May 2008).	Article 8(3) of the Safety Directive	<ul style="list-style-type: none"> Evaluation survey of the publication of National Safety Rules. Report on study concerning the accessibility of national safety rules will be delivered by end of April 2008 to the Commission. Participation in RID committee on request of the European Commission. 	AC08-24-02
Safety certificates	Harmonised requirements for safety certification and methods for assessing conformity with requirements in safety certificates and safety authorisations	Article 10 (2) (b) of Directive 2004/49/EC Art. 15 and Art. 6(3)(b) Safety Directive Progress towards Regulation EC 881/2004 (9)	<ul style="list-style-type: none"> Delivery of a recommendation on harmonised requirements in accordance with and harmonised formats for application guidance documents supported by position papers. Elaboration of position papers on assessment procedures and assessment criteria for the parts a and b of Safety Certificates and Safety Authorisations. 	AC08-22-01
	Standardisation of Safety Management Systems	Art. 10(7) Safety Directive	Intensification of contact and cooperation with European standardisation bodies to support the efforts to European standardisation of safety management systems.	AC08-22-02
	Future development of safety certification	Study in accordance with EC regulation 881/2004 Article 20	Development of strategy and tender documents for a survey on the development of safety certification. Issue call for tender and commitment to study.	AC08-22-03
Cross acceptance	Facilitating cross acceptance	In accordance with Art. 10(7) and 17(4) Safety Directive	<ul style="list-style-type: none"> Facilitating the cross acceptance of rolling stock in the absence of relevant TSIs. Analysing impact of cross acceptance of rolling stock and considering a strategy for migration towards a single safety certificate. Report to the Commission on these activities (according to the chapter on cross acceptance on rolling stock). 	AC08-23-01

Summary of objectives				
Strand	Annual objective	Legal basis	Expected output	Activity ref
Safety reporting	Accident reporting	Safety Directive Article 21(7)	Manage reporting process for: <ul style="list-style-type: none"> • Accident Notifications • Submission of NIB annual reports • Accident investigation reports (according to Annex v) 	AC08-25-01
	Accident investigation	Safety Directive Article 21(7) EC Regulation no 881/2004 Article 9	<ul style="list-style-type: none"> • Organise and facilitate cooperation between NIBs. • Disseminate good practice and lessons learned from accidents and incidents. 	AC08-25-02
	Report on the development of safety	Art.5 of the Safety Directive and art.9 of the Regulation no. 881/2004 (8)	Report on evaluation of development of railway safety performances in Member States.	AC08-25-03
	Common Safety Indicators	Regulation EC. No. 91/2003, amended by Regulation EC no.1192/2003 and with art.9 of the Regulation no. 881/2004 (8)	Delivery of recommendation on common definitions related to indicators of Annex I of Directive 2004/49/EC by end September 2008 to the European Commission, together with Assessment if CSI in Annex I may be amended.	AC08-25-04
	Cooperation with EUROSTAT	In accordance with art.5 (2) of the Safety Directive and Annex 1	Cooperation with EUROSTAT	AC08-25-05
	<ul style="list-style-type: none"> • Publication of Biennial ERA report • Organisation of dissemination activities 	In partial fulfilment of Regulation N° 881/2004 Article 9 (2)	<ul style="list-style-type: none"> • Publication of Biennial ERA report. • Organisation of dissemination activities. 	AC08-25-06
Technical opinions	Technical opinions on national safety rules	article 8 of the Regulation N° 881/2004.	Technical opinions on national safety rules requested by the Commission.	AC08-26-01
	Technical opinions on request from committees and national regulatory bodies safety-related aspects	article 10 of the Regulation N° 881/2004	Technical Opinions on Safety related aspects as requested by the national regulatory bodies and the committees.	AC08-26-02
Public database	Set up Public Database	Regulation N° 881/2004 Article 11 (a), (b) (c) & (d)	<ul style="list-style-type: none"> • PDB of licences, certificates, NSRs, Investigations, CSIs maintaining and modification/improvements. • Fully operational database. • User support provided (training/hotline/help pages). 	AC08-27-01
NSA	NSA Support	Regulation N° 881/2004 Article 9 Directive 2004/49 Article 17(4)	Support to NSA Network	AC08-28-01
Studies	Safety studies	Regulation no. 881/2004 Article 20	Safety studies on CSTs, CSMs and others	AC08-29-01

Pillar 1 – Operations

b. Interoperability

General activities

The Mission of the Agency in the field of interoperability is to support on technical matters the implementation of the European Community legislation on Railways.

The Agency is required to produce proposals for Technical Specifications for Interoperability (TSIs) related to Infrastructure, Energy, Locomotives and Traction Units, Passenger carriages and Telematic Applications for Passengers in accordance with the mandate given by the Commission C(2006) 124-final of 9 February 2006 pursuant Article 6(1) of Directive 2001/16 as modified by Directive 2004/50.

The work on these five Conventional Railway TSIs will be further carried out in the respect of the deadlines of Article 7.6 of the mandate.

For each TSI, the first deliverable as foreseen in Article 6.3 of the Directive consists of an intermediate report which shall identify and specify the basic parameters as well as the interfaces with other subsystems; this intermediate report shall present the most viable alternative solutions accompanied by technical and economic justifications. The second deliverable is the preliminary draft TSI accompanied by a report presenting traceability of decisions, identification of alternatives assessed, justification of specific cases and an overall cost and benefits assessment of the technical solutions proposed.

The final draft TSI is to be submitted after consultation with associations and bodies representing users which are listed by the Committee referred in Article 21 of the Directive 2001/16 and with the social partners in the context of the Social Dialogue Committee. This final version is accompanied by a report on the results of the consultation, describing the extent to which the opinion raised has been taken into account. This final version will also indicate precisely which information must be included in the registers of infrastructure and of rolling stock and its specifications.

The consultation process is foreseen in the Directive to be no more than three months and according to former agreements is to be based on a draft TSI available in French, German and English.

In its meeting of 26 April 2007, the Committee referred in article 21 of Directive 2001/16 adopted a generic mandate notified to the Agency implemented under decision of the Commission C(2007) 3371 of 13th July 2007.

This mandate requests the Agency:

- To revise already adopted TSIs; this revision includes among the others the closure of open points and the adaptation of the TSIs to technical progress, as well as the correction

of non-critical errors. The priority to revise the Wagons TSI and Operation TSI was expressed;

- to analyse and provide a technical opinion on critical errors found in TSIs; the technical opinion shall include a report on the impact on interoperability as well as on interfaces within the system, and a justified solution to resolve each error;
- to revise the Implementation Guide published by the Commission in 2004 with respect to the time schedule of drafting or revising each TSI;
- to analyse the feasibility of extending the geographical scope of the TSIs to all the conventional network;
- to evaluate the way in which National Technical Rules are published and made available in accordance with article 16.3 of Directive 2001/16 and Directive 96/48;
- to prepare answers at the request of the Commission on interpretative questions;
- to evaluate derogations at the request of the Commission.

In addition to these tasks, the Agency will cooperate with Notified Bodies (NoBos) in order to collect feedback on the exercise of their duties in relation to the TSIs and propose the appropriate improvements, so that the conformity assessment is improved. The Agency will also have to evaluate the quality of NoBos' work.

The Agency will ensure coordination between the developments of TSIs and the development of the relevant European standards by establishing collaboration with European standardisation bodies.

The Agency will issue the necessary requests for development of new standards in application of the general mandate given by the Commission to the standardisation bodies.

The work on Certification of Maintenance Workshops will arrive in its final phase and the IT pilot project for supporting the recommendation on the Registration of Rolling Stock will end in the course of 2008.

The Agency will continue the activity related to Vocational Competences concerning common uniform criteria and the assessment of staff involved in the operation and the maintenance with a priority to drivers and trainers.

Specific objectives

The Agency shall, in the course of the year 2008:

- Draft the CR TSIs related to Infrastructure: submit by beginning of the year the draft TSI including update of Application Guide, translation in French and German during the first quarter, consultation during the second quarter, and final submittal of the TSI by September;
- Energy: submit by beginning of the year the draft TSI including update of Application Guide, translation in French and German during the first quarter, consultation during the second quarter and submit final TSI by September;
- Locomotives and Traction Units: submit by mid-year the draft TSI including update of Application Guide, translation in French and German during the third quarter and consultation during the last quarter;
- Passenger Carriages: submit by mid-year the draft TSI including update of Application Guide, translation in French and German during the third quarter and consultation during the last quarter;
- Telematic Applications for Passengers – submit by beginning of the year the intermediate report on the basic parameters and by end of the year the draft TSI.
- Revise CR TSIs:
 - Wagons: submit by beginning of the year a first report on the basic parameters including a work programme and a list of open questions to be solved and by end of the year the intermediate report;
 - Operation and Traffic Management: submit by beginning of the year a first report on the basic parameters including a work programme and a list of open questions to be solved and by end of the year the intermediate report.
 - Submit by September a recommendation on a work programme to extend the scope of the TSIs.
- Submit by end of the year an evaluation of the notification of National Technical Rules.
- Submit by end of the year the revision of “Guide for the Application of the High Speed TSIs” in accordance with the revised HS TSIs and the draft of the guide related to Conventional TSIs adopted.
- Issue by mid-year a final report on the analysis of the relationship between the 1435mm and the 1524/1520mm railway systems and propose recommendation on technical and operational aspects.
- Issue by mid-year an intermediate report on activities related to vocational competences on common uniform criteria and accreditation of training centres for drivers and to working conditions of staff executing safety-critical tasks in the implementation of TSIs. In recognition of the fact that these activities in respect of drivers will also be covered by the Drivers Licencing Directive, this work stream will include the preparatory work for the Agency’s responsibilities in respect of Driver Licensing in order that they may be properly integrated.
- Issue by mid-year the draft recommendation on a European system for certification of maintenance workshop for rolling stock.
- Publish by mid-year the specifications to be used by Member States to connect their National Vehicle Register to the central register localised in the Agency, evaluate the IT pilot project and where appropriate recommend update of decision on common specification of national vehicle register.

Permanent activities

- Provide technical opinions on critical errors found in TSIs, and when necessary recommend update of TSIs.
- Collaborate with NB Rail, the secretary of Notified Bodies, to collect clarification requests and prepare answer to be submitted to the Commission.
- Collaborate with the NSA Network in respect of SA responsibilities under the interoperability Directive.
- Collaborate with standardisation bodies (CEN, CENELEC and ETSI) with the coordination of JPCR to verify consistency between TSIs and standards and issue the relevant requests to update or draft new standards.
- Support on technical issues the activity of the Commission in various international organisations or institutions (OTIF, OSJD and so on).
- Update the registration of interoperability documents, including the list of National Technical Rules, in a database accessible through a public website.
- Monitor progress with the interoperability of the European railway system on a basis of a list of indicators to be developed, and publish the first report.
- Administrate a register of keepers of railway vehicles and their vehicle keeper marking (VKM) code to be used as regulated in Annex P to OPE TSI.

On-demand activities

On the request of the Commission, the Agency will:

- Examine from the point of view of interoperability, specific projects for which financial support from Community funds is sought and evaluate derogations notified under Article 7 of Directive 96/48/EC and Article 7 of Directive 2001/16/EC.

- Analyse issues raised under the format of Interpretative Questions (IQ), Questions/ Clarifications (QC) or similar and provide answers to them.

Summary of objectives				
Strand	Annual objective	Legal basis	Expected output	Activity ref
Technical support to the Commission	Drafting the TSIs	Article 12 Regulation 881/2004 Directive 96/48 High Speed And 2001/16 Conventional Commission Decision 09/II/2006	<ul style="list-style-type: none"> Infrastructure and Energy: draft TSIs by beginning of the year, final TSIs by September. Locomotives and traction units and Passenger carriages: draft TSI by mid-year. Telematic applications for Passengers: intermediate report by beginning of the year, draft TSI by end of the year. Feasibility study on 1520mm system: final report by mid-year. 	AC08-31-01
	Evaluation and amendment of existing TSIs	Article 1 Annex 1 Mandate (Global targets and specific targets) Commission Decision 13/ VII/07 (Framework Mandate)	<ul style="list-style-type: none"> Wagons: first report on basic parameters by beginning of the year and intermediate report by end of the year. Operation and Traffic Management for conventional rail: first report on basic parameters by beginning of the year and intermediate report by September. Extension of the scope of existing TSIs: work programme by end of the year. Critical errors on CR and HS TSIs: analyse and technical opinions. By end of year update "Implementation guide for HS TSIs" and draft one for CR TSIs. Technical support to Commission in various organisations and institutions (OTIF, OSJD....). 	AC08-31-02
	TSIs and European standards		<ul style="list-style-type: none"> Collaboration in application of MoU between ERA and Standardisation bodies Requests for standards: list of standards required in relation to new TSIs. Follow up on issued requests. 	AC08-31-03
	Organising and facilitating cooperation with NoBos		Appropriate answers (change proposals) to clarification requests.	AC08-31-04
	Working conditions of staff executing safety-critical tasks		Intermediate report by mid-year.	AC08-31-05
	Minor Corrections Interpretative Questions National Technical Rules		<ul style="list-style-type: none"> Evaluation and monitor Evaluation and draft answers Evaluation of notification by end of the year 	AC08-31-xx
	Monitoring the work of NOBOs	Quality of the work of NoBos	Article 13 Regulation 881/2004 Commission request	Produce reports and submit opinions

Summary of objectives

Strand	Annual objective	Legal basis	Expected output	Activity ref
Monitoring interoperability	Procedures for implementing interoperability	Article 14 Regulation 881/2004 Commission request	• Define list of indicators and establish a database	AC08-33-01
	Monitor progress	Article 14 Regulation 881/2004 Commission request	2008 report of activity	AC08-33-02
Interoperability of the TEN	Opinion of the conformity	Article 15 Regulation 881/2004 Commission request	<ul style="list-style-type: none"> • Examination of infrastructure project for which community financial support is requested • Evaluation of derogations 	AC08-34-01
Certification of maintenance Workshops	European system for certification of maintenance workshops	Article 16 Regulation N° 881/2004	Draft recommendation by mid of year	AC08-35-01
Vocational competences	Common uniform criteria	Article 17 Regulation 881/2004	Intermediate report by mid-year	AC08-36-01
	Accreditation of training centres	Draft Directive on European Driving Licence for Train Drivers (3rd Railway Package)	Intermediate report by mid-year	AC08-36-02
	Promote and support exchanges of drivers and trainers		First draft procedure for discussion	
	Train driver register specification		Draft specification of register by mid-2008	AC08-36-03
Registration of rolling stock	Standard format for the national register (NVR)		Article 18 Regulation 881/2004 Directives 96/48/EC & 2001/16/EC (art.14) Draft decision on NVR	By mid-year: <ul style="list-style-type: none"> • Publish specifications to connect NVR with central register (ECVV). • Evaluate IT project and submit recommendation.
Register of documents on interoperability	Public list of documents	Article 19 Regulation 881/2004 Directives 2001/16/EC and 96/48/EC	List referred to in Regulation 881/2004.	AC08-38-01
	Practical procedures for submitting	HS and CR OPE TSI Annex P	Update procedures if necessary.	AC08-38-02
	Database accessible to the public through a website			<ul style="list-style-type: none"> • Administrate database on interoperability documents. • Administrate Vehicle Keeper Marking (VKM)
			Develop database on National Technical Rules.	AC08-38-xx

Pillar 1 – Operations

c. ERTMS

General activities

The Agency shall exert its role as the system authority for the ERTMS specifications both for ETCS and GSM-R, ensuring:

- The management of the due process for handling, assessment and eventual incorporation in the reference set of ERTMS specification of those changes that might be required by technical, operational or safety reasons;
- the configuration control of the reference baselines, ensuring the quality and completeness of the ERTMS specifications, considering the safety-critical characteristics of a number of core ERTMS technologies.

Following the relevant mandate, the Agency will initiate a revision of the TSI CCC for the High Speed and the Conventional Railway system, identifying the priorities for closing Open Points.

The Agency shall actively review the current scope of the specifications, assessing the opportunity for additional standardisation (especially of interfaces to legacy systems) with a view to reduce the specific engineering and specific acceptance burdens.

The Agency shall assess the opportunity to set up a reference simulator for the ETCS specifications, with a view to facilitate the assessment of conformity, the maintenance of the specifications, and the safety analyses.

The Agency shall lead the development of guidelines and foster best practices for the conformity assessment of the trackside ERTMS installations, in close cooperation with the National Safety Authorities and NB-Rail; also assisting the cooperation between the different existing test laboratories with a view to ensure their compatibility and the completeness of the tests carried out.

The Agency shall define the plan for the proper consolidation of the new ETCS baseline, ensuring that their level of maturity and stability makes them fit for inclusion in the TSI.

Specific objectives

The Agency shall, in the course of the year 2008:

- Ensure the consolidation and continued maintenance of the current version of the system specifications;
- Survey and guide the consolidation of all the specifications necessary for the next ETCS baseline;

- Organise the feedback from ERTMS projects in commercial operation; follow up the approval processes for the first commercial projects;
- Continue the data gathering and survey activities needed for the preparation of the second report on interoperability for the part related to ERTMS ;
- Prepare the draft version of the guidelines for the conformity assessment of ERTMS system, with a specific attention to infrastructure installations;
- Prepare the guideline for the Driver's Rulebook related to the ERTMS operational rules;
- Initiate a limited revision of the TSI CCS, with specific attention to the Open Points, taking into account the ongoing update of the ETCS and GSM-R specification and the feedback from the systems in commercial operation.

On-demand activities

On Commission request, the Agency will examine from the point of view of ERTMS interoperability, specific projects for which financial support from Community funds is sought.

The Agency will also participate in the ERTMS MoU Steering Committee and give appropriate support to the European coordinator.

The Agency will seek to coordinate its activity in the most appropriate way with the ERTMS Corridor organisations, in particular in respect of their compilation of project related technical specifications that will be used as national rules pending the full completion of the CCS TSI with a view to:

- maximising return of experience,
- avoiding duplication and replication of specification and safety work between projects, Member States and ERA,
- avoiding each project "locking in" future incompatibility by adopting different technical specifications, or safety, environmental and performance requirements.
- offering technical advice.

The Agency will implement the agreed procedure for the rapid correction of minor errors in the TSI CCS and ERTMS specifications

The agency will implement the agreed procedure for critical errors in the TSI CCS and ERTMS specifications.

Summary of objectives

Strand	Annual objective	Legal basis	Expected output	Activity ref
ERTMS System Authority	ERTMS Change Control Management	Regulation N° 881/2004 Art. 12 -b Decision C(2006)964	<ul style="list-style-type: none"> • Maintenance of ETCS 230 baseline, error correction. • Consolidation of specifications for version 3 of ETCS. • Definition of GSM-R next baseline. 	AC08-41-01
	Specification and Configuration Management	Regulation N° 881/2004 Art. 12 -b Decision C(2006)964	<ul style="list-style-type: none"> • Agreement and delivery of documents for test, operation and interface specifications necessary for the definition of the version 3 of ETCS. • Agreement and delivery of specification documents for the next GSM-R baseline. • Delivery of supporting documentation for the above. 	AC08-41-02
	Specific workshops and organisation of feedback (technical and operational events to gather contributions and experiences; dissemination for best practices)	Regulation N° 881/2004 Art. 12 -b Decision C(2006)964	<ul style="list-style-type: none"> • Feedback agreements with projects. • Consolidation strategy for ETCS version 3. 	AC08-41-03
	External contracts to support specific development of specifications and test specifications and tools	Regulation N° 881/2004 Art. 12 -b Decision C(2006)964	<ul style="list-style-type: none"> • Progress according to contracts defined in 2007. • New call for tenders programmed for specific support in the ERTMS specifications, their completion and assessment. 	AC08-42-06
ERTMS applied to the TEN	Examination, from the point of view of interoperability, of infrastructure project for which Community financial support is requested	Regulation 881/2004 Art. 15 At the request of the Commission	<ul style="list-style-type: none"> • Quality answers in a timely fashion. 	AC08-26-01
	Cooperation with ERTMS group of NB RAIL	Regulation 881/2004 Art. 12-d	<ul style="list-style-type: none"> • ERA contributions to NB Rail RFU. • NB Rail advice on specific matters. 	AC08-42-01
	Monitor progress with interoperability	Regulation 881/2004 Art. 14	<ul style="list-style-type: none"> • ERTMS section in ERA report. 	AC08-42-05
Revision CCS and Open Points	Revision of TSI CCS and Open Points	Regulation N° 881/2004 Art. 12 -b and Commission Decision 13/VII/07 (Framework Mandate)	<ul style="list-style-type: none"> • Review taking into account future ETCS and GSM-R specs, and feedback from system in service. • Draft of guideline related to TSI CCS. 	AC08-43-20

Pillar 1 – Operations

d. Economic evaluation

Introduction

The “economic evaluation” or “impact assessment” tasks are defined by the various European Directives, Regulation and Mandates by which the Agency is bound. On that basis, the economic evaluation tasks are further defined by the document “Economic Evaluation Methodology Guidelines”, first issued in March 2006 by the Agency, and approved by the Art. 21 Committee in January 2007.

These guidelines define both the structure and the methodology of economic evaluation works. The present document defines, in addition, the contents and deadlines of the works to be performed in this field in 2008 by the Agency, in relation with the other operational units and with the sector organisations.

Key evolutions in 2008... and beyond

The tasks of the Economic Evaluation Unit have evolved in parallel with the mandates and activities entrusted to the Agency. The workload of the economic evaluation unit is expected to further increase due to:

- the delivery of the first batch of impact assessment reports in 2008, that will lead to the critical review of the methodology guidelines, in coordination with the Economic Survey Group;
- corrective assessments that may be requested as a result of changes, envisaged by the Commission, to the contents of Recommendations delivered by the Agency;
- the additional mandates (see sections related to other operational units), also widening

ing the competence profiles required to properly handle fields as different as human factors, IT systems (telematic application for passengers) with commercial impact, etc.;

- requests for opinions from (or through) the European Commission, either informal (as was mostly the case until now) or formal;
- reinforced exchanges of views with other institutions (e.g. European Investment Bank, Commission, etc.) regarding project assessment methodology, and the taking into account of economy at large, externalities, effects of financing constraints, etc.;
- preparatory work regarding the scope extension of the TSI, impact of Directive changes, and ex-post assessment of Agency recommendations.

Summary of objectives

Strand	Annual objective	Legal basis	Expected output	Activity ref
Support to Safety, Interoperability and ERTMS	Provide evidence that each Agency Recommendation has undergone an appropriate impact assessment, and that the most viable options have been chosen	Directives 96/48 & 2001/16 as amended by Directive 2004/50	Safety Qualitative assessment of first set of CSTs Preliminary work (sample studies) in view of assessment of second set of CSTs (continuation of 2007)	AC08-61-01
			Interoperability For each draft TSI or Recommendation, one applied methodology guideline and one or more progress reports (depending on progress of the TSI itself)	AC08-61-02
			ERTMS <ul style="list-style-type: none"> • Assessment of individual change requests (ongoing activity) • Assessment of next baseline • Assessment methodology for next GSM R baseline • TSI CCS Review: impact assessment guidelines, including costing indicators 	AC08-61-03

Summary of objectives				
Strand	Annual objective	Legal basis	Expected output	Activity ref
Mandates	Assessment of infrastructure projects	Regulation 881/2004 Art. 15 At the request of the Commission	<ul style="list-style-type: none"> Progress according to contracts defined in 2007. New call for tenders programmed for specific support in the ERTMS specifications, their completion and assessment. 	AC08-62-01
	Participation in ERTMS corridors	Regulation 881/2004 Art. 15 At the request of the Commission	Participation in ERTMS corridor works	
	Requests for an opinion (including opinions on derogation applications)	Regulation 881/2004 Art. 15 At the request of the Commission	Requests for opinion At the request of the Commission, respond to requests of the Commission regarding economic evaluation, incl. examination of requests for derogations founded on economic aspects.	AC08-62-02
Development	Review of specific reports	Achieve goals set in the Economic Evaluation Guidelines document	Quality <ul style="list-style-type: none"> Critical review of final reports (impact assessment part). Revision of economic evaluation methodology guidelines. 	AC08-63-01
	Maintenance of Economic Evaluation Methodology		Methodology <ul style="list-style-type: none"> Permanent update of Economic Evaluation Guidelines. Expansion of ex-post assessment methodology. 	AC08-63-02

9. Pillar II

Administration and support

Introduction

To support the operational units of the Agency a number of Administrative Systems have been developed and put in place. In particular, the Agency implements and follows the provisions of the EU Financial Regulations and Staff Regulations.

As all other EU institutions it is bound by the principles laid down by those regulations. ERA's Administration support services guarantee that the Agency upholds the principles and rules of good public administration, sound financial management and the protection of the Communities' financial interests.

The compliance with the main Regulations is monitored on an annual basis by the European Court of Auditors. Since 2006 the internal audit service of the

Commission also carries out audits in the Agency. Following a year 2007 still characterised by stabilisation and consolidation of existing systems in the areas of human resources, legal affairs, procurement, financial and contractual management, information, communication and logistics, the Agency aims to reach in 2008 the next level of organisational maturity and agility.

It is obvious that the Agency must use very creative and ambitious ways for dealing with the close to zero budget growth situation, serious constraints caused by its current premises, and still increase scope, timeliness and quality of results.

It is therefore planned to tightly link organisational vision, mission, strategy, resulting work programme activities and the underlying re-sourcing in an effective manner.

Respective staff development, performance and training programmes, internal and external communication strategies based on best practice principles, technical tools and methodology and consultancy arrangements shall pave the way.

Some important building blocks for success should be an optimised portfolio management and budget development/execution control against the Agency's balanced scorecard; superior live management/stakeholder information on Agency activities, personnel and financial data that are easy to retrieve and analyse, whenever needed, with standard office software.

Summary of objectives

Strand	Annual objective	Expected output	Activity ref
Human Resources	HR planning and recruitment To actively collaborate with the top management in identifying profile of needed staff and proposing appropriate staffing solutions. To meet the Agency's evolving staffing needs as reflected in the establishment plan forecast, budgetary resources and staff turn-over allowing, through reliable and cost-effective selection procedures.	Temporary agent, contract agent and seconded national expert contracts are used in combined and functional manner, according to the nature of the staffing need and to the multi-annual staff policy plan. First job analysis are conducted on the most representative ERA's jobs so as to enhance job descriptions and job vacancies quality. Some 116 Temporary Agents recruited by end of 2008. Selection procedures are fine-tuned, phasing in written tests where appropriate	AC08-11-01 AC08-11-02
	Training To carry on disseminating training opportunities, developing training initiatives and, in parallel, a learning culture within ERA, linking as much as possible training to other HR processes and procedures.	Training actions become gradually more result-oriented rather than just being driven by jobholders' personal interests; management is increasingly involved in training planning and follow-up, under the co-ordination and with the expert advice of the training officer. Training requirements are considered through a systematic and harmonised approach in the drafting of job descriptions and job vacancies. Outcomes of probationary reports and first staff appraisal reports are carefully taken into account in the design and promotion of new training initiatives as well as in the drafting of the annual training plan of the Agency.	AC08-11-03
	Staff performance appraisal To launch the staff performance appraisal scheme.	Staff evaluation dialogues and related reports are carried out for Temporary Staff in accordance with relevant ERA decision.	AC08-41-03
	Promotion exercise To carry out the first promotion exercise.	Most deserving temporary staff reclassified to the higher grade, according to the establishment plan forecast.	AC08-42-06
Information Technology	Activity-level information is aggregated and analysed to aid the process of collecting and measuring results, determining cost-effectiveness and comparing and evaluating results	The Agency has completed a comprehensive system with processes, tools and methods for results-based management of its activities and investments. The extent of year end delivery against 2008 work programme and budget can be demonstrated effectively. External access to those data is provided to stakeholders for purposes of governance/transparency and for best efficiency during joint initiatives with MS Authorities/ Commission.	AC08-12-01
	Administrative systems and processes are streamlined, without sacrificing adequate controls; a mechanism for continuous improvement is in place	The transition from heterogeneous systems dealing with HR, financial, accounting, asset management and related information to one modern ERP platform is completed. Interfaces are put in place to allow intelligent analysis and reporting on Agency and staff performance, by linking ERP with portfolio management data.	AC08-12-02
	Agile, scalable, qualitative and responsive programme/project management office (PMO) service for IT-centric railway unit initiatives.	The Agency has developed its PMO in a manner that framework contracts with external providers can seamlessly complement its own core staff, whenever needed. All PMO processes have been fully aligned with international de-facto standards, as published by the Project Management Institute and International Institute of Business Analysis; key actors inside and outside ERA hold respective certifications. Records from project closures prove high success rates and internal/external customer satisfaction.	AC08-12-03

Summary of objectives

Strand	Annual objective	Expected output	Activity ref
Information Technology	Maturity of Agency IT systems, their operations and support match expectations of demanding customers and business partners.	<p>The Agency IT workforce has reached mastery in all applicable ISO 20000 domains, evidenced by respective certifications.</p> <p>ERA can demonstrate a high compliance rate against service level agreements concluded with its key external user groups and respective performance commitments towards MS Authorities for joint IT systems.</p>	AC08-12-04
Documentation, Library and Archives	Agency information management fully integrates structured with unstructured (documents, files and web pages) sources. Knowledge management inside and towards externals takes up.	<p>Based on work commenced in 2007, the Agency has established and tuned all aspects of its content management systems, including a fitting records management. Latter contributes to preserving corporate information, for example for compliance purposes. Solution design is such that retention need handling creates a minimum daily administrative cost overhead for staff.</p> <p>The Agency has commenced with practicing Knowledge Management, based on adjusted work routines and facilitated by fitting tools. Benefits are twofold: superior effectiveness when in cooperation with external parties developing Agency products; preservation of corporate knowledge, considering the fact that the first wave of staff departures is likely to happen in 2009.</p> <p>Staff can draw on a whole bundle of supporting tools and sustainable services for skilling and re-skilling in relation to automation. Respective costs for external classroom training and absence time while on travel are contained that way. Plans and preparations for the new headquarters building reflect the need for professional training and self-learning space.</p>	AC08-13-01
Premises and Office Facilities	The transition between temporary and final headquarters sites is a well managed one, ensuring best feasible Agency productivity during all phases of the project and beyond.	<p>The Agency has learned from early experiences and introduced a strict quality management regime towards current and upcoming ERA premises owners. It includes respective contractual arrangements and as result reliable, monitored and enforced service terms towards ERA staff and guests.</p> <p>ERA has ensured that its business needs are fully reflected in the design of its new premises. Principles of structured project management and governance are applied all the way through. Preparations against the current transfer target date Q1 2009 include relocation plans and adjustments to applicable facility service contracts already in place or still to conclude.</p>	AC08-14-01
Legal Service	Participate and coordinate the legal dimensions of the Agency activities	Provide opinion and advice on legal aspects relating to the implementation of all Agency activities.	AC08-16-1
Finance, Accounting and Procurement	ABAC migration	Following DG Budget planning, the Agency will migrate to ABAC beginning of July 2008.	AC08-01-03
	Payments delay	The Agency sets as target for payments the following (in line with European Commission standards): 95% of the payments shall be done within the foreseen payment deadlines.	AC08-01-04

Summary of objectives			
Strand	Annual objective	Expected output	Activity ref
Finance, Accounting and Procurement	Budget	<ul style="list-style-type: none"> The Agency will simplify the budget structure for 2009 and will decrease the number of budget lines for operational activities. Instead “project code” and “posting criteria” will be implemented in order to make the link between activities and budget. The Agency will establish a procedure for the preparation of the budget. 	AC08-01-05
	Procurement	Centralise procurement setting-up internal and external guidelines, follow-up	

Annex 1: Resources

a. Safety Unit

Activity ref	Partner	Activity title in 2008	Total HR (fte)	Activity fund allocation
(3000) Technical support to the Commission				
AC08-21-01	(NSA, EC, sector ...)	Common Safety Targets	2.5	74 050
AC08-21-02	(NSA, EC, sector ...)	Common Safety Methods – Development of Guidance of Use for the recommendation on the first set of CSMs	0.5	19 900
AC09-21-03	(NSA, EC, sector ...)	Common Safety Methods – Development of the second set of CSMs	1.5	59 600
AC08-21-04	(NSA, EC, sector ...)	Other measures in field of Safety related to CST/CSM	0.5	6 990
Sub-total			5.0	160 540
(3001) Safety certificates				
AC08-22-01	NSAs, WG	Development	3.0	55 700
AC08-22-02	NSAs, WG	Evaluation and migration strategy	1.5	51 400
AC08-22-03	(Consultant)	Survey among RUs conc. SafeCert practices	0	(Study: 80 000)
Sub-total			4.5	107 100
(3004) Cross Acceptance				
AC08-23-01	NSAs, WG, sector	Evaluation and migration strategy	0.5 (+ 1 END)	3 990
Sub-total			0.5	3 990
(3002) National Safety rules				
AC08-24-01	NSAs	Rules classification	4.0	43 670
AC08-24-02	(NSA, EC, sector)	Rules evaluation	2.0	2 250
Sub-total			6.0	45 920
(3003) Safety Reporting				
AC08-25-01	NAIBs	Accident investigations reporting	2.5	86 500
AC08-25-02	NAIBs	Facilitating cooperation between IBs	0.5	59 900
AC08-25-03	NSAs, EC	Common Safety Indicators Working Group , Report on safety performance	1.3	41 860
AC08-25-04	NSAs, EC	Taskforce on recommendation on Directive 2004/49 – Annex 1	0.5	18 980
AC08-25-05	EUROSTAT	Cooperation with EUROSTAT	0.1	1 080
AC08-25-06	NSAs, EC, Consultant	Development of ERA Biennial Report on Safety Printing and graphics for Biennial Report	0.1	46 080
Sub-total			5.0	254 400

Activity ref	Partner	Activity title in 2008	Total HR (fte)	Activity fund allocation
(3004) Technical opinion				
AC08-26-01	European bodies	National safety rules Technical opinions	0.5	2 410
AC08-26-02	European bodies	Technical opinions	0.5	1 080
Sub-total			1.0	3490
(3005) Public database of documents				
AC08-27-01	NSAa, NAIBs	Missions & technical support	1	22 400
Sub-total			1	22 400
Safety Unit Management, Support, Administration and Horizontal Activities				
AC08-28-01		Network of NSAs	1.0	191 200
AC08-28-02	European bodies	Administration of safety unit, participation in working groups	4.75	Funded from the above items
Sub-total			5.75	
(3090) Studies				
AC08-29-01		Safety studies CST, CSM, SafeCert, NSR, other	0	210 000
Sub-total			0	210 000
Grand Total Safety			28.75 (+1 end)	789 040 (+210 000 € for studies)

b. Interoperability Unit

Activity ref	Partner	Activity Title in 2008	Total HR (fte)	Activity fund allocation
(3010) Technical support to the Commission				
AC08-31-01	Sector, NSAs	Drafting new TSIs	13.00	752 570
AC08-31-02	Sector, NSAs	Evaluation and Amendments of existing TSIs	8.00	191 269
AC08-31-03	Standardisation Bodies (ESOs)	Consistency between TSIs and European Standards	0.25	32 800
AC08-31-04	NB Rail	Cooperation with NoBos	0.75	8 986
AC08-31-05	Sector, NSAs	Working conditions of staff executing safety-critical tasks	0.25	24 425
AC08-31-xx	Sector, NSAs, NoBos, ESOs	Open Mandate : Minor corrections, I.Q.	0.75	
Sub-total			23.00	101 0050
(3011) Monitoring the work of notified bodies				
AC08-32-01	EC, NoBos	Quality of the work of NoBos	0.25	4 500
Sub-total			0.25	4 500
(3012) Monitoring interoperability				
AC08-33-01	EC, MS	Procedures for implementing Interoperability	0.50	8 500
AC08-33-02	EC, MS	Monitor progress	0.25	1 000

Activity ref	Partner	Activity Title in 2008	Total HR (fte)	Activity fund allocation
Sub-total			0.75	9500
(3013) Interoperability of the Trans-European Network				
AC08-34-01	EC, MS	Opinion of the conformity	1.00	1 942
Sub-total			0.5	1 942
(3014) Certification of maintenance workshops				
AC08-35-01	Sector, NSAs	European system for certification of workshops	2.25	99 578
Sub-total			2.25	99 578
(3015) Vocational competences				
AC08-36-01	Sector, NSAs	Common uniform criteria	1.00	36 800
AC08-36-02	Sector, NSAs	Accreditation of training centres	0.75	36 800
AC08-36-03		Promote exchanges of drivers	0.00	0
Sub-total			1.75	73 600
(3016) Registration of rolling stock				
AC08-37-01	Sector, NSAs	Standard format for national vehicle register	0.00	0.00
Sub-total			0.00	0.00
(3017) Register of documents on interoperability				
AC08-38-01		Public list of documents		0
AC08-38-02		Procedures for submitting documents		0
AC08-38-03	Sector, NSAs	Database accessible to the public through website	0.75	8 000
AC08-38-xx	NSAs	National Technical Rules	0.25	
Sub-total			1.00	8 000
Grand Total Interoperability			30.0	1 207 170

c. ERTMS

Activity ref	Partner	Activity Title in 2008	Total HR (fte)	Activity fund allocation
(3020) ERTMS System Authority				
AC08-41-01	Sector, NSAs	ERTMS Change Control Management	2	94 412
AC08-41-02	Sector, expert contractors	Specification and Configuration Management	5	199 614
AC08-41-03	Consultants, experts, sector	Specific Workshops and feedback organisation	0.5	51 387
AC08-41-04	Contractors	Specification, test and tools contracts	1.5	530 000
Sub-total			9	875.413
(3023) Technical Support NoBos				
AC08-42-01	EC, NB Rail	ERTMS NB Rail Cooperation	0.5	6 000
AC08-41-05	Sector, EC, MS	Monitor progress with interoperability	0.5	11 000
AC08-41-06		Examination of infrastructure projects	1	31 000
Sub-total			2	48 000
(3021) Revision CCS and Open Points				
AC08-43-20	Sector, NSAs, MS	Revision TSI CCS and Open points, draft guideline	0.5	47 923
Sub-total			0.5	47 923
Grand total ERTMS			11.5	971 336

d. Economic evaluation

Activity ref	Partner	Activity Title in 2008	Total HR (fte)	Activity fund allocation
(3030) Support to Safety, interoperability and ERTMS				
AC08-61-01	Sector, NSAs, MS	Support to Safety		
AC08-61-02	Sector, NSAs, MS	Support to interoperability		
AC08-61-03	Sector, NSAs	Support to ERTMS		
Sub-total				86 500
(3031) Mandates				
AC08-62-01	EC	Infrastructure projects & corridors		
AC08-62-02	EC	Requests for opinion, Derogations		
Sub-total				25 000
(3032) Development				
AC08-63-01	ESG	Quality		
AC08-63-02	ESG, EIB, EC, Sector	Economic Evaluation Methodology		
Sub-total				151 460

Activity ref	Partner	Activity Title in 2008	Total HR (fte)	Activity fund allocation
(3090) Studies				
AC08-69-01		In the field of Safety	Pooled resource	
AC08-69-02		In the field of Interoperability		
AC08-69-03		In the field of ERTMS		
AC08-69-04		Concerning economic evaluation methodology		
Sub-total				
Grand Total ECOEV			7	262 960

d. Administration and support

Activity ref	Partner	Activity Title in 2008	Total HR (fte) (temp/contract staff)	Activity fund allocation in Title III (if applicable)
Head of Administration				
AC08-10-01		Head of Administration	1.00	
AC08-13-01		Administration support	0.50	
Sub-total			1.5	
Human resources				
AC08-11-01 to AC08-11-03		HR manager	1.00	
		HR policies	2.00	
		Recruitment	1.00	
		Training	1.00	
		Missions	1.00	
		Administrative support	2.00	
Sub-total			8.00	
Information Technology				
AC08-12-01	ERA Strategic and Operational Management; consultancy/ contractors	Transition to results-based management system	0.50	
AC08-12-02	Other units to some extent; EC DGs; consultancy	Consolidation of ERP systems for superior management information; introduction of continuous improvement scheme for business processes	1.50	

Activity ref	Partner	Activity Title in 2008	Total HR (fte) (temp/contract staff)	Activity fund allocation in Title III (if applicable)
AC08-12-03	All ERA units; MS authorities; consultancy/contractors; joint effort with other EU Agency	Strengthened Programme and Project Management Office service, especially for IT-intensive railway unit initiatives	2.50	407 000 € from operational units
AC08-12-04	Consultancy/ contractor; EC DGs	Trustworthy operations and support for internal and those Agency IT solutions jointly conducted with MS	2.50	
Sub-total			7.00	
Documentation, Library and Archives				
AC08-13-01	All ERA units; contractors/consultants	Documentation, Library and Archives	1.50	48 140 € from operational units
Sub-total			1.50	
Premises and Office Facilities				
AC08-14-01	Building owners; contractors; host state authorities	Premises and Office Facilities	1.50	
Sub-total			1.5	
Finance, Accounting				
AC08-01-03	All ERA financial actors, DG Budget (EC)	Accounting	2	
AC08-01-04	All ERA financial actors	Finance	8	
AC08-01-05	ERA Budget Officer and ERA Authorising officers	Finance	1	
Sub-total			11	
Procurement				
AC08-15-01	ERA Units	Procurement	1	
Sub-total			1	
Legal Service				
AC08—16-01	All ERA Units	Legal	1.50	
Sub-total			1.50	
Grand total Administration			33	