



Moving Europe towards a sustainable and safe railway system without frontiers.

European Union Agency for Railways

Single Programming Document 2023-2025

Table of content

TABLE OF CONTENT	1
FOREWORD	3
LIST OF ACRONYMS	5
MISSION STATEMENT	7
I. GENERAL CONTEXT	9
II. MULTI-ANNUAL PROGRAMMING 2023-2025	11
MULTI-ANNUAL WORK PROGRAMME 2023-2025	11
<i>Structure of the multi-annual programme 2023-2025</i>	11
<i>Content of the multi-annual programme 2023-2025</i>	12
HUMAN AND FINANCIAL RESOURCES – OUTLOOK FOR THE YEARS 2023 – 2025	28
<i>Overview of the past and current situation</i>	28
<i>Outlook for the years 2023 – 2025</i>	30
<i>Resource programming for the years 2023 – 2025</i>	31
<i>Strategy for achieving efficiency gains</i>	32
<i>Negative priorities / decrease of existing tasks</i>	33
III. ANNUAL WORK PROGRAMME 2023	34
EXECUTIVE SUMMARY	34
ACTIVITIES	35
<i>Strategic statement 1 - There will no longer be any technical and operational barriers to the free movement of people and goods by rail, assets can be reused throughout Europe.</i>	35
<i>Strategic statement 2 - Rail will become the backbone that supports an environmentally sustainable multimodal transport system and will be favoured as a transport mode by the new generations.</i>	43
<i>Strategic statement 3 - Rail traffic will become seamless and MaaS (Mobility as a Service) and LaaS (Logistic as a Service) will be ensured, including multi-leg ticketing</i>	43
<i>Strategic statement 4 - Rail will be an increasingly safe and secure mode of transport for its users and workers.</i>	45
<i>Strategic statement 5 - Rail will be resilient and agile in responding to emergency situations</i>	51
<i>Strategic statement 6 - Rail will become increasingly economically competitive as a mode and as a sector.</i>	52
<i>Strategic statement 7 - The EU will become the global reference for rail and ERA authorisations will be globally recognised.</i>	54
<i>Strategic statement 8 - The Agency will ensure an effective and efficient governance of its portfolio of activities in order to offer the best value for money to citizens and business in the EU</i>	58
<i>Strategic statement 9 - The Agency will ensure a performant working environment, based on high-quality motivated human resources and a collaborative behaviour</i>	64
ANNEXES	67
ANNEX I. ORGANISATIONAL CHART.....	67
ANNEX II. RESOURCE ALLOCATION PER ACTIVITY 2023 - 2025	69
ANNEX III. FINANCIAL RESOURCES 2023-2025	70
T 1 – Revenue	70
T 2 – Expenditure.....	73
T 3 – Budget outturn and cancellation of appropriations	77
ANNEX IV. HUMAN RESOURCES 2023-2025 – QUANTITATIVE	78
T 4 – Staff population and its evolution: overview of all categories of staff	78
T 5 – Multi-annual staff policy plan 2021-2025.....	80
T 6 – Recruitment forecasts 2023 following retirement/mobility or new requested posts	82

ANNEX V.	HUMAN RESOURCES 2023-2025 – QUALITATIVE.....	83
A.	<i>Recruitment (engagement) policy</i>	83
B.	<i>Appraisal and reclassification / promotions</i>	86
C.	<i>Gender representation</i>	90
D.	<i>Geographical balance</i>	91
E.	<i>Schooling</i>	93
ANNEX VI.	ENVIRONMENT MANAGEMENT.....	94
	<i>Executive summary</i>	94
	<i>ERA in the broader policy context related to environment</i>	95
	<i>Environmental impacts of ERA activities</i>	97
	<i>Accountability ceiling of ERA</i>	97
	<i>Environment management achievements of ERA to date</i>	98
	<i>Environment management initiatives and planned actions for 2023-2025</i>	98
	<i>Current status and plan for certifications and standards</i>	102
ANNEX VII.	BUILDING POLICY.....	103
	<i>Current building(s)</i>	103
	<i>Building project in the planning phase</i>	104
	<i>Building projects submitted to the European Parliament and the Council</i>	104
ANNEX VIII.	PRIVILEGES AND IMMUNITIES	105
ANNEX IX.	EVALUATIONS	107
	<i>Terminology</i>	109
ANNEX X.	STRATEGY FOR THE ORGANISATIONAL MANAGEMENT AND INTERNAL CONTROL SYSTEMS.....	110
ANNEX XI.	PLAN FOR GRANT, CONTRIBUTION, OR SERVICE-LEVEL AGREEMENTS	113
ANNEX XII.	STRATEGY FOR COOPERATION WITH THIRD COUNTRIES AND/OR INTERNATIONAL ORGANISATIONS.....	115
ANNEX XIII.	PROCUREMENT PLAN	116
ANNEX XIV.	STRENGTHENING ACTION PLAN (SAP) 2023-2027.....	118
1.	<i>Context</i>	118
2.	<i>What we want to achieve</i>	118
3.	<i>Objectives, actions, indicators, and targets</i>	119
4.	<i>Governance and monitoring arrangements</i>	133
5.	<i>Risks</i>	133

Foreword



“A sustainable, safe European transport system without frontiers” not only represents our Agency’s vision, but also reflects the unprecedented challenges that transport in Europe is facing in the general pursuit of the green mobility goals, while also taking into account the consequences of the COVID-19 pandemic. In a world that faces a resurgence of violence and war, we witness every day the strategic importance of railways. The transport of critical supplies and of people to safety through railways in Ukraine is a testimony to the vital importance of rail.

In line with its mandate, the European Union Agency for Railways aims at covering a wide range of areas of work, involving actions to drive the continuation of the progress with railway safety and interoperability, together with its role of EU-wide authority for Vehicle Authorisation, Single Safety Certification, and ERTMS Trackside Approval.

The multi-annual work programme 2023-2025, together with the annual programme 2023 have been planned and drafted following the **intervention logic** principles, on the basis of the conclusions of the SPD 2023 Workshop held with the Management Board in July 2021. Since 2022, the Agency’s work has been organised around the agreed set of **seven strategic statements**, which projects the Agency’s role in relation to its stakeholders, complemented by **two transversal strategic statements**, which capture the Agency’s governance and support functions.

In the third year after the transposition by all Member States of the **4th Railway Package technical pillar**, the Agency has gained significant experience in running the tasks related to the Authority role, as well as in forecasting their volume to the best extent possible. Indeed, based on an analysis carried out on previous years’ patterns, the Agency can identify more accurately peak periods for the expected submission of applications, which are now reflected in its planning. In addition, the Agency has reached a higher maturity level with the processing of authorisation and certification tasks, which has a potential for driving a higher efficiency in their delivery.

While the level of ambition and action for the Agency around the defined strategic statements can be very high, as also confirmed by the Management Board expectations during the SPD 2023 workshop, the Agency has put in place a stronger mechanism of internal arbitration in order to identify priorities and put forward the expected outputs, which can fit within the available envelope of budget and human resources in order to ensure the best value for money for the EU citizens. While the Agency’s ambition is to affirm its increasingly stronger position as the technical reference for the progress with railway interoperability and safety in the EU, it had been faced with the challenge of deploying a too limited number of posts as compared to its needs to cope with the simultaneous pressure from the policy and the authority tasks.

In 2022, the Agency’s Management Board adopted the **Strengthening Plan** prepared by the Agency in close cooperation with the European Commission. With the document serving as a basis for the internal EC budget negotiations in 2022, the Agency received a proposed increase of 12 temporary agent posts (TAs) starting 2023. While the additional TA allocation is lower compared to the request from the Strengthening Plan (12 TAs proposed out of the 22 TAs requested), it can offer a good basis for the Agency to proceed with the implementation of the Strengthening Plan. A very important challenge is represented by the fact that the additional TA allocation needs to be fully covered under the existing budget envelope. To make best use of this TA allocation and considering the very likely high budget pressure related to the indexation of salaries and prices, the Agency is making a thorough assessment of its capacity to cover these costs in a sustainable manner until the end of MFF 2021-2027. Several measures are envisaged, such as the time-phased hiring of the TAs. The budget constraint on the subsidy side is an element to be properly monitored and managed for the remaining

period of the current MFF, especially in the context of the very challenging and volatile context of salary and price indexation, started in 2022. The SPD 2023 displays the assignment of these additional posts to the priority areas identified in the Strengthening Plan and factors a prudent approach by means of a correction coefficient for late hiring during the year. Additionally, the Agency is making sustained efforts for a combined response to the resourcing challenge by increasing the direct utilisation of its resources, both in terms of budget and FTEs.

The Agency keeps **a strong commitment** to deploying the necessary resources for meeting the legal deadlines for the issuing of VA, SSC and ERTMS Trackside approvals, while also respecting the deadlines for its safety and interoperability related activities, all of which contribute to the achievement of the high-level policy objectives of the 4th Railway Package. The decision time linked to the authority tasks has undeniably a tremendous impact on the rail stakeholders and on the competitiveness of rail compared with other sectors.

The Agency would also like to bring forward **interesting and new projects** that could benefit the entire rail sector. We would like to develop a new safety information sharing tool in the context of the CSM on the assessment of Safety Levels and Safety Performance, including occurrence reporting. This activity will involve a budgetary need to build the tool, as well as an ongoing resource need to run the tool, to perform an analysis and generate learning at European level, which is the ultimate added value. This task is a clear example of a new legal obligation for which the Agency would need to receive an additional dedicated budget envelope.

I would like to assure the members of the Management Board that the Agency will continue to implement the mechanism already put in place for a **regular monitoring of the SPD implementation** in terms of outputs delivery and resource consumption, as well as of **the Strengthening Action Plan**. The Agency will also continue to improve the set of budget execution monitoring actions already put in place starting 2021 to make best use of the available budget appropriations. Furthermore, I will also pay close attention to the productivity of the Agency, ensuring it remains at a high-level. The Agency will strengthen its tools to better plan, monitor, and report so as to continuously increase its data-driven, transparent working culture. For instance, the Agency's data-driven dashboard, which supports all planning and monitoring decisions, is definitely a step in the right direction. In addition, more efforts will be produced to achieve more with less resources, as well as ensuring that the processes within the Agency are streamlined to deliver high-quality results to all our stakeholders.

The Agency will continue to work closely with its stakeholders in order to ensure the successful implementation of this challenging multi-annual programme. The activities of the Agency are crucial for contributing to the achievement of a significant modal shift to rail, in particular by helping to create and manage a Single European Rail Area, and to continuously improve railway safety in Europe. At the same time, we will continue our efforts to progress towards a culture of collaboration in the Agency. I would like to thank the ERA staff and all our stakeholders for their dedication and support, that I am sure will continue for the years to come, as we will work towards an improved European transport system, multimodal in nature, with rail as its backbone, eventually benefitting from a fully functioning Single European Railway Area.

Josef Doppelbauer

List of acronyms

AD	Administrator
AMOCS	Acceptable Means of Compliance
AO	Authorising Officer
AOD	Authorising Officer by Delegation
ASLP	Assessment of Safety Level and Performance
AST	Assistant
ATO	Automatic Train Operations
BoA	Board of Appeal
CA	Contract Agent
CAAR	Consolidated Annual Activity Report
CCM	Change Control Management
CCS	Control Command and Signalling
CEOS	Conditions of Employment of Other Servants
COR	Common Occurrence Reporting
COVID-19	Coronavirus pandemic (SARS-CoV-2)
CSIs	Common Safety Indicators
CSMs	Common Safety Methods
CSTs	Common Safety Targets
CUI	Common User Interface
DAC	Digital Automatic Coupler
DG BUDG	Directorate-General for Budget
DG DIGIT	Directorate-General for Informatics
DG MOVE	Directorate-General for Mobility and Transport
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DoI	Declaration of Interest
EASA	European Union Aviation Safety Agency
EB	Executive Board
EC	European Commission
ECA	European Court of Auditors
ECM	Entity in Charge of Maintenance
EFTA	European Free Trade Association
EMSA	European Maritime Safety Agency
EPSO	European Personnel Selection Office
ERA	European Union Agency for Railways
ERADIS	ERA Database on Interoperability and Safety
ERATV	European Register of Authorised Types of Vehicles
EU Rail JU	Europe's Rail Joint Undertaking
ERSAD	European Railway Stations Accessibility Database
ERTMS	European Rail Traffic Management System
ESG	Economic Steering Group
ESO	European Standardisation Organisation
ETCS	European Train Control System
EU	European Union
EUAN	EU Agencies Network
EUMedRail	EuroMed Rail Safety and Interoperability Project
EVR	European Vehicle Register
FFR	Framework Financial Regulation
FM	Facility Management
FRMCS	Future Railway Mobile Communication System
FTE	Full Time Equivalent
FWC	Framework Contract
GSM R	Global System for Mobile Communications (Railway)
HOF	Human and Organisational Factors
HQ	Headquarters
HR	Human Resources
IAS	Internal Audit Service of the Commission
ICC	Internal Control Coordinator
ICF	Internal Control Framework
ICT	Information and Communication Technologies
IM	Infrastructure Manager
IMS	Integrated Management System
INEA	The Innovation and Networks Executive Agency
IoA	Inventory of Assets
IPA	Instrument for Pre-accession Assistance
IRSC	International Railway Safety Council

ISO	International Organisation for Standardization
ISS	Information Sharing System
IT	Information Technology
JNS	Joint Network Secretariat
JU	Joint Undertaking
KPI	Key Performance Indicator
LaaS	Logistic as a Service
MaaS	Mobility as a Service
MB	Management Board
MFF	Multiannual Financial Framework of the European Union
MS	Member State of the European Union
MT	Management Team
NIB	National Investigation Body
NOBO	Notified Body
NSA	National Safety Authority
NTRs	National Technical Rules
NVR	National Vehicle Register
OSJD	Organization for Co-operation between Railways
OSS	One-Stop Shop
OTIF	Organisation for International Carriage by Rail
PoE	Pool of Experts
PM	Project Manager
PO	Project Owner
PR	Public Relation
PRM	Persons with reduced mobility
RASCOP	Rail Standardisation Coordination Platform
RBs	Recognition Bodies
RDD	Reference Document Database
Reg.	EC Regulation
RFC	Rail Freight Corridors
RINF	Register of Infrastructures
RISC	Railway Interoperability and Safety Committee
RSD	Railway Safety Directive
RSG	Research Steering Group
RU	Railway Undertaking
SAIT	Safety Alert IT Tool
SAP	Strengthening Action Plan 2023-2027
SCS	Safety Culture Survey
SERA	Single European Railway Area
SLA	Service Level Agreement
SM	Service Manager
SMS	Safety Management System
SNE	Seconded National Expert
SO	Service Owner
SP	Safety Performance
SPD	Single Programming Document
SRD	Single Rules Database
SSC	Single Safety Certificate
TA	Temporary Agent
TA	Trackside Approvals
TAF	Telematics Applications for Freight
TAP	Telematics Applications for Passenger Services
TDG	Transport of Dangerous Goods
TSI	Technical Specifications for Interoperability
UfM	Union for the Mediterranean
UIC	International Union of Railways
VA	Vehicle Authorisation
VKM	Vehicle Keeper Marking
WB6	Western Balkans 6
WP	Work Programme
4RP	Fourth Railway Package

Mission statement

The updated vision and mission statements of the Agency (“A sustainable, safe European transport system without frontiers” and “Moving Europe towards a sustainable and safe railway system without frontiers”, respectively) were defined in 2021, following intense work carried out through the organisational culture change (Better Together) project, with the explicit aim to have full staff buy-in. The new mission and vision statements of the Agency better reflect its current position and role, while of course remaining fully in line with the legal mandate of the Agency.

The Agency contributes to the further development and effective functioning of a Single European Railway Area without frontiers, by guaranteeing **a high level of railway safety and interoperability**, while improving the competitive position of the railway sector, as envisaged by the Agency Regulation 2016/796. In particular, the Agency shall contribute, on technical matters, to the implementation of Union legislation by developing a common approach to safety on the Union rail system and by enhancing the level of interoperability on the Union rail system and associated data, with a specific focus on facilitating the interoperable deployment of ERTMS and on access to data for pushing rail modernisation and digitalisation. By working in close cooperation with the national authorities acting in the fields of railway safety and interoperability, the Agency will substantially contribute to an increased competitiveness of rail and to the seamless cross-border traffic in the EU. Moreover, through timely delivery of appropriate regulation that reflects the harmonised and validated solution proposals from the Europe’s Rail Joint Undertaking, the Agency contributes significantly to the coordinated and rapid deployment of such solutions, thus strengthening the competitiveness of rail in the transport mix. All these elements are translated into rail becoming more attractive and affordable for passengers and freight, with the Agency playing an active role in supporting the delivery of the European Green Deal for the EU citizens and businesses.

Vision statement

A sustainable, safe European transport system without frontiers

Mission statement

Moving Europe towards a sustainable and safe railway system without frontiers

To foster its mission, the Agency has identified the following fundamentals (F) and enablers (E):



Through its mission and actions, the Agency is committed to contribute to the EC Political guidelines:

- › a European Green Deal
- › an economy that works for people
- › a Europe fit for the digital age
- › a stronger Europe in the world

The Agency will support the EC agenda to ensure sustainable, safe, affordable, and accessible transport and to strengthen railways' role in the transport mix, in line with its mission and mandate.

I. General context

Transport is an essential part of the European integration, especially given its contribution to the functioning of the free movement of services, goods, and people. Transport also represents around 5% of the EU GDP and directly employs around 10 million workers¹, therefore representing an important sector for society at large. EU transport policies have been developed according to the key principles of safety, sustainability, resilience, connectivity, and efficiency.

Through its long-term vision for the transport sector and European society, the European Commission published in 2020 the *Sustainable and Smart Mobility Strategy* with a detailed action plan of 82 initiatives. With this strategy, the Commission presents how the EU transport system will achieve its needed green and digital transformation and become more resilient. As outlined in the European Green Deal, the result will be a 90% cut in carbon emissions by 2050. Regarding the rail sector, the following targets have been set:

- Traffic on high-speed rail will double by 2030
- Rail freight traffic will increase by 50% by 2030 and double by 2050
- By 2030, rail and waterborne-based intermodal transport will be able to compete on equal footing with road-only transport in the EU

The European Union Agency for Railways will support the European Commission, in line with its accountability ceiling, in achieving these goals, in particular through the further development and effective functioning of a Single European Railway Area without frontiers.

The 2023-2025 programming period for the Agency involves two different types of activities:

- The **policy tasks** contributing to the implementation of Union legislation by developing a common approach to safety on the Union rail system and by enhancing the level of interoperability on the Union rail system, taking into account the policy priorities identified in the Strengthening Plan 2023-2027, as endorsed by the Agency's Management Board in 2022.
- The **full-fledged performance of the Agency's tasks** as EU-wide authority for safety certification, vehicle authorisation and ERTMS trackside approval, along with other tasks in the field of railway safety and interoperability as foreseen in the Technical Pillar of the Fourth Railway Package.

The Agency has been implementing an innovative structure to its work programme, which responds to **the intervention logic** requirements, in line with the guidelines provided by the Network of EU Agencies. It also strives to increase its efficiency in delivering the outcomes and impacts expected by EU citizens. In light of the above, the work programme of the Agency (in its multi-annual and annual planning) is organised around seven strategic statements, which project the Agency's role in relation to its stakeholders, complemented by two transversal strategic statements, which capture the Agency's governance and support functions. These strategic statements were adopted by the MB for SPD 2022-2024 and are extremely important, as they show the direction of travel on which the Agency plans to embark in order to make railways work better for society, subject to its remit and accountability ceiling. The concrete Agency work, represented by projects and services with concrete outputs, is organised by grouping the projects and services which together can contribute to the outcomes and impacts stated in a particular strategic statement.

In SPD 2023, the Agency has further implemented the intervention logic. While for the previous years the multiannual section was presented mainly with overarching objectives to achieve, the planning will now include more detailed FTEs and budget figures. This additional level of granularity will provide

¹https://ec.europa.eu/commission/presscorner/detail/en/fs_20_2350

more reliable data to monitor and a coherent stability for the Agency. Of course, the Agency will remain flexible and redeploy resources if needed, but the new approach provides a roadmap for all stakeholders regarding the areas on which the Agency will focus in the next three years.

The current SPD 2023 draft proposes the implementation of the objectives detailed in the Strengthening Plan by increasing the level of ambition for specific priority areas with the Agency's intention to make best use of the 12 additional TAs for this purpose, while tackling the challenge of embedding those additional resources in the existing budget envelope. Several measures are envisaged, such as the time-phased hiring of the TAs.

The SPD 2023 draft budget and related establishment plan have been developed taking into account the following elements:

- The EC draft budget for 2023, proposing 12 additional TAs to the Agency, in line with the policy priorities identified in the Strengthening Plan, translated into a dedicated implementation document - the Strengthening Action Plan (SAP) 2023-2027, which represents an anchor for the current and the subsequent SPDs;
- A cautious approach for embedding the 12 TAs in the work allocation for 2023 by means of applying a correction coefficient for late/phased hiring during the year;
- The exceptional salary indexation foreseen for 2022 and 2023, including the additional funding provided by the European Commission for 2023 to tackle partially this matter;
- A refined estimate of the fees and charges evolution, including an estimate on the volume of work, on one hand, and the indexation of the hourly rate, on the other hand, in line with the provisions of the Implementing Regulation.

When it comes to the resources, 2023 also marks the first full year where the updated hourly rate (from €130 to €239) will be applied by the Agency. In addition to recovering the direct costs linked to the processing of the OSS applications, the Agency also calculates and recovers a pro rata share of the costs for support activities/costs linked to the fees and charges activities. In particular for 2023, the Agency forecast of revenues from the fees and charges also envisages an assumption on the indexation, as per the provisions from the Implementing Regulation in force.

The Agency will pay significant attention to a regular monitoring of the SPD implementation in terms of outputs, resource consumption and revenues, which can allow for agile responses and possible adaptation of its work programme. The Agency will continue to work together with the pool of experts for the mutual benefit of the cooperation between the Agency and the NSAs. This cooperation may also help the Agency to tackle capacity shortages, as well as language skills gaps. In addition, the Agency will strive for continuously improving its efficiency in delivering the expected outputs, as well as its overall performance in contributing to the expected outcomes and impacts.

II. Multi-annual programming 2023-2025

Multi-annual work programme 2023-2025

Structure of the multi-annual programme 2023-2025

The structure of the Agency's multi-annual work programme is organised according to 9 strategic statements:

- › **Strategic Statement 1** - There will no longer be any technical and operational barriers to the free movement of people and goods by rail, assets can be reused throughout Europe.
- › **Strategic Statement 2** - Rail will become the backbone that supports an environmentally sustainable multimodal transport system and will be favoured as a transport mode by the new generations.
- › **Strategic Statement 3** - Rail traffic will become seamless and MaaS (Mobility as a Service) and LaaS (Logistic as a Service) will be ensured, including multi-leg ticketing.
- › **Strategic Statement 4** - Rail will be an increasingly safe and secure mode of transport for its users and workers.
- › **Strategic Statement 5** - Rail will be resilient and agile in responding to emergency situations.
- › **Strategic Statement 6** - Rail will become increasingly economically competitive as a mode and as a sector.
- › **Strategic Statement 7** - The EU will become the global reference for rail and ERA authorisations will be globally recognised.
- › **Strategic Statement 8** – The Agency will ensure an effective and efficient governance of its portfolio of activities in order to offer the best value for money to citizens and business in the EU
- › **Strategic Statement 9** – The Agency will ensure a performant working environment, based on high quality motivated resources and a collaborative behaviour.

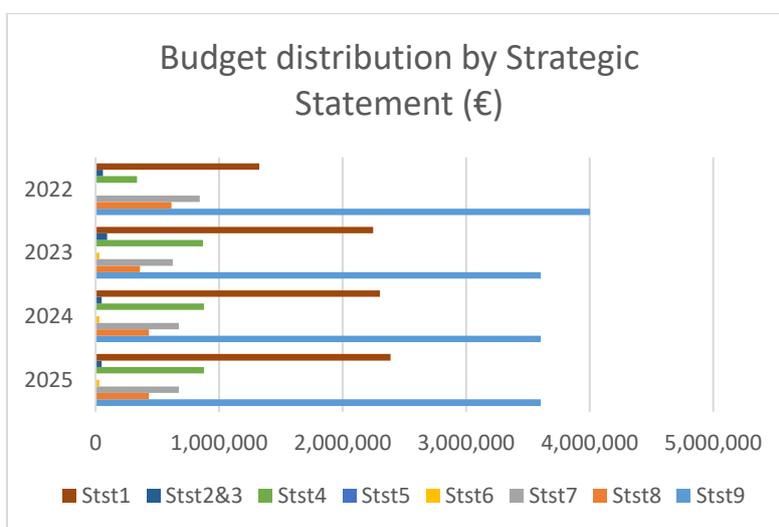
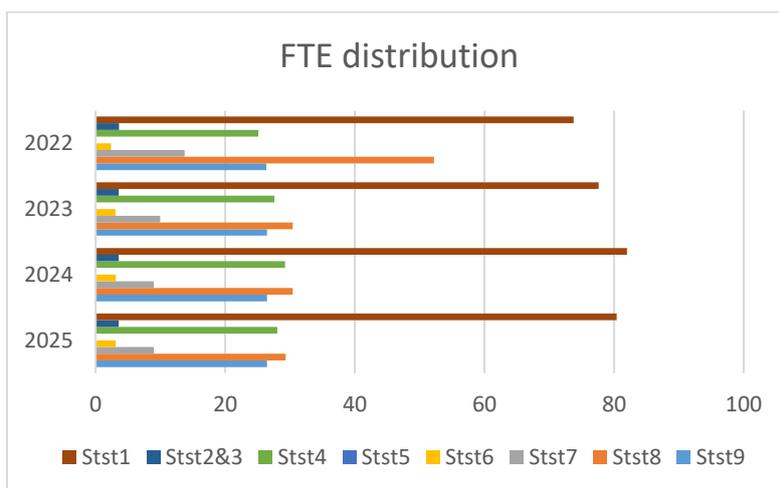
It should be noted that these strategic statements are long-term objectives of the Agency, and as such it is not foreseen that they will all be achieved by 2025.

In addition, it should be noted that the arbitration exercise for the year 2023 was further developed and intensified. Indeed, it followed the key principles and areas of priorities detailed in the endorsed Strengthening Plan and further detailed as part of SAP 2023-2027. In addition, the Agency prioritised through the identification of the anticipated added value of activities, as well as their potential contribution towards the desired outcomes. The Agency followed a data-driven approach, looking at previous year's resource consumption, as well as the deliverables description for each project / service.

Content of the multi-annual programme 2023-2025

For its 2023-2025 work programme, the Agency takes into account the possible ways of balancing the demand for its authority work on one hand and the ambition level for the priority areas detailed in the Strengthening Plan, on the other hand. The authorisations, certificates and approvals issued by the Agency have a direct impact on the functioning of the rail sector and bring much added value in terms of safety and interoperability. In addition, the strategic role in policy development, research and innovation, and advice provided by the Agency is recognised as highly important and should continue to be strengthened. It is equally important to highlight the possible role of the Agency to monitor and support the adequate implementation of the existing legal framework through a harmonised level of maturity both at the levels of operators and national authorities. To make its operations always more efficient and effective, the Agency will continue to implement to its full extent the continuous improvement approach to its project management and make sure that its resources are deployed in those activities where it can have the highest impact and added value for the railway sector and the EU citizens. The Agency will continue to develop its workstream on cybersecurity and will liaise with ENISA to explore future scope for cooperation.

The breakdown of FTE and budget distribution by Strategic Statement over the 2022-2025 period are shown in the following charts.



Strategic Statement 1

There will no longer be any technical and operational barriers to the free movement of people and goods by rail, assets can be reused throughout Europe.

Resource constraints experienced in 2021, and partially in 2022, under this strategic statement, were a serious challenge to the Agency's *raison d'être*. Nevertheless, despite the difficult context, the Agency has consolidated its position as European authority for rail thanks to its excellent reputation, both in technical terms and in the customer service approach.

In the field of Railway Interoperability, the Agency has identified 6 intermediate outcomes that it can actively influence through its portfolio of TSIs, ERTMS, National rules, and Registers services. They are essential components, which will lead to the achievement of the strategic statement. The already identified intermediate outcomes are as follows:

1. ERTMS is fully implemented on rolling stock by all Railway Undertakings
2. ERTMS is fully implemented on railway infrastructure by all Infrastructure Managers
3. All railway rolling stock is TSI (Technical Specifications for Interoperability) compliant by all RUs across the EU. (exc. TAP/TAF & OPE)
4. All railway infrastructure is TSI (Technical Specifications for Interoperability) compliant by all IMs across the EU
5. National rules (rolling stock & fixed installation) are harmonised across the EU
6. All relevant railway-related data is shared in an open and transparent way so that it is utilisable and useful for the sector

Of course, this list will continue to be elaborated in the future to include other intermediate outcomes, as the Agency continues to pursue its full implementation of the intervention logic.

From the perspective of its position of authority for delivering vehicle authorisations, single safety certificates and ERTMS trackside approvals, the Agency will continue in the period 2023-2025 to drive further the harmonisation towards the Single European Railway Area, ensuring the path towards technical and operational interoperability. The Agency's input to the work on the System Pillar will support harmonisation.

The stability of the TSIs, together with a successful cleaning up of the national rules are the **foundation of seamless operations across Europe** and for an increasingly effective authority function, reinforcing the advantage of having a **European mindset** in the EU railway system. The year 2023 will mark the completion of the cleaning up exercise of the national technical, safety, operational rules as well as rules on fixed installations and ERTMS. This cleaning-up is an important step towards delivering a truly harmonised EU rail system. The Agency will continue to focus on the removal of redundant national rules (operational and technical), the harmonisation of the remaining rules and the development of AMOCs. Therefore, the agency plans, in line with the priorities identified in the Strengthening Plan, to:

- Finalise the VA NRs cleaning-up in 2022, within the framework of unique authorization for coaches, the inclusion of remaining cleaned VA NRs into the TSIs is planned,
- Finalise the NSR cleaning-up in 2022 and to build activities from 2023 onwards on the newly to be developed "NSR assessment framework".

Moreover, in 2023, the Agency and the EC are putting together a practical implementation plan to address the acknowledged need for harmonisation in assessing and cleaning all the categories of rules (vehicle, FI, safety/operational). Once agreed, the milestones of this plan will be reflected in an update of the indicators for SAP 2023-2027 and SPD 2024, respectively.

The Agency will also continue to deliver its role as sole body responsible for issuing multi-Member-State authorisations, certifications, and approvals. The Agency will continue performing its tasks in full partnership with the NSAs. In addition, the links between authorisation, certifications, and approvals by the Agency and the supervision by the NSAs will be strengthened.

The lessons learnt through the issuing of VAs, ERTMS trackside approvals and from the monitoring of NoBos will be used to capture continuous improvement opportunities for the technical specifications and to the authorization procedures. The experience in issuing safety certificates will be used to better steer the safety related policy making, so railway safety will never be used again as a barrier. More specifically, the work on NoBo monitoring will be reinforced in 2023, with additional resources dedicated to this activity, in line with the direction given in the Strengthening Plan.

Seamless operations also mean exchanging data, a process on which the Agency will continue to contribute by facilitating the data exchange for, among various purposes, authorization, registration, and route compatibility checks, based on the linked data approach. In relation to future developments of the Agency's role and of the railway system, the Agency will continue to identify new needs and related research matters.

The Agency will also assess mature innovation products, with a clear potential for market uptake.

In this context, the Agency will focus on exploring emerging needs such as:

- Better coordination of traffic management EU-wide, including, but not limited to, planning, capacity management, and emergency responses
- Increased and improved offer for passengers and freight in the railway sector
- Improved operations through the adoption of automatic translation systems and training for operators in their native language. This would enhance the railway system's resilience to interoperability issues and increase cross-border traffic.

The objective is to make the railway system more resilient to interoperability issues and increase the cross-border traffic.

Related to interoperability, after its further **evolutions** introduced via the TSI 2022 package revision (i.e., ATO, FRMCS optimisation of braking curves, digital coupling, transitions, combined transport, etc) the Agency will ensure stability in the established technical requirements including ERTMS. After the introduction of FRMCS readiness in CCS TSI 2022, the focus for 2023-2025 will be on the production of the full set of specifications for FRMCS. The roadmap for the introduction of these specifications in the CCS TSI will be set-up. For the further evolution of the on-board modularity and the advanced train positioning we will take the inputs from System Pillar in our CCM process to prepare for the update of the CCS TSI accordingly.

In addition, a further harmonisation through TSIs will focus on telematics, security aspects, national rules harmonisation and innovations such as digital automatic couplers (DAC) facilitating the shunting of freight wagons, new materials, new on-board sources of energy based on the results provided by the System Pillar work.

The service 'Management of Innovation and long-term evolution of the Agency', introduced in 2021, will continue to steer the research & innovation policy of the Agency and its future development. It

will also be in charge of coordinating the Agency's input to the work on the System Pillar. The Agency will ensure technical assistance to the Commission, as guardian of interoperability and safety, and as system authority for ERTMS & telematics. This will boost harmonisation of operations, subsystems, and components, leaving the practical aspects to the industry, assuming an appropriate level of oversight. In parallel, the Agency will continue to identify related research needs and assess mature innovation products, with a clear potential for market uptake, in order to reflect them into the technical specifications. This work will however be carried out at a slower pace, due to budgetary constraints.

Key Performance Indicators

#	Key Performance Indicator	Target
1	National Rules	100% cleaned and published in SRD
2	Dissemination on TSIs	4 workshops organised
3	CCS TSI - Maintenance and operational activities for CCS Framework	Publication of CCS TSI Application guide/ESC-RSC tests
4	No. of reports for NoBos audit/inspection sent to NoBos for comments after the onsite visit	At least 9 reports
5	Register's related service requests by customers processed (reply provided to customer)	Within 10 working days, as determined in the service level agreement
6	Issuing Approvals - Proportion of decisions taken according to the legal framework deadlines	100%
7	Issuing Vehicle Authorisation, including ERTMS on-board assessments - Proportion of decisions taken according to the legal framework deadlines (for completeness and assessment phases)	100%

#	Outcome indicators
1	Harmonisation and reduction of Member-State specific National rules (both national safety rules and national technical rules) via a Single Rules Database.
2	Number of international passenger/freight trains at selected border stations (interoperability reports)
3	Number of hours spent at cross-border operations
4	ERTMS trackside deployment in the EU
5	Vehicles equipped with ERTMs in the EU
6	Number of open type 3 issues when issuing VA and TA/ overall number of certificates issued
7	Number of VA and TA issued with reduced validity period/ overall number of certificates issued
8	Number of data consumption of registers

Resource envelope

	2023	2024	2025
FTEs	77.63	82.02	80.42

	2023	2024	2025
Budget ²	€ 2,246,463	€ 2,300,621	€ 2,387,211

Strategic Statement 2 & 3

2 Rail will become the backbone that supports an environmentally sustainable multimodal transport system and will be favoured as a transport mode by the new generation

3 Rail traffic will become seamless and MaaS (Mobility as a Service) and LaaS (Logistic as a Service) will be ensured, including multi-leg ticketing

The Agency is playing a pivotal role in supporting the transformation of the European transport system towards decarbonised, interoperable and safe transport modes based on multi-modal integration (MaaS).

In 2022, the Agency provided substantial inputs to the Green Deal deliverables and played a key role for driving the data and digitalisation agenda for railways, based on the linked data pilots and the revision of TAP/TAF TSI. Those elements are particularly relevant in a multi-modal context as they enable that integration in terms of ticketing and timetables which has been preventing the effective development of rail as the backbone of a multi-modal and international transport.

The Agency has identified for this Strategic Statement two intermediate outcomes, which will support the achievement of the overarching statement. There are the following ones:

1. TAP is implemented by all relevant railway actors (IMs, RUs, ticket vendors), it is actually used as the main channel of information exchange and the ticketing is integrated in the multimodal environment with other transport modes
2. TAF is implemented by all relevant railway actors (IMs, RUs, WKs, CTOs) and it is actually used as the main channel of information exchange

Of course, TAF and TAP TSI will also be in scope for some intermediate outcomes already identified under strategic statement 1. Additional intermediate outcomes will be identified in the future to further implement the intervention logic within the Agency.

For the period 2023-2025, the Agency will still be a top player in ensuring the right framework for the **data and information exchange related to assets and services** (including ticketing data), based on linked data, universal data identifiers and more and better data exchanged between operators and customers. This will ensure a seamless exchange of data with other modes of transport, thus allowing the customers to benefit from a comprehensive logistics chain or the mobility-as-a-service, respectively. In addition, the Agency has triggered its path to convert the EU Railway Registers in building blocks within the European Common Mobility Data Space (item 71). In 2020-2022, the Agency transformed and linked together the Register of EU railway infrastructure (RINF) dataset and the European Type of Vehicle (ERATV partly) dataset into a Knowledge graph (~26 million triples), making

² This number includes the PoE and NSA costs for fees and charges activities on ERTMS TA and Vehicle authorisations.

this **data interoperable**, findable, and providing semantically enriched machine and human query services. The Agency has followed the Directive 2019/1024 on open data, the EU data strategy, the Data Act -FAIR principles, the principle of technology neutrality- and the EU policy on reference data. Moreover, the Agency is a publisher in the **open data portal**, with 13 datasets published. The data and digitalization roadmap 2021-2024 proposes to add gradually new datasets (in-house data) to this knowledge graph as well as links to external datasets to facilitate multimodal data exchange. Currently, the Agency is developing the strategic direction for linked data in relation to RINF under strategic statement 8, while exploring the mainstreaming of this approach to other registers and databases. Once moved from a strategic development concept to a mainstreamed approach, this stream of work will be covered under strategic statement 2 and 3. In addition, the **TAF TSI** will provide the data communication requirements for the transparent and efficient traffic management and train operations system of the future including also (i) first and last mile logistic segments involving intermodal actors (operators, terminals) and (ii) linkage to other modes of transport (road, waterborne). This will also contain the enhanced simple and smart tracking of trains, wagons and consignments. The same TSI will also include additional requirements for the setting up of LaaS starting from consignment order (intermodal compliant), train operation preparation and ending in well-predicted / efficient delivery of trains, wagons and consignments to the business partners.

Concerning the environmental sustainability of the railway system, the Agency will continue to deliver support and assistance to the EC for the **Green Deal**, as well as for **the coordination of transport of dangerous goods by rail**, recognising that in many cases the Commission has the lead role.

If additional budget and resources become available in 2023, these would allow the Agency to work on the **identification of bottlenecks, opportunities, and areas for improvement to foster a coordinated traffic management at EU level**. All this is a pre-condition to further increase the reliability and timeliness of railway services. Other emerging areas in which the Agency could play an active role include the definition of **the technical specifications for hubs, terminals, nodes for intermodal shifts**, the specifications for **level crossings, and combined transport**.

Key Performance Indicators

#	Key Performance Indicator	Target
1	Monitoring of the TAP/TAF TSI implementation - progress report on Year -1	Q2

#	Outcome indicators
1	The level of implementation of TAF and TAP TSI as monitored through the annual "Safety and Interoperability Progress Report"
2	Evolution in share of rail (both passenger and freight) in the EU's transport market compared to air, road or maritime transport
3	GHG emission from rail compared with other transport modes (shares %)

Resource envelope

	2023	2024	2025
FTEs	3.56	3.56	3.56
Budget	€ 93,688	€ 48,688	€ 48,688

Strategic Statement 4

Rail will be an increasingly safe and secure mode of transport for its users and workers

In the field of Railway Safety, the Agency has identified 3 categories of intermediate outcomes that it can actively influence through its portfolio of safety related projects and services and that are essential pre-conditions to achieve the strategic statement 4. The identified intermediate outcomes are as follows:

1. All railway operators – IM, RU, ECM - understand and accept their responsibility and actively implement an SMS to control the risks of operational activities;
2. An increased performance of and trust in the different safety related control levels in the system - ERA, MS, NSA, ASBO, ECM CB, accreditation, recognition, NIB;
3. Safety and safety management/performance related data is shared in an open and transparent way;

The Agency can influence the positive progress towards the achievement of these outcomes by intervening in the following 5 ways:

- **Building knowledge:** to build ERA/sector knowledge on how to achieve the desired outcome;
- **Regulating:** providing the input to regulate via EU legislation the desired outcomes;
- **Sharing knowledge:** to share knowledge on how to achieve the desired outcomes;
- **Monitoring:** to monitor the actual status of achieving the desired outcomes and understanding the difficulties the sector is encountering;
- **Reinforcing:** to enforce/reinforce the actual status of achieving the desired outcomes.

Up until now the Agency has invested most of its efforts in building knowledge and providing the input for regulating, while not sufficiently supporting the railway sector in the actual implementation of the legislative framework. The following years of the Agency's work programme will focus more on the actual implementation by supporting the sector through knowledge sharing, by better understanding the issues the sector is facing when implementing the legislative framework, by reinforcing the expected outcome where possible and enforcing it where necessary. Within this framework of intermediate outcomes and interventions for statement 4 the Agency will continue to focus on:

1. Supporting Member States in developing, adopting and repealing **national legislation** and strengthening NSAs' and NIBs' capacity, in line with principles and legal acts promoted by the EU. (sharing knowledge/ monitoring/ reinforcing)
2. **Enhancing railway safety through positive safety culture and integration of human and organisational factors** and on the **harmonisation of the safety approach, partly through SSC applications.** (sharing knowledge/ monitoring/ reinforcing)
3. **Monitoring of NSAs** and the follow-up of issues emerged during the 1st cycle of audits (monitoring / reinforcing)
4. **Learning lessons** through the issuing of SSCs, the monitoring of NSAs, the review of **NIB accident investigation reports** and the information exchanged during NSA and NIB meetings and meetings organised with the AsBos, this will be used to continuously improve the common safety methods, as well as the safety certification procedures (knowledge building/ sharing knowledge / monitoring)
5. Strengthening the **culture of risk management** to identify risks and mitigating measures but also opportunities to improve the efficiency of operations preserving the safety level. This shall cover well-known operational scenarios, including interfaces with other transport

modes, and the adoption of emerging technology and related relevant risks (e.g. cyber security, etc.). (knowledge building/ sharing knowledge)

6. Improving the structure, quality, and availability of **safety relevant data** while making sure it is shared in an open and transparent way among all railway actors. (knowledge building/ monitoring).

If more resources are made available, the capacity of the Agency to monitor and re-enforce the adequate functioning of the different safety control layers in the system could be enhanced as well as the possibility of the Agency to support the stakeholders, at all levels, for adequately implementing the existing framework.

Key Performance Indicators

#	Key Performance Indicator	Target
1	No. of audit reports sent to NSA for comments after the onsite visit	At least 6
2	Feedback to NIBs provided on request	100%
3	Issuing Single Safety Certificates - Proportion of decisions taken according to the legal framework deadlines (for completeness and assessment phases)	100%

#	Outcome indicator
1	Number of open type 3 issues when issuing SSC's/ overall number of certificates issued
2	Number of SSC's issued with reduced validity period/ overall number of certificates issued
3	Number of appeals made by operators in a year linked to SSC certification/ average number of SSC's issued per year
4	Percentage of NSA's audited with at least 1 deficiency (focused on deficiencies still open from the 1st cycle). <i>Note: this is a rolling indicator</i>
5	NSA Monitoring: number of deficiencies still open (follow-up of the 1st cycle) vs number of deficiencies of the 1st cycle (rolling indicator) <i>Note: this is a rolling indicator</i>
6	Number of peer reviewed NIB's
7	Number of volunteering NIBs to participate in the NIB peer review/ total number of NIB's (on a yearly basis)

Resource envelope

	2023	2024	2025
FTEs	27,60	29.23	28.03
Budget ³	€ 868,353	€ 878,022	€ 875,722

³ This number includes the PoE and NSA costs for fees and charges activities on SSC.

Strategic Statement 5

Rail will be resilient and agile in responding to emergency situations

The Agency is currently reviewing the strategic statement 5, especially as no projects has been identified yet for the next three years.

Key Performance Indicators

#	Key Performance Indicator	Target
1	No KPI foreseen	p.m.

#	Outcome indicators
1	No outcome indicator foreseen

Resource envelope

	2023	2024	2025
FTEs	0	0	0
Budget	€ 0	€ 0	€ 0

Strategic Statement 6

Rail will become increasingly economically competitive as a mode and as a sector

The Agency will endeavour to make sure that the rules and system specifications are smart, proportionate and contribute to the competitiveness of the industry. It will also make sure that the SSC, VA, and ERTMS TA processes are cost and time efficient, fostering the entrance of new operators in the market.

As presented in previous strategic statements, the agency aims at **evaluating the economic impact of the vehicle authorisation and issuing of single safety certificate processes** on the railway sector, the impact of the **TSIs as a package**, of **market opening and competition** and of **modular interchangeability** in the ERTMS system specifications. The Agency will assess **interoperability and safety improvements from a cost-effectiveness perspective**. The results of the assessments will be used to propose recommendations for improving the legal texts, as well as any non-regulatory instruments, in the spirit of the Better Regulation principles. Building on the IA work in the past years, particular attention will be given within the ESG on evaluating the IA practice and stakeholder feedback on the IAs. In addition, the Management Board, NSA and NRB networks will be regularly informed about the return of experience, lessons learnt and priorities for the IA practice. Furthermore, the important work on women in transport, which should lead to the strengthening of women's employment and equal opportunities for women and men in the transport sector will be pursued. Indeed, many studies have shown that gender parity in the workforce increases the productivity and the cohesion of staff. In addition, gender parity increases diversity of views, which in itself brings innovative solutions.

Key Performance Indicators

#	Key Performance Indicator	Target
1	Number of impact assessments delivered for recommendations and opinions	Number of IAs corresponds to the number recommendations delivered / number of opinions issued

#	Outcome indicators
1	Evolution in rail traffic in absolute terms
2	Proportion of rail vs road and air transport, for passenger and freight rail in the EU
3	Number of pax-km per passenger train-km
4	Number of tonne-km per freight train-km
5	Average ERTMS costs (trackside and on-board)

Resource envelope

	2023	2024	2025
FTEs	3.07	3.09	3.09
Budget	€ 30,400	€ 30,400	€ 30,400

Strategic Statement 7

The EU will become the global reference for rail and ERA authorisations will be globally recognised

One of the objectives of the Agency is to become a global reference in the railway domain for technical matters and build its reputation of a solid, resilient and trustworthy organization. To achieve that, the Agency will work on multiple fronts. It will support the EC in designing, implementing and monitoring the EU transport foreign policy. The Agency will also contribute to international standardization by strengthening its **cooperation with European and international standardization organizations**. The Agency will also disseminate its technical excellency via the **ERA Academy**, its dissemination and training service. Furthermore, the Agency will **focus on the EC priorities in terms of technical and geographical areas**, and will also **provide the requested analyses and support**. the Agency will also finalise its work on the **IPA** project in 2023.

Focussing on training and dissemination, in 2023-2025, the Agency will further build the ERA Academy and its e-learning platform. The first being the container of training initiatives built with academia, while the second will be instrumental in disseminating the material developed in our policy work to our partners and stakeholders. This is particularly true in the field of rail safety to enhance the maturity of operators and the different control levels in adequately taking up their responsibilities and fulfilling their activities under the existing safety regulatory framework. In addition, the Agency will propose webinars on a variety of subjects under the expertise of the Agency and will continue to organise EU-wide railway events.

If more resources would become available, the Agency could strengthen its international presence in the established cooperation formats and in markets outside the EU by supplying the industry with additional training services, focusing also on vocational training to support the harmonisation of operational practices. This will also allow the Agency to be instrumental in supporting third countries to develop safe, efficient, and reliable railways, according to established European standards. This would increase the Agency's global recognition in the field and support the dissemination of the European approach.

Finally, the Agency will continue supporting the NSA, NIB and NRB Networks and facilitating interfaces between them, the European Commission, and the Agency where appropriate.

Key Performance Indicators

#	Key Performance Indicator	Target
1	Events and webinars, dissemination activities	Delivering ERA events according to the yearly Communication & Dissemination plan

#	Outcome indicator
1	Number of participants in ERA training sessions and other dissemination events

Resource envelope

	2023	2024	2025
FTEs	9.94	8.95	8.95
Budget	€ 625,246	€ 672,746	€ 672,746

Strategic Statement 8

The Agency will ensure an effective and efficient governance of its portfolio of activities in order to offer the best value for money to citizens and business in the EU

In order to achieve the strategic statement 8, the Agency has identified 7 **intermediate outcomes** that it will actively work towards in the following years through the related portfolio of projects and services:

1. Digitalisation of the Agency (as strategic preparation work)
 - Single source of data for internal access
 - Single source of data for external access
 - Data is only introduced once
 - Data is FAIR (Findable, Accessible, Interoperable & Reusable)
2. Staff understand the mission and vision of the Agency, internalise it and have the flexibility, the ownership/ autonomy with their activities, and a clear mutual understanding of their roles and responsibilities to actively contribute to the strategic direction of the Agency
3. The Agency has a sound and agile governance framework, whose processes and administration favour clarity, efficiency and decision making at the right level.
4. The SPD process steers the Agency' strategy and multi-annual work programme development in an integrated, evidence-based, and coordinated manner as well as the monitoring of its effectiveness. This can be achieved through interfacing with the internal stakeholders owning the strategies and the external stakeholders (EC, EB strategic calendar, etc).
5. SPD is the single reference (for internal and external stakeholders) for all critical tactical information providing the overarching view on the implementation of the projects and services.
6. The Agency is a learning, ethical, legally complying organisation where the decision-making, the strong financial control, the monitoring and reporting processes give the ED the assurance of best value for money

As far as the **digitalisation aspect is concerned**, the Agency has acknowledged its importance to ensure a sustainable development of railways in Europe as a competitive mode of transport and has the ambition to become a reference for facilitating the **multi-modal data exchange and queries**, based on the data-centric architecture and the linked data technology. The Agency aims at exploiting the potential of digitalization of the sector to the largest extent in its operations and administration. This is the reason for the new internal I&T strategy and the interoperable data roadmap. This will boost the performance level of internal processes and will allow to have modern and simple systems such as OSS, Registers, etc. fully functioning according to schedule and completely interoperable with commercial software solutions currently adopted by the railway industry to support the operators in their daily business. Still referring to Operations, the efficiency gains resulting from automation of internal processes will increase the number of resources allocated to the policy making activities.

The other intermediate outcomes will be achieved also through the optimization of the ERA **planning, monitoring and reporting** capabilities, to enhance the Agency's programme, project, and service management framework together with the Single Programming document and the Consolidated Annual Activity Report. This will lead to an allocation of resources based on impact and intended outcome, fostering the added value created for the railway sector and an overall better performance

of the Agency. An Action Plan for the Strengthening Plan 2023-2027 is put in place, in close link to the SPD implementation and monitoring. With ERA's organizational culture change project 'Better together at ERA', the Agency will continue to invest resources and time to boost and refine the work environment and cooperation between staff members.

Through its **communication** activities, the Agency will design and implement actions to increase ERA awareness of the railway system and the dynamics of the railway industry. Moreover, the Agency will develop campaigns to provide EU citizens with relevant information and data demonstrating the added value brought by the Agency to society.

Key Performance Indicators

#	Key Performance Indicator	Target
1	% Of the annual appropriations committed	98%
2	% Execution of carry over payment appropriations	>95%
3	% Payments made by contractual deadline	95%
4	% Increase of the output achievement rate compared to the previous year	≥10%
5	Adoption of the SPD and CAAR	Adopted on time, complying with legal deadlines
6	Implementation of the Strengthening Action Plan	Implemented following the SAP deadlines

#	Outcome indicators
1	Budget discipline and adequacy
2	Data is FAIR, measured on a scale

Resource envelope

	2023	2024	2025
FTEs	30.42	30.42	29.32
Budget	€ 357,800	€ 431,300	€ 431,300

Strategic Statement 9

The Agency will ensure a performant working environment, based on high-quality motivated human resources and a collaborative behaviour

Clause 4 of the ERA Policy states that “People are our most valuable resource”. Coherently, the Agency will implement the new HR strategy 2023-2027, offering clear and transparent career paths to staff members, allocate enough resources to make sure that good performance and success stories are adequately rewarded, and that skills and competencies are appropriate for the Agency mission and kept up to date. Internal roles are not only defined but also accompanied by a proper competency management system and communicated externally so that interfaces are clear to the stakeholders. The Agency also acknowledges the added value of diversity by implementing solutions to improve the gender balance in management and operational roles and to widen the number of nationalities employed.

Key Performance Indicators

#	Key Performance Indicator	Target
1	% Implementation of the establishment plan	>98%
2	% Implementation of the external personnel ⁴ plan	>98%
3	Staff turnover	Less than 5%
4	% Availability of the core ICT systems	97%
5	Service Desk users’ satisfaction feedback "Good/Excellent" rate	>70%

#	Outcome indicators
1	Staff satisfaction (evaluated through the Staff Engagement Survey or own survey with the same scope and questions) ⁵
2	Highly trained staff ⁶ (checked through dimensions such as the evolution of hours recorded on training in MS Project, training budget, number of PIT requests)
3	HR strategy action plan progress
4	Overtime (% worked above the 40 hours/week on a monthly basis, over 110%)
5	Cloud migration – infrastructure migrated to the cloud
6	ICT strategy action plan progress

Resource envelope

	2023	2024	2025
FTEs	26.46	26.46	26.46
Budget	€ 3,604,049	€ 3,604,049	€ 3,604,049

⁴ CA + SNE combined

⁵ Resource permitting

⁶ checked through dimensions training performance such as the evolution of hours recorded on training in MS Project, training budget, number of PIT requests

Human and financial resources – outlook for the years 2023 – 2025

Overview of the past and current situation

Staff population overview 2021-2023**Table 1 - Human resources 2021-2023⁷**

Human resources	2021		2022	2023
	Authorised under the EU Budget	Staff population at 31/12/2021	Authorised under the EU Budget	Requested
Temporary Agents (TA)	151	148	154	166 ⁸
Contract Agents (CA)	36	34	36	36 ⁹
Seconded National Experts (SNE)	4	2	4	4 ¹⁰
Total staff	191	184	194	206
External staff financed from agreements	5	5	7	4
Structural service providers	14	12	14	8

Complete tables are provided in Annex IV & Annex V.

Revenues 2021-2023

For 2023, the Fees and Charges revenue number reflects the assumption taken on the indexation of the hourly rate, as per the provisions of the Implementing Regulation in force and taking into account the methodology endorsed by the Agency's Management Board. For the subsidy part of the revenues in 2023, the updated % on EFTA contribution, as well as the additional amount envisaged to partially compensate for the indexation of salaries have been factored.

Table 2 - Revenues 2021-2023

Financial resources – Revenues (EUR)		2021 Budget	2022 Budget ¹¹	2023 Planned
Revenues	1. Fees and charges	4,138,980	7,038,812	9,670,598
	2. EU contribution	27,061,160	26,278,423	27,418,274
	3. Third countries contribution (= EFTA)	693,999	656,721	801,315
	4. + 5. + 6. + 7. Other general revenues	10,000	10,000	-
Total	31,904,139	33,983,956	37,890,187	

Complete tables are provided in Annex III.

⁷ Expressed in terms of number of posts (headcounts), except for "External staff financed from agreements" where FTE is used to ensure compliance with Table 17 - Additional external staff expected to be financed from grant, contribution or service-level agreements in Annex IV.

⁸ Of which 28 assigned to Fees and charges

⁹ Of which 8 assigned to Fees and charges

¹⁰ Of which 0 assigned to Fees and charges

¹¹ 2022 budget reflects the transfers and amendments to date of the SPD 2023 adoption (comment valid for Annex II & III)

Expenditures 2021-2023**Table 3 - Expenditure 2021-2023**

Financial resources – Expenditure (EUR)		2021 Budget	2022 Budget ¹²	2023 Planned
Expenditure	Title 1 - Staff expenditure	21,321,523	21,966,714	23,473,646
	Title 2 - Infrastructure and operating expenditure	1,709,740	1,862,438	2,096,800
	Title 3 - Operational expenditure	2,939,558	3,115,992	2,649,143
	Total EU contribution (Titles 1 + 2 + 3)	25,970,821	26,945,144	28,219,589
	Total Fees and charges	3,608,193	7,038,812	9,670,598
Total	29,579,014	33,983,956	37,890,187	

Complete tables are provided in Annex III.

The Agency will need to constantly monitor the budget allocation for 2023 in line with its ambition of deploying the envelope of 12 TAs envisaged in the EC draft budget proposal. The 2023 budget can be further impacted by the evolution of inflation and salary indexation. Several precautions have been taken into account, including late/phased hiring of the 12 TAs in 2023. The Agency will continuously inform the EC and the MB on the budget implementation in 2023 and on any potential pressures arising during the year.

¹² 2022 budget reflects the transfers and amendments to date of the SPD 2023 adoption (comment valid for Annex II & III)

Outlook for the years 2023 – 2025

Growth of existing tasks:

In 2023, following the endorsement of the Strengthening Plan and the allocation of 12 additional TAs to the Agency to implement it, the Agency will dedicate these resources to the following priority domains, in line with the Strengthening Action Plan (SAP) 2023-2027:

- (a) NSA monitoring
- (b) NoBo Monitoring
- (c) ERTMS and radio communication evolution
- (d) TSIs
- (e) The cleaning of national rules (technical, operational and safety rules)
- (f) CSM ASLP¹³
- (g) Digitalisation of the Agency's registers

New tasks

While the FTE request for 2023 for the Information Sharing System could be embedded in the current version, the Agency will prepare a separate budget request for the IT tool development and maintenance. The benefits from such platform if enlarged to rail stakeholders could be quite important and the Agency believes it needs a sufficient budget to ensure its complete implementation. The budget proposal will also include the needs of the Group of Analysts. With the current budget envelope, this need cannot be covered.

¹³ Up until now, CSM ASLP has been resourced by decreasing the allocation of other Safety projects. The Strengthening Plan foresees an additional allocation of staff to CSM ASLP, a section of which will be used to allow the aforementioned policy areas to recover their original staffing needs.

Resource programming for the years 2023 – 2025

Financial resources**Table 4 - Financial resources - Outlook 2023-2025**

Financial resources (EUR)		2023 Planned	2024 Planned	2025 Planned
Revenues	1. Fees and charges	9,670,598	9,995,325	10,019,373
	2. EU contribution	27,418,274	28,645,912	29,294,000
	3. Third countries contribution (= EFTA)	801,315	837,845	856,871
	4. + 5. + 6. + 7. Other general revenues	-	-	-
Total		37,890,187	39,479,082	40,170,244
Expenditure	Title 1 - Staff expenditure	23,473,646	24,817,103	25,334,217
	Title 2 - Infrastructure and operating expenditure	2,096,800	2,096,800	2,096,800
	Title 3 - Operational expenditure	2,649,143	2,569,854	2,719,854
	Total EU contribution and EFTA (Titles 1 + 2 + 3)	28,219,589	29,483,757	30,150,871
	Total Fees and charges	9,670,598	9,995,325	10,019,373
Total		37,890,187	39,479,082	40,170,244

Complete tables are provided in Annex III.

Human resources**Table 5 - Human resources - Outlook 2023-2025¹⁴**

Human resources	2023 Requested	2024 ERA estimates	2025 ERA estimates
Temporary Agents (TA)	166 ¹⁵	166	166
Contract Agents (CA)	36 ¹⁶	36	36
Seconded National Experts (SNE)	4 ¹⁷	4	4
Total staff	206	206	206
External staff financed from agreements	4	3	p.m.
Structural service providers	8	8	8

Complete tables are provided in Annex IV & Annex V.

¹⁴ Expressed in terms of number of posts (headcounts), except for "External staff financed from agreements" where FTE is used to ensure compliance with Table 11 - Additional EU funding: grant, contribution and service-level agreements in Annex IV.

¹⁵ Of which 27 assigned to Fees and charges

¹⁶ Of which 9 assigned to Fees and charges

¹⁷ Of which 0 assigned to Fees and charges

Strategy for achieving efficiency gains

The Agency is committed to continuously improving its functioning, streamlining its processes, optimising the engagement of its staff, and allowing for the reallocation of resources to the most important priorities. The Agency will continue to realise the efficiency effects from initiatives already started in the previous programming cycles, such as:

- The very high degree of digitalisation, eliminating paper-processes and bringing forward online solutions such as e-procurement, e-invoicing etc.
- The continuous cooperation of the Agency with the EUAN network, as well as the European Commission to increase its efficiency, including shared services or the migration to SUMMA in 2022 as one of the three pilot agencies.
- The new prioritisation exercise (arbitration), focusing on multiannual planning, and allocating resources in the most efficient manner, based on the highest value for money for the EU citizens.
- Following a high number of valuable ad-hoc exchanges of expertise between EASA and ERA, the Agency has initiated the formalisation of the Cooperation with EASA and has defined the initial core areas of cooperation.

While the Agency will continue to strive for an even higher efficiency all across its processes and activities, its ambition is to affirm its stronger and stronger position as the technical reference for the progress with railway interoperability and safety in the EU. The Agency worked, in close cooperation with the European Commission, to put forward a comprehensive Strengthening plan, which has been endorsed by the Management Board in 2022. Its main objective is to **ensure that the Agency has the right level of resources to perform the most adding value activities in an effective and efficient manner, in line with its ambition level.**

The **Strengthening plan** is built on the following pillars:

1. Further consolidating the data collection and transparency through reinforced monitoring and a data-driven performance culture. This will entail the use and further improvement of the existing tools and mechanism which yielded results starting 2021, such as the SPD dashboard.
2. Budget planning, management, and absorption leading to better budget execution. This will entail the use and further improvement of the existing tools and mechanism which already yielded results in 2021, such as the budget execution monitoring. For the items of expenditure which represent a significant share of the Agency's budget, benchmarking analyses with similar organisations will be run and opportunities to use shared services with other agencies or with the EC will be analysed.
3. Higher administrative efficiency: the Agency will further increase the direct utilisation of all its resources, will continue to seek for process efficiencies, including through digitalisation and automation and will look at the most effective solutions for sub-contracting non-critical and non-sensitive pieces of work.
4. Targeting the resources to achieve the EU policy objectives. While the level of ambition and action for the Agency around the defined strategic statements can be very high, as also confirmed by the MB expectations during the SPD 2023 workshop, the Agency has put in place a mechanism of internal arbitration in order to identify and put forward the priorities which can fit within the available envelope of budget and human resources in order to ensure the best value for money for the EU citizens.
5. Predictability and sustainability of Authority work: the Agency is continuously improving the predictability of its authority tasks volume of work, while also working on the streamlining of processes, including through automation (e.g. for the conformity to type activities) and better training of applicants.

The Strengthening Plan Task Force has been set up within the Agency and it will submit its Action Plan 2023-2027 to the MB in November 2022.

Negative priorities / decrease of existing tasks

Paused activities for the year 2023

- *NSA Annual Performance review*
- *Review of NIB accident investigation reports*
- *Integrated Management System*

The Agency will no longer seek the ISO 9001 certification but focus all its efforts on upholding the European Commission Management standards and the Internal Control Framework.

Stretched and targeted outputs for the year 2023

- *ERA Academy*
The budget of the ERA Academy has been reduced compared to previous years, in order to partially offset the incremental costs incurred through the additional 12 FTEs granted to the Agency. This might result in longer time to implement the ERA Academy especially in the area of providing and facilitating training while knowledge sharing is an area which has been highlighted on various occasions by stakeholders as essential to improve Railway Safety.
- *Common Safety Methods on Assessment of Safety Level and Safety Performance*
The CMS ASLP project and its future success heavily depend on the development of the Information Sharing System (ISS). It could be adapted from ECCAIRS2, which is a digital platform managed by the European Aviation Safety Agency assisting aviation stakeholders in collecting, sharing, and analysing safety aviation information. The benefits of adapting this platform to rails could be quite important and the Agency would need a sufficient budget to ensure its complete implementation. Depending on the complexity of the options selected for adapting ECCAIRS2, costs could range from 900k € to over 3 million €. With the current budget envelope, this need cannot be covered. The Agency is further assessing the possible options and will exchange on this additional budget need with the European Commission.

III. Annual Work programme 2023

Executive summary

The Annual Work Programme for 2023 details all the projects and services which will be carried out to contribute to the Agency's goals in the year. The structure of the Work Programme has been redesigned in order to organise the work of the Agency against desired long-term outcomes, implementing therefore an effective multi-annual work programme with developed objectives, as well as the intervention logic.

The annual work programme 2023 had been aligned to the priorities listed in the Agency's Strengthening Plan and the corresponding implementing document (SAP 2023-2027), which represents an anchor for the planning in SPD 2023 and the subsequent ones.

The Agency's efforts in 2023 are particularly focused on:

- **Technical and operational barriers:** The Agency will work towards the reduction of technical and operations barriers within the rail market through, among others, the amendment of TSIs to be aligned with the technical innovations, harmonisation of national rules among MSs, continuous NoBo monitoring, the delivery of 4th Railway package activities (SSC, ERTMS TA, VA), and the deployment of ERTMS.
- **Safety:** The Agency will strengthen safety on rail through the development of a safety culture, the monitoring of National Safety Authority, the Common Safety Methods on Assessment of Safety Level and Safety Performance (within the boundaries linked to the resource constraints for the information sharing system), and other relevant projects.
- **Data developments and ticketing:** The Agency will continue to foster developments in the field of Linked data, as well as development under the TAP TSI. The Agency will continue its work on databases and registers optimisation.
- **Communication and dissemination:** The Agency will increase communicating and disseminating relevant information and knowledge to its stakeholders, as well as organising events and showcase the interesting projects and developments within the rail sector.
- **International Relations:** The Agency will continue promoting EU and international railway legislation and standards, as well as facilitating rail links in specific geographical areas of interest to the European Commission, in particular to improve safety and cross-border interoperability.
- **Good governance:** The Agency will strive for governance excellence and efficiency in all of its activities and will continue its efforts for improving budget execution rates and overall compliance and performance.

To best illustrate the alignment between SPD 2023 and SAP 2023-2027, the indicators and targets which contribute to the Strengthening Action Plan are indicated with a ticked box in the annual tables hereinbelow. Moreover, the number of FTEs linked to SAP 2023-2027 is also highlighted in a separate column.

Activities

Strategic statement 1 - There will no longer be any technical and operational barriers to the free movement of people and goods by rail, assets can be reused throughout Europe.

<p><i>Expected outcome</i></p> <p><i>Note: intermediate outcomes will be further developed in future SPDs</i></p>	<ul style="list-style-type: none"> • Technical barriers to the free movement of people and goods by rail are eliminated • Operational barriers to the free movement of people and goods by rail are eliminated • All rail assets can be re-used across the EU <p>The expected outcomes are further detailed to the following intermediate outcomes more directly linked to the Agency’s safety portfolio:</p> <ol style="list-style-type: none"> 1. ERTMS is fully implemented on rolling stock by all Railway Undertakings 2. ERTMS is fully implemented on railway infrastructure by all Infrastructure Managers 3. All railway rolling stock is TSI (Technical Specifications for Interoperability) compliant by all RUs across the EU. (exc. TAP/TAF & OPE) 4. All railway infrastructure is TSI (Technical Specifications for Interoperability) compliant by all IMs across the EU 5. National rules (rolling stock & fixed installation) are harmonised across the EU 6. All relevant railway-related data is shared in an open and transparent way so that it is utilisable and useful for the sector
<p>Outcome indicators</p> <p><i>Note: they will be further developed in future SPDs</i></p>	<ul style="list-style-type: none"> • Harmonisation and reduction of Member-State specific National rules (both national safety rules and national technical rules) via SRD • Number of international passenger/freight trains at selected border stations (interoperability reports) • Number of hours spent at cross-border operations • ERTMS trackside deployment in the EU • Vehicles equipped with ERTMs in the EU • Number of open type 3 issues when issuing VA and TA/ overall number of certificates issued • Number of VA and TA issued with reduced validity period/ overall number of certificates issued • Number of data consumption of registers
<p><i>Progress towards outcome in 2023</i></p>	<ul style="list-style-type: none"> • Increase the understanding of the barriers preventing the ERTMS deployment across European Rail Network • Prioritisation and kick-off of the TSIs CRs related to TSI Package 2022 follow-up such as telematics, security aspects, unique authorisation based on the national rule’s harmonisation, digital automatic coupler (DAC) facilitating the shunting of freight wagons, new materials, new on-board sources of energy, platform/train interface, noise level limit for EMU, DMU, coaches and locomotives, etc. • Finalisation of the cleaning up National Rules for fixed installations • Improve internal data provisioning (registers) supporting more efficient authority and national rules cleaning processes by improving data quality and simplifying data architecture (fully digitized data sets) • Capitalize on the lessons learnt with National Safety rules and NSA monitoring in all MS • Continue capturing best practices/lessons learnt from NoBo monitoring • Improvements in the OSS for efficient Vehicle Authorisation for a quicker access of vehicles to the market • Increase of reutilisation of ERTMS trackside solutions • Identify and monitor EU Rail projects the outputs of which have potential to provide technical solutions for the next TSI Package revision
<p>Expected resource envelope:</p> <p><i>Human resources¹⁸</i></p>	<p>71.27 FTEs + 6.37 additional FTE’s from SAP implementation (recruitments expected to happen in a phased approach in 2023)</p>

¹⁸ The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

<i>Financial resources</i> ¹⁹	€ 2,246,463 (out of which € 1,080,000 for NSA costs & € 374,400 for PoE costs)
<i>Fee-based</i>	Partially

Project Name	FTE	Additional FTE from SAP	Budget assigned	SAP linked	Output indicator	Output Target
000MRA1138						
NoBos monitoring	4.01	0.99	€ 71,250		No. of reports for NoBos audit/inspection sent to NoBos for comments after the onsite visit.	At least 9 reports
					No. of reports for NoBos audit/inspection delivered	At least 5 reports
				✓	A new common framework for NoBos, DeBos and AsBo assessment and monitoring set up by the Agency (new legal base may be needed)	First concept drafted
				✓	No. of NoBo audits performed per year	15
ERA1172						
Harmonising railway operations	2.98	1.29	€ 9,500		Increased harmonisation of operations - support EC with TDD renewal	100% of EC requests answered
				✓	Increased performance of and trust in MS as control level - assess NSR set up in MS (incl. impact of TO, if relevant)	100% of planned MS assessed (incl. impact of earlier TO if relevant)
				✓	Increased performance of SMS - draft new regulation for harmonisation of Type 5 NSR	Draft new regulation and develop guidance / training
				✓	Increased harmonisation of operations - define new structure for TSI OPE	New TSI OPE structure finds general acceptance

¹⁹ The financial resources shown here only take into account the direct operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

ERA1175						
TSIs maintenance	3.55	0.94	€ 34,295		CR on platform/train interface	State of play of the platform height completed
					Update on the guides on ERA website	All guides updated
					TSI maintenance progress	10 CRs finalised
				✓	CR on Rear-end Signal	CR closed
				✓	CR on DAC	Implementation proposal
				✓	CRs on Standards	All new EN referred to in TSI analysed
				✓	TSIs as a global standard	International Strategy – 1st Draft delivered
				✓	Lessons Learned implemented in CCM process	Harmonised CCM process implemented
				✓	CCM ready for processing System Pillar	CCM Ready by end of Q2
			✓	TSI Dissemination Workshops	4	
ERA1177						
Learning from TSIs	0.95	0.25	€ 8,550		Support to NOBOs	100 % Participation to NB Rail PLE and STR
				✓	Support to EC (TO/Advice/Derogations/NoBos) within agreed deadlines	100%
ERA1193						
Research and Innovation (S)	1.01		€ 2,850		Europe's Rail JU projects of interest for the Agency monitored	At least 20% projects of interest for the Agency monitored depending on available resources
					List of Europe's Rail JU projects of interest for the Agency identified	100% of JU new projects analysed
					Support to the Europe's Rail JU and cooperation with other bodies on research	At least one written communication on the Agency's research needs to the relevant bodies

ERA1209						
Revision of VA guides and procedures	2.54		€ 150,000		Proportion of problems detected during vehicle authorisation activities (including pre-engagement and notifications) for which solutions are proposed	5 VA return of experience meetings
					Proportion of problems detected during vehicle authorisation activities (including pre-engagement and notifications) for which solutions are proposed	95%
					Proportion of problems related to vehicle authorisation activities (including pre-engagement and notifications) reported by stakeholders for which solutions are proposed	95%
ERA1210						
Revision of ERTMS Trackside approval	1.93		€ 15,200		Proportion of major problems assessed with a decision following the change control process	95%
ERA1213						
Board of Appeal (BoA)	0.80		€ 52,250		Issuance of findings and decisions of the Board of Appeal on time	≥95%
ERA1217						
Business helpdesk VA, SSC and ERTMS Trackside approval	1.70		-		Improvement plan	Delivered
					Proportion of the requests on the Agency scope of work addressed to the business helpdesk answered within 10 working days for 2021	90%
ERA1218						
Manage ERTMS long term evolution	7.92	0.60	€ 38,000		CCS TSI - Enhanced CCS framework	Work plan (2023-2027) developed by end 2023
				✓	CCS TSI - Maintenance and operational activities for CCS Framework	Publication of CCS TSI Application guide

				ERTMS Database - Enhancements/Innovations change requests	Number of enhancement CRs closed
				ERTMS Database - Error change requests	Number of error CRs closed
				✓ Review of ESC/RSC and roadmap for reduction	ESC/RSC roadmap proposal
				✓ Support for the EU-wide deployment of ERTMS, including economic impact analysis to inform possible public investment prioritisation	Requests of CINEA- DG Move 100% assessed
ERA1221					
Delivery SSC, VA, ERTMS Trackside approvals	8.40		€ 2,850	Issuing Approvals - Proportion of decisions taken according to the legal framework deadlines	100%
				Issuing Single Safety Certificates - Proportion of decisions taken according to the legal framework deadlines (for completeness and assessment phases)	100%
				Issuing Vehicle Authorisation, including ERTMS on-board assessments - Proportion of decisions taken according to the legal framework deadlines (for completeness and assessment phases)	100%
ERA1226					
Registers Operation and Development	8.47		€ 136,800	ERADIS - Avg. processing time for ServiceDesk requests, document publication and users management	10 days
				ERADIS - Improvements according to the release plan including agreed change requests (CR)	100% approved CRs delivered
				ERATV - % of submitted records published or clarification requested	95%

	ERATV - Avg. processing time for ServiceDesk requests and users management	10 days
	ERATV - Improvements according to the release plan including agreed change requests (CR)	100% approved CRs delivered
	EVR - Avg. migration time of received local NVRs (data) migrated to EVR	6 months
	EVR - Avg. processing time for ServiceDesk requests, letter marking codes and users management	10 days
	EVR - Improvements according to the release plan including agreed change requests (CR)	100% approved CRs delivered
	OCR - Avg. processing time for ServiceDesk requests and Organisation Codes management	10 days
	OCR - Improvements according to the release plan including agreed change requests (CR)	100% approved CRs delivered
	RINF handover	By end of December 2023
	SAIT - Avg. processing time for ServiceDesk requests and user management	10 working days
	SAIT - Business requirements capture for ISS integration delivered	End 2023
	SAIT - Migration - Full set of functionalities deployed as per technical documentation	Mid 2023
	SRD - Avg. processing time for ServiceDesk requests, lettermarking codes and users management	10 days
	SRD - Improvements according to the release plan including agreed change requests (CR)	100% approved CRs delivered

				VKMR - Vehicle Keeper Marking list publication	Monthly publication
				✓ Agency becoming a registration entity for vehicles at the EU level	Proposal for EC decision sent
ERA1240					
Management of Innovation and Long-term evolution of the Agency	3.08		€ 14,250	Available deliverables of projects of interest (level 2 to 3) uploaded onto the Tech Watch library	Available deliverables of projects of interest (level 2 to 3) uploaded on the Tech Watch library according to resources availability
				Coordinated Agency's position on strategic innovation activities under the System Pillar e.g. ERJU MAWP	Position paper(s) agreed internally and shared timely with the EC & ERJU
				Promoting the Agency's proposal(s) for its long-term evolution	Communication on the updated document 'A compelling vision for the target rail system'
ERA1243					
Executing VA	16.70		€ 1,111,200	Executing VA	Legal deadlines and according to the process
ERA1244					
Executing TA	1.51		€ 343,200	Executing ERTMS TA	Legal deadlines and according to the process
ERA1246					
TSI implementation		0.25	-	✓ Monitoring and facilitating the TSI implementation	Drafting implementation template finalised
				✓ Monitoring and facilitating the TSI implementation	MS implementation study developed
ERA-DRO-010					
OSS releases	2.00		€ 219,503	Proportion of significant problems detected during operation for which solutions are available in a next release.	95%

ERA-PRG-006						
National Technical Rules management	1.30	1.79	€ 13,965		National rules for fixed installations according to Art 14.5 and 14.6 of IOP	100% assessed according to Art 25 and 26 of ERA Regulation
					RDD migration to SRD	All rules migrated
				✓	NRs to include in TSIs	CRs introduced
ERA-REC-129						
Manage Radio Communication evolution	2.43	0.27	€ 22,800		CCM: GSM-R and FRMCS CR's on error corrections and enhancements	Q4 2023
					Project mgt and progress reporting	Q4 2023
					Technical Opinion and/or preparation of CCS TSI revision	On request
				✓	CCS TSI Application Guide specific part for Radio: publication of the Guide with updates in line with the CCS TSI 2022.	Q4 2023
				✓	CCS TSI maintenance (error corrections, updated application guide)	Application guide available

Strategic statement 2 - Rail will become the backbone that supports an environmentally sustainable multimodal transport system and will be favoured as a transport mode by the new generations.

Strategic statement 3 - Rail traffic will become seamless and MaaS (Mobility as a Service) and LaaS (Logistic as a Service) will be ensured, including multi-leg ticketing.

<p><i>Expected outcome</i></p> <p><i>Note: intermediate outcomes will be developed in future SPDs</i></p>	<ul style="list-style-type: none"> • Improved synergies with other transport modes, placing railways at the core of the new multimodal transport system • Sustainability of railways will be further enhanced and showcased • Rail is the preferred mode of transport of new generations • Seamless rail traffic • Mobility as a service and Logistics as a service are ensured • Multi-leg ticketing supports the new multimodal transport system in the EU
<p>Outcome indicators</p> <p><i>Note: they will be further developed in future SPDs</i></p>	<ul style="list-style-type: none"> • The level of implementation of TAF and TAP TSI as monitored through the annual "Safety and Interoperability Progress Report" • Evolution in share of rail (both passenger and freight) in the EU's transport market compared to air, road or maritime transport • GHG emission from rail compared with other transport modes (shares %)
<p><i>Progress towards outcome in 2023</i></p>	<ul style="list-style-type: none"> • Publish at least one annual topic report on the green Agenda • Publish the Interoperability Progress report for TAF/TAP TSI • Extension of TAP access to ticket vendors (information on timetable, tariff, and journey in real-time) • Messages on train composition, train running, and consignment/ wagon tracking will be made available to not only railway undertakings but also to transporters sending goods by train • Harmonisation of the rules for the codification system used for combined transport
<p>Expected resource envelope:</p> <p><i>Human resources</i>²⁰</p> <p><i>Financial resources</i>²¹</p>	<p>3.56 FTE</p> <p>€ 93,688</p>
<p><i>Fee-based</i></p>	<p>No</p>

²⁰ The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

²¹ The financial resources shown here only take into account the operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

Project Name	FTE	FTE from SP	Budget assigned	SP	Output indicator	Output Target
006REC1128						
Manage the evolution of Telematics application for freight (TAF TSI)	1.42		€ 18,050		Change requests included in TAF technical appendices, according to the CCM process	Q4 2023
					Monitoring of the TAF TSI implementation - progress report on Year -1	Q2 2023
ERA1234						
Green agenda	0.12		€ 4,038		Annual topical report	Report published and event around the results of the report organised
ERA-REC-122						
Manage the evolution of Telematics application for passengers (TAP TSI)	1.02		€ 55,450		Change requests included in TAP technical appendices, according to the CCM process	Q2 and Q4 2023
					Monitoring of the TAP TSI implementation - progress report on Year -1	Q2 2023
ERA-WKG-015						
TDG Coordination	1.00		€ 16,150		No. of meetings where ERA supports the EC in accordance with the AR art. 17.	15

Strategic statement 4 - Rail will be an increasingly safe and secure mode of transport for its users and workers.

<i>Expected outcome</i>	<p><i>Improved safety and security on rail</i> <i>Improved safety and security for rail workers</i></p> <p><i>The expected outcomes are further detailed to the following intermediate outcomes more directly linked to the Agency's safety portfolio:</i></p> <ol style="list-style-type: none"> <i>1. All railway operators - IM, RU, ECM - understand and accept their responsibility and actively implement an SMS to control the risks of operational activities;</i> <i>2. An increased performance of and trust in the different safety related control levels in the system - ERA, MS, NSA, ASBO, ECM CB, accreditation, recognition, NIB;</i> <i>3. Safety and safety management/performance related data is shared in an open and transparent way;</i>
<p>Outcome indicators <i>Note: they will be further developed in future SPDs</i></p>	<ul style="list-style-type: none"> • (Number of open type 3 issues when issuing SSC's/ overall number of certificates issued • Number of SSC's issued with reduced validity period/ overall number of certificates issued • Number of appeals made by operators in a year linked to SSC certification/ average number of SSC's issued per year • Percentage of NSA's audited with at least 1 deficiency (focused on deficiencies still open from the 1st cycle). Note: this is a rolling indicator • NSA Monitoring: number of deficiencies still open (follow-up of the 1st cycle) vs number of deficiencies of the 1st cycle (rolling indicator) Note: this is a rolling indicator • Number of peer reviewed NIB's • Number of volunteering NIBs to participate in the NIB peer review/ total number of NIB's (on a yearly basis)
<i>Progress towards outcome in 2023</i>	<ul style="list-style-type: none"> • <i>Reinforce the maturity of operators (i.e. IM, RU, ECM) in the implementation of their management systems</i> • <i>Reinforce the maturity of the different legal control levels in adequately fulfilling their activities (i.e. MS, NSA, CSM AsBo, ECM certif. bodies, NoBo (DeBo), accreditation/recognition, NIBs)</i> • <i>Ensure and actively promote through SAIT, SIS and other systems the sharing of safety related data for proper decision-making at all levels in the railway system</i>
<p>Expected resource envelope: <i>Human resources</i>²² <i>Financial resources</i>²³</p>	<p>26.61 FTE's + 0.99 additional FTE's from SAP implementation (recruitments expected to happen in a phased approach in 2023) € 868,353 (out of which € 480,000 for NSA costs & € 179,400 for PoE costs)</p>
<i>Fee-based</i>	<i>Partially</i>

²² The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

²³ The financial resources shown here only take into account the operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

Project Name	FTE	Additional FTE from SAP	Budget assigned	SAP linked	Output indicator	Output Target
001MRA1116						
NSA Monitoring implementation	4.62	0.31	€ 142,500		No. of audit reports delivered	At least 4
					No. of audit reports sent to NSA for comments after the onsite visit	At least 6
				✓	Proper learning from the NSA monitoring	Follow-up of deficiencies ensured
				✓	No. of NSA audits performed	8
				✓	Assessment of NSA Supervision activities of RUs where the Agency has issued the SC	Pilot during the 2nd year of the 2nd cycle
004SST1088						
Develop Safety Culture	1.93		-		Draft report on the development of a safety culture (RSD Art. 29.2)	1 report
					Enriched training material on regulatory oversight of safety culture	Training material
					ERA-SCS Follow up activities executed according to plan	100%
					ERA-SCS on request	100%
					Process to gather safety culture information based on existing Agency activities	New process implemented
					Safety Culture and Leadership Training delivered according to plan (subject to MB decision)	100%
					Safety Culture Peer Review Service on request	100%
					Safety Days 2023 (Content)	Content delivered

ERA1167						
Sustainable safety management	5.32		€ 7,600		Strengthen ASBO control level - coordination of ASBO (meetings, RFU development, etc.)	Meetings organised, support material published or delivered
					Strengthen ECM control level - coordination of ECM certification bodies (meetings, RFU development, etc.)	Meetings organised, support material published or delivered
					Strengthen SMS - develop, deliver and maintain guidance material on SMS (incl. app, website, etc.)	Support material published or delivered (in collaboration with ERA Academy)
					Strengthen SMS - develop, deliver and maintain guidance material on CSM RA/MO	Support material published or delivered (in collaboration with ERA Academy)
					Strengthen ECM control layer - develop, deliver and maintain guidance material on ECM certification	Support material published or delivered (in collaboration with ERA Academy)
					Strengthen SMS - develop, deliver and maintain guidance material on TDG risk management	Support material published or delivered (in collaboration with ERA Academy)
					Strengthen SMS (TDG) - coordination of EUDG meetings	Meetings organised, support material developed
					Strengthen SMS (TDG) - development of the Risk Management Platform (RMP)	RMP proof-of-concept/Beta V3.0; reference manual V3.0
ERA1168						
Learning from safety performance	1.35		-		Strengthening NIB control layer - bilateral feedback provided to # NIB (possibly to be combined with NIB peer review)	100% delivered on request

				Strengthening SMS + strengthening NSA control layer - develop training modules on measuring safety performance/risk-based supervision	Training modules developed and tested
ERA1208					
Revision of SSC guides and procedures	0.46		€ 1,900	Collection of feedback, identification of lessons learned and possible improvement for ERA guides and procedures	5 SSC plenary meetings and 2 Peer Review Group meetings
				Proportion of change requests pertaining to ERA guides and procedures which lead to their revision as appropriate	95%
ERA1219					
Common Safety Methods on Assessment of Safety Level and Safety Performance	3.50	0.68	€ 8,503	GoA/JNS fast track procedure	Final Report delivered according to the time plan set up by the steering group decision
				GoA/JNS normal procedure	Final Report delivered according to the time plan set up by the steering group decision
				✓ GoA/JNS fast track procedure	GoA/JNS proposal
				✓ GoA/JNS normal track procedure	GoA proposal & ERA follow-up report
				ISS development	Beta version finalised and tested in 2023, subject to allocation of resource and IT development budget, dependent from ISS IT description

				Support to Operators and Authorities for CSM ASLP implementation	Satisfaction of railway stakeholders
				ISS IT description	Subject to a separate budget request, ISS high level technical description, including roles and responsibilities for use and maintenance, functioning of the Common Digital Interface
				✓ Management of the Group of Analysts	GoA meetings chaired
				✓ CSM Development	Recommendation on Appendix C
				✓ CSM Development	Technical Opinion on Appendix A updated according to the lessons learned
				✓ CSM guidance/training	Guide on safety performance published
				✓ CSM Implementation	User support for implementation
ERA1224					
Support to NIB Peer Review	0.33		€ 14,250	ERA to attend as observer, at least remotely, to the meetings of NIB Peer Reviewed	Attend to, at least, 50% of NIBs Peer Review meetings
ERA1236					
Integration of Human and Organisational Factors	1.19		-	Collaboration on HOF topics to build and share knowledge	HOF Collaboration with organisations and research institutes in railways and other safety domains
				Dissemination on HOF topics	HOF webinar and social media presence
				Dissemination on HOF topics	2 Automation Myth Busting Series of papers published
				Dissemination on HOF topics	1 HOF network meeting

				Guidance on a HOF topic adopted and published	Training on HOF in change management toolkit
				Training on specific HOF topics	Develop and pilot HOF training content for modules included in the ERA Academy portfolio
ERA1242					
Executing SSC	5.20		€ 659,400	Executing SSC	Legal deadlines and according to the process
ERA1248					
Follow-up audit - report on the state of implementation and application of EU legislation on railway safety and interoperability in Spain	0.66		€ 34,200	Report	Delivered to EC by end of Q3
ERA1249					
Safety Trainings and Assistance to Rail Stakeholders (STARS)	2.05		-	Requests for safety trainings assessed	100%
				Trainings delivered according to the request assessment	100%
				Requests for assistance assessed	100%
				Assistance delivered according to the request assessment	100%

Strategic statement 5 - Rail will be resilient and agile in responding to emergency situations

<i>Expected outcome</i>	<ul style="list-style-type: none"> <i>Resilience of the rail sector to emergency situations and external events</i> <i>Agility of the rail sector to respond quickly and efficiently to emergency situations</i>
Outcome indicators	The indicators will be developed in future SPDs, as no projects will contribute to the achievement of the statement in 2023.
<i>Progress towards outcome in 2023</i>	<ul style="list-style-type: none"> <i>There will be no progress towards outcome in 2023, as no projects have been allocated to the strategic statement at this stage.</i>
Expected resource envelope:	
<i>Human resources</i>	0 FTEs
<i>Financial resources</i>	€ 0
<i>Fee-based</i>	No

Strategic statement 6 - Rail will become increasingly economically competitive as a mode and as a sector.

<p><i>Expected outcome</i></p> <p><i>Note: intermediate outcomes will be developed in future SPDs</i></p>	<ul style="list-style-type: none"> • <i>Economic competitiveness of the rail sector compared with other modes of transport</i>
<p>Outcome indicators</p> <p><i>Note: they will be further developed in future SPDs</i></p>	<ul style="list-style-type: none"> • Evolution in rail traffic in absolute terms • Proportion of rail vs road and air transport, for passenger and freight rail in the EU • Number of pax-km per passenger train-km • Number of tonne-km per freight train-km • Average ERTMS costs (trackside and on-board)
<p><i>Progress towards outcome in 2023</i></p>	<ul style="list-style-type: none"> • <i>Increase evidence and knowledge to support impact and outcome-based decision making through:</i> • <i>Impact assessments, ex-post evaluations and other economic analyses</i> • <i>Reporting on progress for safety / interoperability and other dedicated analyses</i>
<p>Expected resource envelope:</p> <p><i>Human resources²⁴</i></p> <p><i>Financial resources²⁵</i></p>	<p>3.07 FTE</p> <p>€ 30,400</p>
<p><i>Fee-based</i></p>	<p>No</p>

²⁴ The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

²⁵ The financial resources shown here only take into account the operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

Project Name	FTE	Additional FTE from SAP	Budget assigned	SAP linked	Output indicator	Output Target
ERA1188						
Impact assessments	1.03		€ 15,200		Number of impact assessments delivered for recommendations and opinions	Number of IAs corresponds to the number recommendations delivered / number of opinions issued
					Task Force Report endorsed by ESG	Report delivered to the ESG by December
ERA1189						
Ex-post evaluations	0.50		€ 3,325		Number of completed ex-post evaluations	At least one
ERA1195						
Reporting on Railway System	0.61		€ 9,500		Annual assessment report on achievements of CSTs	31/03/2023
					Annual overview for safety	Available by March
ERA1196						
Data and information analysis	0.83		€ 2,375		Complete the targeted studies that are selected by the MT	Two targeted studies
ERA1223						
Women in transport	0.10		-		Publication of theses/dissertations and possibly traineeship at ERA	1

Strategic statement 7 - The EU will become the global reference for rail and ERA authorisations will be globally recognised.

<p><i>Expected outcome</i></p> <p><i>Note: intermediate outcomes will be developed in future SPDs</i></p>	<ul style="list-style-type: none"> • <i>The EU is a global reference for railway certifications and integration</i> • <i>ERA authorisations are recognised worldwide</i>
<p>Outcome indicators</p> <p><i>Note: they will be further developed in future SPDs</i></p>	<ul style="list-style-type: none"> • Number of participants in ERA training sessions and other dissemination events
<p><i>Progress towards outcome in 2023</i></p>	<ul style="list-style-type: none"> • <i>IPA and other EU Conferences</i>
<p>Expected resource envelope:</p> <p><i>Human resources²⁶</i></p> <p><i>Financial resources²⁷</i></p>	<p>9.94 FTE</p> <p>€ 625,246</p>
<p><i>Fee-based</i></p>	<p><i>No</i></p>

²⁶ The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

²⁷ The financial resources shown here only take into account the operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

Project Name	FTE	Additional FTE from SAP	Budget assigned	SAP linked	Output indicator	Output Target
ERA1145						
ERA Academy	2.14		€ 335,565		Building and managing the Academy	The Academy achieves its planned activities as described in the yearly Comm and Diss Plan, and reports regularly to the MB.
					Building the Knowledge HUB (e-learning environment), Safety Management Training Project and ERA Competency Framework	The knowledge HUB is built as planned in the yearly Comm & Diss Plan.
					Events and webinars, dissemination activities	Delivering ERA events according to the yearly Comm & Diss plan
ERA1147						
Coordination of international relations	1.59		€ 20,403		Collaboration with OSJD	Ensured
					Collaboration with OTIF	Ensured
					Engagement with other international regulation bodies (Platform of regulators)	Ensured
					Support to EC in wider international engagement	Ensured
ERA1148						
Networks	1.05		€ 47,500		Networks - NIB cooperation	Organised
					Networks - NRB management and coordination	Organised
					Networks - NSA Network	Organised
ERA1151						
IPA and Western Balkans	1.00				All national rules of IPA Beneficiaries are collected, analysed and aligned to TSIs	Assistance provided by ERA

				IPA beneficiaries are familiar with EVR and actively use it. Data from existing NVRs is successfully migrated to EVR	Assistance provided by ERA
				IPA beneficiaries establish a functioning NSA and NIB	Assistance provided by ERA
				Train driver licensing of IPA beneficiaries is up to the standard of the EU. Train driver licenses issued by WB6 are mutually recognized.	Assistance provided by ERA
				WB6 have an electronic register and management system of railway infrastructure, taking into account the existence of RINF	Assistance provided by ERA
ERA1161					
Online corporate communication	2.65		€ 214,368	Community management strategy	Developed by end of Dec 2023
				LinkedIn - Number of original posts	At least 6 posts per month
				Moodle platform availability	> 97% (excluding maintenance)
				Organising Webinars	At least 10 webinars/year
				Twitter - Number of original posts	At least 10 posts per month
				Twitter - Number of retweets	At least 12 retweets per month
				Website availability	> 97% (excluding maintenance)
				YouTube - Number of original videos	At least 2 videos per month
ERA1163					
Publications management	1.25		-	Creating and implementing communication campaigns aiming at explaining ERA's mission, activities and added value	2 Communication Campaigns
				Strengthening and keeping the consistence of ERA corporate design	2 internal training sessions delivered to ERA Staff
ERA1178					

Collaboration with European and international standardization organizations	0.26
---	------

€ 7,410	Assessment of the new standard version to be referred to in TSIs	New version assessed within the agreed deadlines
	ERA-UIC coordination	Implement the coordination framework of 2021
	Participation to the meeting related (RASCOP, CLC/TC9X, CEN/TC256, ISO/TC269, ISO/TC204, IEC/TC9, ETSI)	50% participation based on priority topics

Strategic statement 8 - The Agency will ensure an effective and efficient governance of its portfolio of activities in order to offer the best value for money to citizens and business in the EU

<p><i>Expected outcome</i></p> <p><i>Note: intermediate outcomes will be further finetuned in future SPDs</i></p>	<ul style="list-style-type: none"> • <i>Effective and efficient governance of the Agency's portfolio</i> • <i>The Agency's activities provide value for money guaranteed to EU citizens and businesses across the EU</i> <p><i>The expected outcomes have been further detailed in the following intermediate outcomes:</i></p> <ol style="list-style-type: none"> 1. <i>Digitalisation of the Agency: Single source of data for internal access; Single source of data for external access; Data is only introduced once</i> 2. <i>Staff understand the mission and vision of the Agency, internalise it and have the flexibility, the ownership/ autonomy with their activities, and a clear mutual understanding of their roles and responsibilities to actively contribute to the strategic direction of the Agency</i> 3. <i>The Agency has a sound and agile governance framework, whose processes and administration favour clarity, efficiency and decision making at the right level.</i> 4. <i>The SPD process steers the Agency's strategy and multi-annual work programme development in an integrated, evidence-based, and coordinated manner as well as the monitoring of its effectiveness. This can be achieved through interfacing with the internal stakeholders owning the strategies and the external stakeholders (EC, EB strategic calendar, etc)</i> 5. <i>SPD is the single reference (for internal and external stakeholders) for all critical tactical information providing the overarching view on the implementation of the projects and services</i> 6. <i>The Agency is a learning, ethical, legally complying organisation where the decision-making, the strong financial control, the monitoring, and reporting processes give the ED the assurance of best value for money</i>
<p>Outcome indicators</p> <p><i>Note: they will be further developed in future SPDs</i></p>	<ul style="list-style-type: none"> • Budget discipline (% of deviation from annual budget) • Data is FAIR, measured on a scale
<p><i>Progress towards outcome in 2023</i></p>	<ul style="list-style-type: none"> • <i>Proper SPD-CAAR cycle implemented, with a clear focus on compliance and performance; Strengthening plan actions for 2023 implemented</i> • <i>Feasibility check to measure the Agency reputation and stakeholder's satisfaction via sentiment analysis; collect feedback re. the website</i> • <i>Effective Data Governance in place with Reference Data appropriation</i> • <i>Driving an organisational culture change</i>
<p>Expected resource envelope:</p> <p><i>Human resources²⁸</i></p> <p><i>Financial resources²⁹</i></p>	<p>26.54 FTE's + 3.88 additional FTE's from SAP implementation (recruitments expected to happen in a phased approach in 2023)</p> <p>€ 357,800</p>
<p><i>Fee-based</i></p>	<p>No</p>

²⁸ The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

²⁹ The financial resources shown here only take into account the operational expenditures. For a comprehensive view on the financial resources including all costs such as staff salary, IT costs etc, please refer to Annex II.

Project Name	FTE	Additional FTE from SAP	Budget assigned	SAP linked	Output indicator	Output Target
ERA1154						
Supporting EB and MB meetings	0.65		€ 31,000		% of mandatory decision topics for year N covered by the EB/MB meetings	100%
ERA1156						
Organisational strategic programming, monitoring and reporting	7.74		€ 66,500		Strategies identified, steered and monitored	2
					SPD 2024-2026	First draft endorsed by MB in January and final document adopted by MB in November
					SPD 2025 - 2027	MB workshop organised and workshop report circulated to the participants
					Budget planning, monitoring and reporting	Budget 2024 request encoded in BadgBudg
					Budget planning, monitoring and reporting	100% of budget transfers approved in line with ERA Financial Regulation provisions
					Budget planning, monitoring and reporting	>98% of appropriations committed
					Budget planning, monitoring and reporting	<10% of carry-over of payment appropriations for T1
					Budget planning, monitoring and reporting	<20% of carry-over of payment appropriations for T2
					Budget planning, monitoring and reporting	<30% of carry-over of payment appropriations for T3
					Budget planning, monitoring and reporting	>95% of execution of C8 payment appropriations
					Budget planning, monitoring and reporting	>95% of payments made by contractual deadline

				Budget review	At least 6 budget reviews organised
				SPD 2023 substantial and non-substantial amendments	Adopted by MB (substantial)/ adopted by ED (non-substantial)
				SPD 2023 monitoring Dashboard	Presented to MT (monthly basis) and EB/MB (at every meeting)
				CAAR 2022	Adopted by MB
				% of internal/ external requests for corporate performance related data and information addressed	100%
ERA1158					
Internal Management and Control System	3.80		-	% of nonconformities identified for which corrective/preventive actions are identified	100%
				Agency' most significant risks identified and assessed. Remedial actions plans in place.	Documented and reported in CAAR
				Documented assessment of the effectiveness of the Internal control framework	Prepared and included in the CAAR
				Agency's processes management - % of Agency processes revised in line with the ICF and leaning objectives	20%
				Audit implementation_ % of IAS/ECA recommendations implemented in line with the action plan	100%
				Financial verification_ Residual error rate following ex-post control	≤2%
				Financial verification_ Information sessions on systemic errors detected	2
ERA1159					

Legal support	2.00	-	% of legal acts issued by the Agency, as defined by the Agency regulation, for which legal advice was provided	100
ERA1160				
Accounting	2.00	-	Accounting - Opinion in the CoA annual report on reliable Agency accounts	Positive
ERA1162				
Media/press relation and crisis management	0.70	-	Deliver effective crisis communications	No reputational damages (legal actions, written complains)
			Deliver effective media coverage of ERA events	Increased media coverage per ERA event compared to previous year in relevant international media & in specialised media
			Deliver effective media relations	Increased number of articles/features compared to 2022; all enquiries answered within deadline; etc (details see plan)
			Improve capability e.g. by early detection systems, a tool for reputation measuring/monitoring	100%
			Test & refresh reputational awareness of staff	Training delivered, quality of communications by non-SAC staff improved
			Improve capability: review corporate messaging, design a multi-annual campaign, include videos, FWC with PR agency	Key messages defined, improved tools and procedures, action plan
ERA1205				
Procurement Service	3.00	-	No. of procurement procedures timely organised out of the total number of	>90%

				procurement procedures planned in the annual procurement plan	
ERA1222					
Ethics service	0.10		-	% of Agency's staff trained on antifraud and Ethics	at least 15% per each type of training
				% of annual declaration of interests (DoI) submitted by staff members	at least 90%
ERA1225					
Management, control and support of ERA portfolio of projects and services	1.34		-	Communication of SPD outputs for which risks cannot be mitigated within Agency's control	90% of project outputs that will not be fully achieved communicated to the Management team
				Monthly reports for Agency's projects and services	95% collected
				Projects at risk of not achieving SPD outputs identified, causes analysed, mitigation measures proposed and implemented by the PM/SM, PO/SO	100% of mitigation measures proposed and implemented for projects at risk by the PM/SM, PO/SO
ERA1227					
Interoperable data	3.44	3.88	€ 255,550	Handover to Registers team	By end of December 2023
				Linked data programme implementation towards a data-centric organisation.	Define the Agency's data architecture and relevant processes of its governance.
				Linked data programme implementation towards a data-centric organisation.	Progress data-centricity and user-centricity.
				Linked data programme updates and continuous implementation towards a data-centric organisation.	Controlled vocabularies cover at least a part of authorisations' related data.
				Timely management of RINF user support requests	90%
				✓ Migration plan for the individual registers to a linked data approach,	Draft migration plan prepared

				including the standardization of terminology through the ERA terminology	
ERA1228					
Internal communication lifecycle	0.82		-	Actions based on survey results	100% of the top 20% ranked according to impacts
				Evaluation survey	One survey per year
ERA1231					
DPO (Data Protection Officer)	0.30		-	Percentage of pieces of advice and consultation provided on time	100%
ERA1235					
Better together at ERA	0.55		€ 4,750	Change plan updated with the last 6 work packages	Implementation of the change plan
ERA1237					
Revision of Document Management and Archiving	0.10		-	Production environment of ARES put in place	Q1
				Internal coordination on ARES implementation within the Agency	Organised with all units/departments

Strategic statement 9 - The Agency will ensure a performant working environment, based on high-quality motivated human resources and a collaborative behaviour

<p><i>Expected outcome</i></p> <p><i>Note: intermediate outcomes will be further developed in future SPDs</i></p>	<ul style="list-style-type: none"> • <i>Performant working environment at the Agency</i> • <i>Collaborative behaviour showcased through all processes and deliveries of the Agency</i> • <i>High-quality service delivery</i>
<p>Outcome indicators</p> <p><i>Note: they will be further developed in future SPDs</i></p>	<ul style="list-style-type: none"> • Staff satisfaction (evaluated through the Staff Engagement Survey or own survey with the same scope and questions) • Highly trained staff (checked through dimensions training performance such as the evolution of hours recorded on training in MS Project, training budget, number of PIT requests) • HR strategy action plan progress • Overtime (% worked above the 40 hours/week on a monthly basis, over 110%) • Cloud migration – infrastructure migrated to the cloud • ICT strategy action plan progress
<p><i>Progress towards outcome in 2023</i></p>	<ul style="list-style-type: none"> • <i>Clarify the concept of digital transformation, defining the scope and the impact on the Agency’s activities. Baselineing</i> • <i>Setting the strategic landscape for HR, Registers, IT, etc.</i> • <i>Appropriate supply of working tools, such as SYSPER2, SUMMA, New SharePoint environment, and deployment of cloud-based services</i> • <i>Facilitating the network compatibility checks done by the RUs by mean of applications based on RINF Register accessible as Linked Data</i> • <i>Competency management framework:</i> <ul style="list-style-type: none"> ○ <i>Self-assessment for the PAD action plan, testing the process for future development</i> ○ <i>Fully deployed in IMS</i> ○ <i>Align staff IT literacy with new environments (e.g. Power BI, planner, PowerApps, etc.)</i>
<p>Expected resource envelope:</p> <p><i>Human resources³⁰</i></p> <p><i>Financial resources</i></p>	<p>26.46 FTE</p> <p>€ 983,049 (Title 3 & 4.3) + € 2,621,000 (Title 2 & 4.2) => € 3,604,049</p>
<p><i>Fee-based</i></p>	<p><i>Partially</i></p>

³⁰ The human resources are shown in FTE, not headcount. For more information, please refer to Annex IV.

Project Name	FTE	Additional FTE from SAP	Budget assigned	SAP linked	Output indicator	Output Target
ERA1201						
ICT Service	10.91		€ 982,455 from relevant chapters in T3/T4.3 + € 1,308,000 from relevant chapters in T2/T4.2		Average yearly availability of the Critical IT systems	97%
					Average yearly availability of the Essential IT systems	95%
					Average yearly availability of the Necessary IT systems	93%
					ServiceDesk user satisfaction feedback "Good/Excellent" rate	>70%
ERA1202						
FM Service	7.70		€ 1,313,000 from relevant chapters in T2/T4.2		Execution of evacuation exercise at the ERA HQ	At least 1 exercise per year
					ServiceDesk users' satisfaction feedback "Very Good/Excellent" rate	>70%
ERA1203						
HR Service	7.63		€ 594		% implementation of the establishment plan	> 98%
					% of staff turnover	Lower or equal to 5%
					% implementation of the external personnel plan (CAs and SNEs)	>98%
					ServiceDesk users' satisfaction feedback "Good/Excellent" rate	>70%
ERA1207						
New ERA building Phase 2	0.22		-		Study – Phase 5: "Assistance consultation concours Maîtrise d'œuvre" and Phase 6 "Conception, mise au point et optimisation projet" (total of one year maximum)	Completion of phases 5 & 6 of the Study

Methodological note:

A. FTEs – the resources are planned for the Strategic Statements (in line with the envelopes shown above), as well as for ERA Management and administration.

The table shows in a separate column (“Additional FTE from SAP”) the allocation of the additional resources envisaged in the EC proposal (12 TAs), to which a correction factor has been applied in terms of phased/late hiring out of prudence.

The margin up to the maximum establishment plan accommodated the difference between headcount and FTEs (e.g. part time work, late hiring to cope with the budget constraints etc.)

Strategic statement	FTE	Additional FTEs from SAP	Total FTE
Strategic statement 1	71.27	6.37	77.63
Strategic statement 2&3	3.56	-	3.56
Strategic statement 4	26.61	0.99	27.60
Strategic statement 5	-	-	-
Strategic statement 6	3.07	-	3.07
Strategic statement 7	9.94	-	9.94
Strategic statement 8	26.54	3.88	30.42
Strategic statement 9	26.46	-	26.46
ERA Management and administration	23.15	-	23.15
Total	192.60	11.23	201.83

B. Budget – the financial resources are planned as follows:

Expenditures	Note on the link to the P/S from the annual section	EU Subsidy	Fees and charges	Total
Staff costs	These are not included in the P/S budget envelopes in the annual section above	€ 23,473,646	€ 6,561,504	€ 30,035,150
Infrastructure operating expenditure	These are included in the budget for the ICT service and the FM service (StSt 9)	€ 2,096,800	€ 524,200	€ 2,621,000
Operational expenditure	These are included in the budget for all the P/S in StSt1 – StSt 9	€ 1,834,140	€ 2,388,403	€ 4,222,543
<i>Out of which costs for NSAs for the F&C</i>	<i>Allocated by ERA P/S (ERA1242,1243,1244)</i>	-	€ 1,560,000	€ 1,560,000
<i>Out of which costs for PoE for the F&C</i>	<i>Allocated by ERA P/S (ERA1242,1243,1244)</i>	-	€ 553,800	€ 553,800
Meetings, missions, other costs	Not allocated by ERA P/S	€ 29,040	-	€ 29,040
Other operational expenditure	Allocated under the ICT service in StSt9	€ 785,964	€ 196,491	€ 982,455
TOTAL		€ 28,219,589	€ 9,670,598	€ 37,890,187

Annexes

Annex I. Organisational chart

Figure 1 - Organisational chart as of 01/01/2023

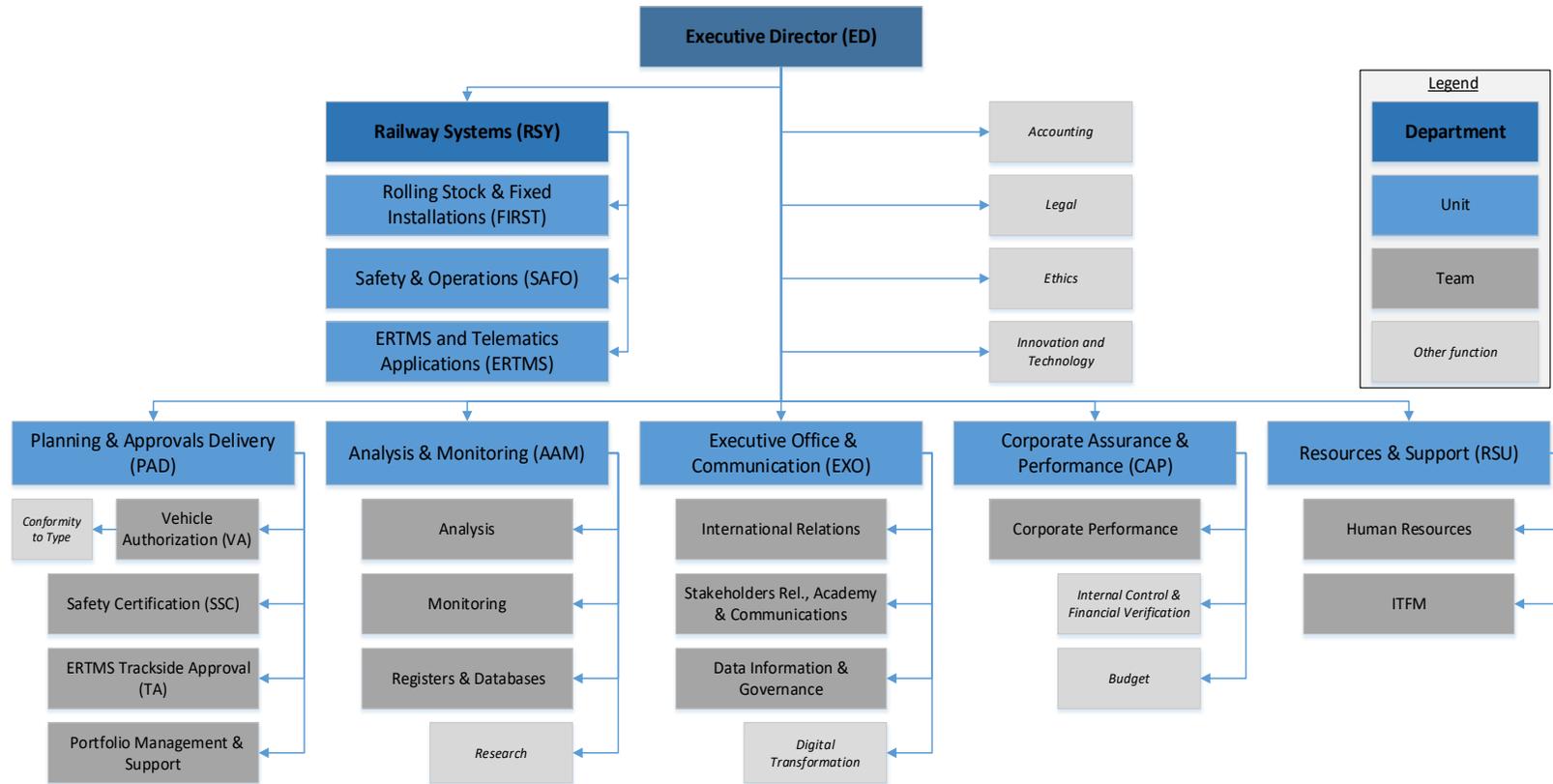


Table 6 - Number of posts for each organisational entity (headcount)

Department, Unit, or Team	EU contribution & Fees & charges				Grants, Contrib. & SLAs				Grand Total
	TA	CA	SNE	Σ Posts	TA	CA	SNE	Σ Posts	
Executive Director (ED)	7	1		8					8
ED (general)	7	1		8					8
Railway Systems (RSY)	65	4	1	70		3		3	73
RSY (general)	9			9					9
ERTMS & Telematics (ERTMS)	21	1		22					22
Rolling Stock & Fixed Installations (FIRST)	19			19		1		1	20
Safety & Operations (SAFO)	16	3	1	20		2		2	22
Planning & Approvals Delivery (PAD)	20	9		29					29
PAD (general)	4	3		7					7
ERTMS Trackside Approval (TA)	2			2					2
Portfolio Management & Support	5	3		8					8
Safety Certification (SSC)	3			3					3
Vehicle Authorisation (VA)	6	3		9					9
Analysis & Monitoring (AAM)	30	2		32					32
AAM (general)	5			5					5
Analysis	6			6					6
Monitoring	12			12					12
Registers & Databases	7	2		9					9
Executive Office & Communication (EXO)	14	8	2	24		1		3	25
EXO (general)	4	1	1	6					6
Data Information & Governance	4	1	1	6					6
International Relations	2			2		1		1	3
Stakeholders Relations, Academy & Communications	4	6		10					10
Corporate Assurance & Performance (CAP)	10	4	1	15					15
CAP (general)	6	2		8					8
Corporate Performance	4	2	1	7					7
Resources & Support (RSU)	19	8		27					27
RSU (general)	2			2					2
Human Resources	5	1		6					6
ITFM	12	7		19					19
<i>to be assigned</i>	<i>1</i>			<i>1</i>					<i>1</i>
Grand Total	166	36	4	206		4		4	210

Annex II. Resource allocation per activity 2023 - 2025³¹Table 7 - Resource allocation 2022 - 2025³²

Activity	Revenue source	2022				2023				2024				2025			
		Σ FTE	TA	CA+SNE	Budget €	Σ FTE	TA	CA+SNE	Budget €	Σ Headc.	TA	CA + SNE	Budget €	Σ Headc.	TA	CA + SNE	Budget €
StSt 1	EU cont.	39.3	35.8	3.5	6,685,676	45.4	41.6	3.8	8,401,150	50.1	46.3	3.8	9,365,397	50.1	46.3	3.8	9,594,329
	F&C	38.8	30.8	8.0	7,038,812	29.1	22.3	6.8	6,553,584	28.9	22.1	6.8	6,616,408	28.8	22.0	6.8	6,718,901
	G, C, SLA	2.3	0.0	2.3	260,000	3.1	2.4	0.7	250,000	3.0	2.4	0.7	0	1.5	0.9	0.7	0
StSt 2-3	EU cont.	3.6	3.0	0.6	599,968	3.6	2.9	0.7	669,927	3.6	2.9	0.7	633,106	3.6	2.9	0.7	644,620
StSt 4	EU cont.	25.1	16.1	9.0	4,334,280	22.4	18.8	3.6	3,874,555	24.1	20.1	4.0	4,205,655	23.1	19.1	4.0	4,095,195
	F&C	N/A ³³			N/A	5.2	4.0	1.2	1,562,773	5.1	3.9	1.2	1,566,466	4.9	3.7	1.2	1,550,225
StSt 5	EU cont.	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0
StSt 6	EU cont.	2.4	2.3	0.1	384,592	3.1	3.1	0.0	566,611	3.1	3.1	0.0	577,994	3.1	3.1	0.0	588,794
StSt 7	EU cont.	7.8	7.0	0.8	1,938,904	8.9	4.1	4.8	1,858,993	9.0	4.1	4.8	1,924,538	9.0	4.1	4.8	1,949,136
	G, C, SLA	4.0	0.0	4.0	580,735	1.0	0.2	0.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0
StSt 8	EU cont.	51.6	43.2	8.4	8,819,071	29.4	19.9	9.5	4,851,280	30.4	20.9	9.5	5,162,438	29.3	19.8	9.5	5,057,693
StSt 9	EU cont.	24.9	16.2	8.7	4,182,653	26.5	18.5	8.0	5,064,047	26.5	18.5	8.0	5,120,799	26.5	18.5	8.0	5,202,258
M&A ³⁴	EU cont.	N/A			N/A	16.8	14.5	2.3	2,933,025	19.3	16.7	2.6	2,493,829	18.4	15.8	2.6	3,018,845
	F&C	N/A			N/A	6.3	4.9	1.4	1,554,241	3.8	2.9	0.9	1,812,452	3.8	2.9	0.9	1,750,247
Σ EU contribution		154.7	123.6	31.1	26,945,144	156.1	123.4	32.7	28,219,589	166.0	132.6	33.4	29,483,757	163.0	129.6	33.4	30,150,871
Σ Fees and charges		38.8	30.8	8.0	7,038,812	40.6	31.2	9.5	9,670,598	37.8	28.9	8.9	9,995,325	37.5	28.6	8.9	10,019,373
Total EU + F&C		193.4	154.4	39.1	33,983,956	196.8	154.6	42.2 ₃₅	37,890,187	203.9	161.5	42.4	39,479,082	200.5	158.2	42.4	40,170,244
Σ Grants, Cont. [...]		6.3	0.0	6.3	840,735	4.1 ³⁵	2.6	1.5	250,000 ³⁶	3.0	2.4	0.7	0	1.5	0.9	0.7	0
Grand Total		199.8	154.4	45.4	34,824,691	200.8	157.2	43.6	38,140,187	206.9	163.9	43.0	39,479,082	202.0	159.0	43.0	40,170,244

³¹ Staff numbers – in line with EU Draft Budget “2.1.2 European Union Agency for Railways – ERA” – include statutory staff only (establishment plan and external staff); as a consequence, Structural service providers, and Interim workers are not included. External staff financed from grant, contribution or service-level agreements are shown on separate lines.

³² Title 1 & 2 budget distributed pro rata based on the FTE allocation. FTE and budget allocation for 2024-2025 is tentative.

³³ In 2022, SSC-related activities were included under Strategic Statement 1

³⁴ ERA management and administration (incl. Meetings, missions, other costs), in 2022 shown under Strategic Statement 1 (Fees and charges), 8, and 9.

³⁵ Distribution of resources is based on the real allocation of FTEs between projects/services. While 3 CAs are envisaged for System Pillar and 1 CA for IPA in terms of headcount, other staff with TA contracts are also allocated to support these streams of work.

³⁶ Amount on Grants, Contrib. & SLAs reflect the actual cash flows, not the real staff cost

Annex III. Financial Resources 2023-2025

T 1 – Revenue

i – General revenues

Table 8 - Overview of revenues

Revenues (EUR)	2022	2023
	Estimated	Budget forecast
2. EU contribution	26,278,423	27,418,274
1. + 3. + 4. + 5. + 6. + 7. Other revenue	7,705,533	10,471,913
<i>Of which 1. Revenues from fees and charges</i>	7,038,812	9,670,598
<i>Of which 3. Third country contribution (= EFTA)</i>	656,721	801,315
Total revenues	33,983,956	37,890,187

Table 9 - General revenues

Revenues	2021	2022	2023		VAR	2024	2025
	Budget (EUR)	Budget (EUR)	Agency request (EUR)	Budget forecast (EUR)	2023/2022 (%)	Envisaged (EUR)	Envisaged (EUR)
1. Revenues from fees and charges	4,138,980	7,038,812	9,826,585	9,670,598	20.3%	9,995,325	10,019,373
2. EU contribution*	27,061,160	26,278,423	28,736,506	27,418,274	4.3%	28,645,912	29,294,000
<i>of which assigned revenues deriving from previous years' surpluses</i>	59,486	114,224	69,638	69,639	-39.0%	-	-
3. Third countries contribution (incl. EEA/EFTA and candidate countries)	693,999	656,721	719,538	801,315	22.0%	837,845	856,871
<i>of which EEA/EFTA (excl. Switzerland)</i>	693,999	656,721	719,538	801,315	22.0%	837,845	856,871
<i>of which candidate countries</i>	-	-	-	-	-	-	-
4. Other contributions	-	-	-	-	-	-	-
5. Administrative operations	-	-	-	-	-	-	-
<i>of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>	-	-	-	-	-	-	-
6. Revenues from services rendered against payment	10,000	10,000	-	-	-100.0%	-	-
7. Correction of budgetary imbalances	-	-	-	-	-	-	-
Total revenues	31,904,139	33,983,956	39,282,629	37,890,187	8.3%	39,479,082	40,170,244

ii – Additional EU funding: grant, contribution and service-level agreements

Table 10 - Overview on additional EU funding

Revenues	2022 Budget (EUR)	2023 Budget forecast (EUR)
Total revenues	840,735	250,000

Table 11 - Additional EU funding: grant, contribution and service-level agreements

Revenues	2021 Budget (EUR)	2022 Budget (EUR)	2023 Agency request (EUR)	2023 Budget forecast (EUR)	VAR 2023/2022 (%)	2024 Envisaged (EUR)	2025 Envisaged (EUR)
Additional EU funding stemming from Grants (FFR Art.7)	300,400	580,735	0	0 ³⁷	-100.0%	p.m.	p.m.
Additional EU funding stemming from Contribution Agreements (FFR Art.7)	260,000	260,000	250,000	250,000	-3.8%	p.m.	p.m.
Additional EU funding stemming from Service-Level Agreements (FFR Art. 43.2)	35,376	0	0	0		0	0
Total	595,776	840,735	250,000	250,000	-70.3%	p.m.	p.m.

For the list of agreements and further details, refer to Annex XI Plan for grant, contribution or service-level agreements.

³⁷ Due to the project extension to 31/12/2023 the remaining amount of € 192,464 from 2022 will be spent in 2023.

T 2 – Expenditure

iii – Expenditure

Table 12 - Expenditure

Expenditure (EUR)	2022		2023	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	21,966,714	21,966,714	23,473,646	23,473,646
Title 2 - Infrastructure and operating expenditure	1,862,438	1,862,438	2,096,800	2,096,800
Title 3 - Operational expenditure	3,115,992	3,115,992	2,649,143	2,649,143
Total EU contribution	26,945,144	26,945,144	28,219,589	28,219,589
Title 1 - Staff expenditure	3,386,620	3,386,620	6,561,504	6,561,504
Title 2 - Infrastructure and operating expenditure	207,459	207,459	524,200	524,200
Title 3 - Operational expenditure	3,444,733	3,444,733	2,584,894	2,584,894
Total Fees and charges	7,038,812	7,038,812	9,670,598	9,670,598
Total EU contribution + Fees & charges	33,983,956	33,983,956	37,890,187	37,890,187
Grant Agreements	580,735	580,735	-	-
Contribution Agreements	260,000	260,000	250,000	250,000
Service-Level Agreements	-	-	-	-
Total Grants, Contrib. & SLAs	840,735	840,735	250,000	250,000
Grand Total	34,824,691	34,824,691	38,140,187	38,140,187

iv – Commitment appropriations

Table 13 - Commitment appropriations (EU contribution)

Titles & Chapters (EU contribution)	2021 Budget	2022 Budget	2023 Budget		VAR 2023/2022 (%)
	(EUR)	(EUR)	Agency request (EUR)	Budget forecast (EUR)	
Title 1 - Staff expenditure	21,321,523	21,966,714	25,083,777	23,473,646	6.9%
Salaries & allowances	21,007,009	21,488,714	24,487,583	22,941,729	6.8%
- Of which establishment plan posts	18,545,594	18,806,214	21,531,105	20,177,137	7.3%
- Of which external personnel	2,461,415	2,682,500	2,956,478	2,764,592	3.1%
Expenditure relating to staff recruitment	47,923	127,000	141,148	117,600	-7.4%
Employer's pension contributions		0		0	
Mission expenses	957	10,000	8,160	8,000	-20.0%
Socio-medical infrastructure	1,814	50,000	72,014	60,000	20.0%
Training	88,819	125,000	144,029	120,000	-4.0%
External services	168,274	145,000	212,075	207,917	43.4%
Receptions, events and representation	677	1,000	2,448	2,400	140.0%
Social welfare	6,050	20,000	16,320	16,000	-20.0%
Other Staff related expenditure		0		0	
Title 2 - Infrastructure and operating expenditure	1,709,740	1,862,438	2,138,736	2,096,800	12.6%
Rental of buildings and associated costs	1,018,369	1,082,582	1,010,208	990,400	-8.5%
Information, communication technology and data processing	563,811	701,253	973,488	954,400	36.1%
Movable property and associated costs	39,166	31,826	29,376	28,800	-9.5%
Current administrative expenditure	4,456	3,428	27,744	27,200	693.5%
Postage / telecommunications	81,640	37,691	93,840	92,000	144.1%
Meeting expenses		0		0	
Running costs in connection with operational activities		0		0	
Information and publishing	2,298	5,658	4,080	4,000	-29.3%
Studies		0		0	
Other infrastructure and operating expenditure		0		0	
Title 3 - Operational expenditure	2,939,558	3,115,992	2,233,531	2,649,143	-15.0%
Operational expenditure - Strategic Statements	1,302,879	1,951,491	1,209,041	1,863,180	-4.5%
- Of which Strategic Statement 1		335,055		517,460	54.4%
- Of which Strategic Statements 2 & 3		15,000	50,556	93,688	524.6%

Titles & Chapters (EU contribution)	2021 Budget	2022 Budget	2023 Budget		VAR 2023/2022 (%)
	(EUR)	(EUR)	Agency request (EUR)	Budget forecast (EUR)	
- Of which Strategic Statement 4		279,901	281,425	208,953	-25.3%
- Of which Strategic Statement 5				0	
- Of which Strategic Statement 6				30,400	
- Of which Strategic Statement 7		681,707	515,774	625,246	-8.3%
- Of which Strategic Statement 8		474,387	154,851	357,800	-24.6%
- Of which Strategic Statement 9		165,441		594	-99.6%
- Of which ERA management and administration			206,435	29,040	
Other operational expenditure	1,636,679	1,164,501	1,024,490	785,964	-32.5%
Total	25,970,821	26,945,144	29,456,044	28,219,589	4.7%

Table 14 - Commitment appropriations (Fees and charges)

Titles & Chapters (Fees and charges)	2021 Budget (EUR)	2022 Budget (EUR)	2023 Budget		VAR 2023/2022 (%)
			Agency request (EUR)	Budget forecast (EUR)	
Title 4.1 - Staff expenditure	2,287,365	3,386,620	5,392,628	6,561,504	93.7%
Salaries & allowances	1,821,341	2,885,000	4,762,553	5,947,499	106.2%
- Of which establishment plan posts	1,821,341	2,520,000	4,335,615	5,113,423	102.9%
- Of which external personnel		365,000	426,938	834,076	128.5%
Expenditure relating to staff recruitment		0	35,287	29,400	
Employer's pension contributions	466,024	501,620	481,026	481,026	-4.1%
Mission expenses			2,040	2,000	
Socio-medical infrastructure			18,004	15,000	
Training			36,007	30,000	
External services		0	53,019	51,979	
Receptions, events and representation			612	600	
Social welfare			4,080	4,000	
Other Staff related expenditure				0	
Title 4.2 - Infrastructure and operating expenditure	52,317	207,459	534,684	524,200	152.7%
Rental of buildings and associated costs	52,317	108,549	252,552	247,600	128.1%
Information, communication technology and data processing		98,910	243,372	238,600	141.2%
Movable property and associated costs			7,344	7,200	
Current administrative expenditure			6,936	6,800	
Postage / telecommunications			23,460	23,000	
Meeting expenses				0	
Running costs in connection with operational activities				0	
Information and publishing			1,020	1,000	
Studies				0	
Other infrastructure and operating expenditure				0	
Title 4.3 - Operational expenditure	1,268,511	3,444,733	3,899,273	2,584,894	-25.0%
Operational expenditure - Strategic Statements	1,268,511	3,204,733	3,520,718	2,388,403	-25.5%
- Of which Strategic Statement 1		3,047,804	2,928,689	1,729,003	-43.3%
- Of which Strategic Statements 2-3				0	
- Of which Strategic Statement 4				659,400	
- Of which Strategic Statement 5				0	

- Of which Strategic Statement 6				0	
- Of which Strategic Statement 7		156,929	229,715	0	-100.0%
- Of which Strategic Statement 8			362,314	0	
- Of which Strategic Statement 9				0	
- Of which ERA management and administration				0	
Other operational expenditure		240,000	378,555	196,491	-18.1%
Total	3,608,193	7,038,812	9,826,585	9,670,598	37.4%

v – Payment appropriations

Payment appropriations in current and planning years are identical to commitment appropriations

T 3 – Budget outturn and cancellation of appropriations

Table 15 - Budget outturn and cancellation of appropriations

Budget outturn (EUR)	2018	2019	2020	2021
Reserve from the previous years' surplus (+)	80,722	119,879	59,486	114,225
Revenue actually received (+)	28,850,412	28,644,227	30,761,007	32,834,965
Payments made (-)	-26,386,114	-26,041,310	-27,440,679	-29,908,642
Carry-over of appropriations (-)	-3,509,588	-2,931,959	-4,097,690	-3,894,958
Cancellation of appropriations carried over (+)	122,715	54,280	106,232	30,110
Adjustment for carry over of assigned revenue appropriations from previous year (+)	1,045,234	335,358	785,738	1,008,478
Exchange rate differences (+/-)	-2,780	-1,110	-383	-315
Adjustment for negative balance from previous year (-)	-80,722	-119,879	-59,486	-114,225
Total	119,879	59,486	114,225	69,638

Annex IV. Human Resources 2023-2025 – quantitative

T 4 – Staff population and its evolution: overview of all categories of staff

A. Statutory staff and SNE³⁸

Table 16 - Establishment plan posts

Human resources Establishment plan posts	2021			2022	2023	2024	2025
	FTE corresponding to authorised budget	Actually filled as of 31/12/2021	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	116	114	98%	120 ³⁹	134 ⁴⁰	134	134
Assistants (AST)	35	34	97%	34 ³⁹	32 ⁴¹	32	32
Assistants/Secretaries (AST/SC)	0	0		0	0	0	0
Total establishment plan posts	151	148	98%	154	166	166	166
External staff	2021			2022	2023	2024	2025
	FTE corresponding to authorised budget	Actually filled as of 31/12/2021	Execution rate %	FTE corresponding to authorised budget	FTE corresponding to authorised budget	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	36	34	94%	36	36 ⁴²	36	36
Seconded National Experts (SNE)	4	2	50%	4	4 ⁴³	4	4
Total external staff	40	36	90%	40	40	40	40
Total staff	191	184	96%	194	206	206	206

³⁸ Staff financed from grant, contribution or service-level agreements not included in this table, but under Additional external staff expected to be financed from grant, contribution or service-level agreements below

³⁹ One AST post converted to AD as per [MB Decision n° 299](#)

⁴⁰ Of which 27 assigned to Fees and charges

⁴¹ Of which 1 assigned to Fees and charges

⁴² Of which 8 assigned to Fees and charges

⁴³ Of which 0 assigned to Fees and charges

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Table 17 - Additional external staff expected to be financed from grant, contribution or service-level agreements^{44 45}

Human resources	2022	2023	2024	2025
External staff financed from agreements	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	7	4	3	p.m.
Seconded National Experts (SNE)	0	0	0	0
Total external staff	7	4	3	p.m.

C. Other Human Resources

Table 18 - Structural service providers⁴⁶

Structural service providers	Actually in place as of 31/12/2021
Infrastructure	1
IT – Service Desk	4
IT - Security	1
Registers (including OSS)	3
Other - Software management/development	3
Total structural service providers	12

Table 19 - Interim workers

Interim workers	FTEs in 2021
Total interim workers	0

⁴⁴ For the list of agreements and further details on the split of FTEs between these agreements, refer to Annex XI Plan for grant, contribution or service-level agreements.

⁴⁵ Extension of the IPA grant agreement to 2023 under negotiation.

⁴⁶ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature.

T 5 – Multi-annual staff policy plan 2021-2025

Table 20 - Temporary Agents

Temporary Agents	2021		2022		2023		2024		2025			
	Authorised budget Perman. posts	Temporary posts	Actually filled 31/12 Perman. posts	Temporary posts	Authorised budget Perman. posts	Temporary posts	Authorised budget Perman. posts	Temporary posts	Request of ERA Perman. posts	Temporary posts	Request of ERA Perman. posts	Temporary posts
AD 16	0		0		0		0		0		0	
AD 15	1		0		1		1		1		1	
AD 14	0		1		0		0		0		0	
AD 13	0		0		0		1		1		1	
AD 12	4		1		2		2		4		6	
AD 11	10		6		11		14		16		19	
AD 10	19		22		22		19		18		17	
AD 9	29		19		23		19		22		25	
AD 8	21		25		22		24		22		20	
AD 7	15		14		18		20		24		28	
AD 6	17		24		19 ⁴⁷		25		17		12	
AD 5	0		2		2		9		9		5	
Total AD	116		114		120⁴⁷		134		134		134	
AST 11	0		0		0		0		0		0	
AST 10	0		0		0		0		0		0	
AST 9	2		2		2		1		1		2	
AST 8	5		2		3		3		4		4	
AST 7	5		3		4		4		4		4	
AST 6	6		6		4 ⁴⁷		4		4		5	
AST 5	8		5		7		7		9		9	
AST 4	9		10		9		10		8		8	
AST 3	0		6		5		3		2		0	
AST 2	0		0		0		0		0		0	
AST 1	0		0		0		0		0		0	
Total AST	35		34		34⁴⁷		32		32		32	
Total AST/SC	0		0		0		0		0		0	
Total TAs	151		148		154		166		166		166	

⁴⁷ One AST 6 post converted to AD 6 as per [MB Decision n° 299](#)

Table 21 - Contract Agents

Contract Agents ERA staff (External personnel)	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Actually filled as of 31/12/2021	FTE corresponding to the authorised budget 2022	FTE request for 2023	FTE request for 2024	FTE request for 2025
Function Group IV	16		22	23	23	23	23
Function Group III	12		4	5	7	7	7
Function Group II	8		6	6	6	6	6
Function Group I	0		2	2	0	0	0
Total	36	N/A	34	36	36	36	36
Contract Agents External staff financed from Grants, Contrib. & SLAs	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Actually filled as of 31/12/2021	FTE corresponding to the authorised budget 2022	FTE request for 2023	FTE request for 2024	FTE request for 2025
Function Group IV	2		2	5	3	3	p.m.
Function Group III	1		1	1			
Function Group II	1		1	1	1		
Function Group I							
Total	4	N/A	4	7	4	p.m.	p.m.

Table 22 - Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2022	Executed FTE as of 31/12/2022	Actually filled as of 31/12/2022	FTE corresponding to the authorised budget 2023	FTE request for 2024	FTE request for 2025	FTE request for 2026
Total	4	N/A	2	4	4	4	4

T 6 – Recruitment forecasts 2023 following retirement/mobility or new requested posts

Table 23 - Recruitment forecast

Job title in the Agency	Type of contract (Official, TA or CA)		TA / Official ⁴⁸		CA ⁴⁹
	Due to foreseen retirement/ mobility	New post requested due to additional tasks	Internal	External	
Project Officer	p.m.	12 TAs	p.m.	p.m.	

- Engagement of additional TA and CA (Project Officers), taking into account the priorities from the Strengthening Plan Action Plan 2023-2027
- Open posts for SNEs to be filled from Calls for expression of interest published on the Agency's website

Foreseen retirement in 2023: 3

Inter-agency mobility 2022: p.m.

⁴⁸ Function group/grade of recruitment internal (brackets) and external (single grade) foreseen for publication

⁴⁹ Recruitment Function Group (I, II, III and IV)

Annex V. Human Resources 2023-2025 – qualitative

*A. Recruitment (engagement) policy***Implementing rules in place****Table 24 - Implementing rules in place**

Topic	Model decision	Yes	No	
Engagement of TA	Model Decision C(2015)1509	x		Applied by analogy since 25/11/2015 as per AB decision (see below)
Engagement of CA	Model Decision C(2019)3016	x		Applied by analogy since 02/10/2019 as per MB decision (see below)
Middle management	Model decision C(2018)2542	x		Applied by analogy since 25/06/2019 as per MB decision ⁵⁰
Type of posts	Model Decision C(2018)8800	x		Applied by analogy since 25/06/2019 as per MB decision ⁵¹

The following general principles guide the application of the legal framework concerning the Agency staff:

- a) The core of the Agency staff consists of Temporary Agents. All Temporary Agent positions have been identified as long-term positions. Due to the budgetary and establishment plan constraints the Agency is obliged to also engage Contract Agents in order to fulfil its mission;
- b) Temporary and Contract Agents are treated equivalently as far as possible.

In addition, it should be noted the Agency does not employ officials. However, there are cases where EU officials have been engaged following an external selection procedure and have therefore acquired the status of Temporary Agent in the Agency (whilst remaining an official on unpaid leave in their institution of origin).

i – Selection and engagement procedures:

The procedure for selection and engagement of Temporary Agents and Contract Agents is based on Articles 27-34 of the [Staff Regulations](#) and Articles 12-15 and 82-84 of the [Conditions of Employment of Other Servants of the European Communities \(CEOS\)](#), the related Implementing Rules on the engagement and use of Temporary Agents and Contract Agents, the Financial Regulation ([European Commission's Framework](#) and [that of the Agency](#)), the [Code of Good Administrative Behaviour](#) and the data protection rules.

The Agency also makes use of the EPSO CAST lists accessible to Agencies for the engagement of Contract Agents. Because of the Agreement on the European Economic Area nationals of Norway, Iceland and Liechtenstein are eligible for working for the Agency.

The selection procedures for the engagement of Temporary Agents are carried out in accordance with [Decision N° 121 of the Administrative Board of the European Railway Agency](#) laying down the general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS.

Depending on the function and the level of tasks and within the limits authorised by the establishment plan of the Agency, Temporary Agents are engaged at the following entry grades:

- › AST 1 to AST 4 for the function group AST
- › AD 5 to AD8 for the function group AD

For managerial posts or highly specialised posts, the Agency can engage Temporary Agents at grades AD 9 and AD10 or at grade AD12 for Heads of Department.

⁵⁰ [Decision n°204](#) of the Management Board of the European Union Agency for Railways on middle management staff

⁵¹ [Decision n°203](#) of the Management Board of the European Union Agency for Railways on types of post and post titles in ERA
era.europa.eu

The duration of contracts for Temporary Agents is governed by Decision N° ERA-ED-DEC-1109-2015. Staff holding a long-term post are normally offered an initial contract with a duration of four years with the possibility of renewal. The standard practice for a first renewal is normally for a two-year period and any further renewal is for an indefinite period.

For staff on short-term employment, the duration of the contract depends on the duration of the tasks to be carried out. At ERA, the duration of those contracts is predominantly related to the availability and duration of grants, or to a specific time determined project. In very rare cases it is to cover long-term absences.

The Agency is launching the following types of calls, published on [ERA website's Recruitment portal](#):

- Call for Interest (partial internal re-assignment): CFI/ERA/...
- Internal Mobility for Temporary Agents-Administrators: IM/ERA/AD/...
- Internal Mobility for Temporary Agents-Assistants: IM/ERA/AST/...
- Inter-Agency Mobility for Temporary Agents-Administrators: IAM/ERA/AD/...
- Inter-Agency Mobility for Temporary Agents-Assistants: IAM/ERA/AST/...
- External calls for Temporary Agents-Administrators: ERA/AD/2021/...
- External calls for Temporary Agents-Assistants: ERA/AST/...
- External calls for Contract Agents: ERA/CA/2021/...

ii – Temporary agents

The [ERA Regulation 2016/796](#) which entered into force in 2016 makes no distinction between posts for long-term and short-term employment. Still a post can, in accordance with Article 16 of [Decision N° 121](#), be defined to be for short-term employment when it involves tasks of a limited duration.

The decision to renew contracts of employment of Temporary Agents occupying a long-term post is taken by the Executive Director based on two considerations: the continuity of the post and the competences and performances of the jobholder, in accordance with Decision N° ERA-ED-DEC-678-2013 and the Procedure PRO_STA_01 on the “renewal and non-renewal of contracts of employment before the expiry date”.

If a TA or former TA is awarded a second contract of employment in the same function group, this contract shall be considered as a renewal in the sense of Article 8 of the CEOS if the period between the end of the first contract and the starting date of the new contract is less than 6 months. If the period between the two contracts of employment is 6 months or more or if the new contract is in a different function group, the second contract of employment shall be considered a new contract of employment.

iii – Contract agents

The selection procedures for the engagement of Contract Agents are carried out in accordance with [Decision n° 210](#) of the Management Board of the European Union Agency on the general provisions for implementing Article 79(2) of the CEOS, governing the conditions of employment of contract staff employed under the terms of Article 3a thereof.

In accordance with Article 85 of the CEOS, contract staff can be engaged for a fixed period of at least three months and not more than five years. Contract Agents are engaged for their specific competence in different areas of administration (finance, HR, IT, logistics, legal, audit, quality management), in the railway domain or to perform manual or administrative tasks.

This type of contract is usually used to meet specific needs such as:

- › Administrative tasks;
- › Coping with temporary peaks in workloads;
- › Launching projects or new activities for which long-term commitment in terms of staffing is unclear;

- › Replacing staff on long-term absences such as maternity leave, long-term sick leave or unpaid leave;

However, increasingly ERA has also engaged Contract Agents for other (long-term) tasks, such as:

- › Administrative and Logistician Support Agents
- › Assistants
- › Project Officers

iv – Seconded National Experts⁵²

Seconded National Experts (SNEs) are staff employed by a national, regional or local public administration or a public intergovernmental organisation who are seconded to the Agency so that it can use their expertise in a particular field. SNEs are seconded from their national employer to the Agency's operational units on the basis of their specific competency and technical expertise in the railway domain, based on [Decision n° 173](#) of the Management Board of the European Union Agency for Railways laying down rules on the secondment to the Agency of seconded national experts and national experts in professional training.

A possibility to mandate 'cost-free' SNEs also exists, where the Agency does not pay any allowances or cover any of the expenses related to the performance of their duties during their secondment, although the Agency does not deploy such SNEs at the moment.

SNEs assist the Agency staff and cannot perform (middle) management duties. The initial period of secondment may not be less than six months or more than two years. It may be renewed once or more up to a total period not exceeding four years. Exceptionally, the Agency's Executive Director may authorise one more extension of the secondment for the maximum duration of one year at the end of the four-year period. Each secondment and extension are subject to an exchange of letters. An SNE may be seconded once again provided that the conditions of secondment still exist and a period of at least six years has elapsed between the end of the previous secondment and the new secondment unless the previous secondments lasted for less than four years.

v – Trainees

Professional traineeships last 10 months and are managed in accordance with Decision N° ERA-ED-DEC-1063-2015, depending on budget availability.

vi – Structural service providers⁵³

At ERA, the majority of service providers are *intra muros* IT consultants.

⁵² SNEs are not employed by the Agency

⁵³ Structural service providers are not employed by the Agency
era.europa.eu

B. Appraisal and reclassification / promotions

Implementing rules in place

Table 25 - Implementing rules related to appraisal of performance and reclassification / promotion

Topic	Model decision	Yes	No	
Reclassification of TA	Model Decision C(2015)9560	x		Applied by analogy since 03/31/2016 as per AB decision (see below)
Reclassification of CA	Model Decision C(2015)9561	x		Applied by analogy since 03/31/2016 as per AB decision (see below)
Appraisal of TA	Model Decision C(2013)8985	x		Applied by analogy since 25/11/2015 as per AB decision (see below)
Appraisal of CA	Model Decision C(2014)2226	x		Applied by analogy since 25/11/2015 as per AB decision (see below)

Concerning the performance appraisals and staff reclassification and promotions, the Agency applies:

- [Decision N° 132](#) of the Administrative Board of the European Railway Agency on general implementing provisions regarding Article 87(3) of the Conditions of Employment of Other Servants of the European Union
- [Decision N° 133](#) of the Administrative Board of the European Railway Agency laying down general implementing provisions regarding Article 54 of the Conditions of Employment of Other Servants of the European Union
- [Decision N° 122](#) of the Administrative Board of the European Railway Agency on the general provisions for implementing Article 43 of the Staff Regulations and implementing the first paragraph of Article 44 of the Staff Regulations for temporary staff; and
- [Decision N° 123](#) of the Administrative Board of the European Railway Agency on the general provisions for implementing Article 87(1) of the Conditions of Employment of Other Servants of the European Union and implementing the first paragraph of Article 44 of the Staff Regulations.

They were first implemented for the appraisal and reclassification exercise of 2016. Since 2016, the Agency adopted and implemented the rules for the reclassification of Contract Agents.

T 1 – Reclassification of temporary staff

Table 26 - Reclassification of temporary staff⁵⁴

Group and Grade	Average seniority in the grade among reclassified staff					Actual average over 5 years	Average over 5 years ⁵⁵
	2018	2019	2020	2021	2022		
AD 5					p.m.	p.m.	2.8
AD 6	3.3	4.3	2.9	1.9	p.m.	p.m.	2.8
AD 7	2.7	4.8	4.5	4.6	p.m.	p.m.	2.8
AD 8	5.0	5.4	3.7	2.4	p.m.	p.m.	3.0
AD 9	5.2	3.8	5.6	4.5	p.m.	p.m.	4.0
AD 10		4.9	5.8	9.5	p.m.	p.m.	4.0
AD 11		4.8			p.m.	p.m.	4.0
AD 12					p.m.	p.m.	6.7
AD 13					p.m.	p.m.	6.7
AST 1					p.m.	p.m.	3.0
AST 2	3.8	4.3			p.m.	p.m.	3.0
AST 3	3.8	4.8	4.5	4.8	p.m.	p.m.	3.0
AST 4		4.3			p.m.	p.m.	3.0
AST 5		4.8	3.6		p.m.	p.m.	4.0
AST 6	3.8	3.8			p.m.	p.m.	4.0
AST 7				4.8	p.m.	p.m.	4.0
AST 8			5.8		p.m.	p.m.	4.0
AST 9					p.m.	p.m.	N/A
AST 10 ⁵⁶					p.m.	p.m.	5.0
AST/SC 1							4.0
AST/SC 2							5.0
AST/SC 3							5.9
AST/SC 4							6.7
AST/SC 5							8.3

⁵⁴ Reclassification exercise of 2022 not yet finalised⁵⁵ According to Decision C(2015)9563⁵⁶ Senior Assistant

T 2 – Reclassification of contract staff

Table 27 - Reclassification of contract staff⁵⁷

Function Group	Grade	Staff in activity at 01.01.2021	How many staff members were reclassified in 2021	Average number of years in grade of reclassified staff	Average number of years in grade of reclassified staff ⁵⁸
CA FG IV	18	0	0	N/A	N/A
	17	1	1	N/A	Between 6 and 10 years
	16	3	0	1.4	Between 5 and 7 years
	15	9	4	2.9	Between 4 and 6 years
	14	6	1	2.8	Between 3 and 5 years
	13	3	0	2.5	Between 3 and 5 years
CA FG III	12	0	0	N/A	N/A
	11	1	1	N/A	Between 6 and 10 years
	10	0	0	2.9	Between 5 and 7 years
	9	3	0	N/A	Between 4 and 6 years
	8	0	0	N/A	Between 3 and 5 years
CA FG II	7	4	4	N/A	N/A
	6	2	1	2.4	Between 6 and 10 years
	5	0	0	3.7	Between 5 and 7 years
	4	0	0	N/A	Between 3 and 5 years
CA FG I	3	0	0	N/A	N/A
	2	2	2	N/A	Between 6 and 10 years
	1	0	0	4.8	Between 3 and 5 years

⁵⁷ Staff financed from grant, contribution or service-level agreements not included in this table

⁵⁸ According to Decision C(2015)9561

Mobility policy

Mobility within the Agency

[Decision N° 121](#) of the Administrative Board of the European Railway Agency laying down the general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS (adopted on 25.11.2016) and Decision n° 210 of the Management Board of the European Union Agency on the general provisions for implementing Article 79(2) of the CEOS, governing the conditions of employment of contract staff employed under the terms of Article 3a thereof enshrine the scenarios for internal mobility for TA 2(f) and CA.

The Agency considers internal mobility when vacancies arise, but due to the very specific, technical competences of a big part of the staff, internal mobility remains limited.

Furthermore, members of the Agency staff can apply for vacant posts within the Agency advertised externally. A supplementary agreement in accordance with Article 10 of the CEOS will be concluded as required if existing staff get a new job.

Mobility between Union Agencies

The implementing rules on the engagement and use of Temporary Agents 2(f) and Contract Agents define the scope of mobility between EU Agencies. A very limited number of the support staff who have left the Agency in previous years have accepted TA/CA positions in other Agencies.

Increasingly staff members who took up long-term Temporary Agent positions at the Agency come from other EU Agencies.

Mobility between the agencies and the institutions

Some posts are filled following an external selection procedure by staff coming from other European institutions (in particular the Commission), although the number remains small.

C. Gender representation

T 1 – Data on 01/09/2022 statutory staff (only officials, TAs and CAs)

Table 28 - Data on 01/09/2022 - statutory staff only (officials, TA and CA)

Establishment plan posts	Level	Official		Temporary		Contract Agents		Grand Total		
		Staff	%	Staff	%	Staff	%	Staff	%	
Female	Administrator level (AD + CA FG IV)			29	15.5%	5	2.7%	34	18.2%	
	Assistant level (AST + CA FG I-III)			24	12.8%	9	4.8%	33	17.6%	
	Total Female			53	28.3%	14	7.5%	67	35.8%	
Male	Administrator level (AD + CA FG IV)			89	47.6%	18	9.6%	107	57.2%	
	Assistant level (AST + CA FG I-III)			9	4.8%	4	2.1%	13	7.0%	
	Total Male			98	52.4%	22	11.8%	120	64.2%	
Total					151	80.7%	36	19.3%	187	100%

External staff financed from Grants, Contrib. & SLAs	Level	Official		Temporary		Contract Agents		Grand Total		
		Staff	%	Staff	%	Staff	%	Staff	%	
Female	Administrator level (AD + CA FG IV)			1	0.5%	1	0.5%	1	0.5%	
	Assistant level (AST + CA FG I-III)			2	1.1%	2	1.1%	2	1.1%	
	Total Female			3	1.6%	3	1.6%	3	1.6%	
Male	Administrator level (AD + CA FG IV)			4	2.1%	4	2.1%	4	2.1%	
	Assistant level (AST + CA FG I-III)				0.0%	0	0.0%		0.0%	
	Total Male			4	2.1%	4	2.1%	4	2.1%	
Total					7	3.7%	7	3.7%	7	3.7%

Table 29 - Data regarding gender evolution over 5 years of the Middle and Senior management⁵⁹

Managers	2017		2022	
	Number	%	Number	%
Female	1	14.3%	2	20%
Male	6	85.7%	8	80%
Total	7	100%	10	100%

D. Geographical balance

T 2 – Officials, TAs and CAs

Table 30 - Data on 01/09/2022 - statutory staff only (officials, TA and CA)

Nationality Establishment plan posts	AD + CA FG IV		AST + CA FG I-III		TOTAL	
	Number	% of total staff	Number	% of total staff	Number	% of total staff
Austrian 	1	0.5%	0	0.0%	1	0.5%
Belgian 	25	13.4%	19	10.2%	44	23.5%
Bulgarian 	1	0.5%	0	0.0%	1	0.5%
Croatian 	4	2.1%	0	0.0%	4	2.1%
Cypriot 	1	0.5%	0	0.0%	1	0.5%
Czech 	1	0.5%	0	0.0%	1	0.5%
Danish 	2	1.1%	1	0.5%	3	1.6%
Estonian 			0	0.0%	0	0.0%
Finnish 	1	0.5%	0	0.0%	1	0.5%
French 	17	9.1%	14	7.5%	31	16.6%
German 	9	4.8%	0	0.0%	9	4.8%
Greek 	8	4.3%	1	0.5%	9	4.8%
Hungarian 	3	1.6%	0	0.0%	3	1.6%
Irish 	1	0.5%	0	0.0%	1	0.5%
Italian 	21	11.2%	4	2.1%	25	13.4%
Latvian 			0	0.0%	0	0.0%
Lithuanian 	2	1.1%	0	0.0%	2	1.1%

⁵⁹ Staff who is defined as middle manager by the applicable General Implementing provisions on middle management

Luxembourgish						0	0.0%
Maltese						0	0.0%
Dutch		4	2.1%	0	0.0%	4	2.1%
Polish		7	3.7%	2	1.1%	9	4.8%
Portuguese		3	1.6%	0	0.0%	3	1.6%
Romanian		7	3.7%	2	1.1%	9	4.8%
Slovakian		1	0.5%	0	0.0%	1	0.5%
Slovenian						0	0.0%
Spanish		16	8.6%	3	1.6%	19	10.2%
Swedish		1	0.5%	0	0.0%	1	0.5%
British		5	2.7%	0	0.0%	5	2.7%
Total		141	75.4%	46	24.6%	187	100%
Nationality		AD + CA FG IV		AST + CA FG I-III + AST/SC		TOTAL	
External staff financed from Grants, Contrib. & SLAs		Number	% of total staff	Number	% of total staff	Number	% of total staff
French		2	28.6%	1	14.3%	3	42.9%
Italian		1	14.3%		0.0%	1	14.3%
Romanian		1	14.3%	1	14.3%	2	28.6%
Spanish		1	14.3%		0.0%	1	14.3%
Total		5	71.4%	2	28.6%	7	100%

- The AACC granted the Brexit exception to 5 UK Nationals as provided for in the Arts 12(2), 47 and 119 of the CEOS.
- ERA may engage citizens from EEA states (Iceland, Liechtenstein and Norway), but does not receive any applications from these countries.

T 3 – Evolution over 5 years of the most represented nationality in the Agency

Table 31 - Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality Establishment plan posts	2017		2021	
	Number	%	Number	%
Belgian 	38	23%	44	24%

*E. Schooling***Table 32 - Schooling**

No agreement is in place with a European School.		
Contribution agreements signed with the EC on type I European schools	No	
Contribution agreements signed with the EC on type II European schools	No	Informal arrangement with EEL(M) (École européenne Lille Métropole)
Number of service contracts in place with international schools:	0	
Description of any other solutions or actions in place:		
Informal arrangement with Jehan Froissart Primary School in Valenciennes (EN curricula)		

Annex VI. Environment management

Executive summary

The revised SPD guidelines⁶⁰ require Agencies to compile and formalise their Environment management policy. To achieve this ambition, the first Environment management annex was drafted in which **ERA summarised its commitment to higher policy goals, the measures already in place, as well as the potential future environment management initiatives and actions**, taking in consideration the responsibilities of the Agency as a public administration body, while keeping in mind the impact of environmental initiatives on the Agency's limited human and financial resources. Despite these limitations, the Agency is a socially and environmentally responsible organisation which pursues, whenever possible, the adoption and related implementation of environmental measures and initiatives that can be achieved with the available means.

The Agency is committed to promote a culture of sustainability acting in a responsible and sustainable manner – see point 9 of the [European Union Agency for Railways Policy](#)⁶¹. Concern for the environment and promoting a broader sustainability agenda are integral to ERA's professional activities and the management of the organisation. In addition, the Agency is committed to urgently **respond, within the boundaries of its mandate and capacity, to the ongoing energy crisis**.

The Agency's aim is to follow and to promote good sustainability practice, to reduce the environmental impacts of its activities and to help its stakeholders to do the same. The Agency's existing environment principles⁶² are covered under the following broader topics:

Green building ⁶³	Climate protection	Environmental preferable purchasing
Transportation	Waste reduction and recycling	Sustainable resource management

ERA's wider work in the railway sector, including its authority and policy contribution to **a fully-fledged functioning Single European Railway Area**, is covered under the Annual Work Programme, in particular Strategic Statement 2⁶⁴ and the specific project designated to "Green agenda" (ERA1234).

In addition to the broader policy context related to the Green Deal, the Agency pays attention to the environmental impact of its **day-to-day operations** (i.e. to its building, staff, management, administration, and functioning).

⁶⁰ [Communication C\(2020\) 2297 final](#) of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR

⁶¹ https://www.era.europa.eu/sites/default/files/agency/docs/european_union_agency_for_railways_policy_en.pdf

⁶² Currently covered in the latest [Environmental measures implemented at ERA status note](#) (internal, 15/03/2022)

⁶³ The Agency is considering a green building certification for its new headquarters building project ([Certification HQE - Haute Qualité Environnementale](#))

⁶⁴ "Rail will become the backbone that supports an environmentally sustainable multimodal transport system and will be favoured as a transport mode by the new generations"

ERA in the broader policy context related to environment

As an Agency of the European Union, ERA pledges to the Commission’s **European Green Deal**⁶⁵ initiative. Consequently, **ERA commits to deliver its part of the deal** to make the EU's climate, energy, transport and taxation policies fit for reducing net greenhouse gas emissions by at least 55% by 2030, compared to 1990 levels – as defined in the **EU Climate Target Plan 2030**⁶⁶.

Since the publication of the Communication from the Commission on the European Green Deal⁶⁷ in December 2019, ERA has strengthened its activities aiming at promoting the role of the railways in the decarbonation of the European transport sector. To make the European Union the first carbon neutral region in the world by 2050, lowering the transport emissions is crucial. Between 1990 and 2019, the transport emissions have gradually increased and reached 25% of the total greenhouse gas emissions of the EU. The transport sector is the second sector only to the energy sector in terms of emission.

However, looking at the same period, the emissions of the railway sector have gradually decreased and nowadays represent less than 0.5% of the transport-related emissions. In addition, railways are also the mode of transport with the lowest external costs (externalities).

ERA has a central role in fostering interoperability and safety of the rail transport which should eventually make it more attractive, more efficient and thereby increase the modal share of the railways, resulting the greenhouse gas emissions of Europe’s transport sector, in line with the objectives of the EC Green Deal:

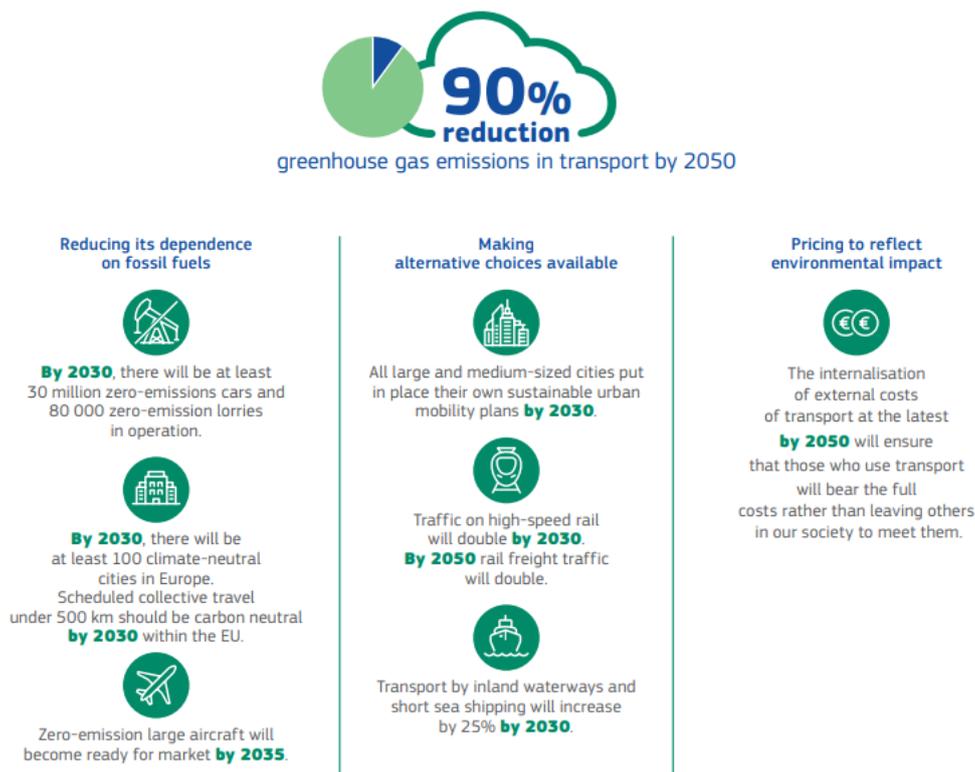


Figure 2 – Sustainable mobility targets (Source: EC)

⁶⁵ See https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en | https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal/delivering-european-green-deal_en

⁶⁶ <https://myintracomm.ec.europa.eu/news/EuropeandBeyond/Pages/55-percent-emissions-cut-plan.aspx> | https://ec.europa.eu/clima/eu-action/european-green-deal/2030-climate-target-plan_en

⁶⁷ [Communication COM/2019/640 final](https://ec.europa.eu/commission/presscorner/detail/en/COM_COM_2019_640) of 11.12.2019 from the Commission on the European Green Deal

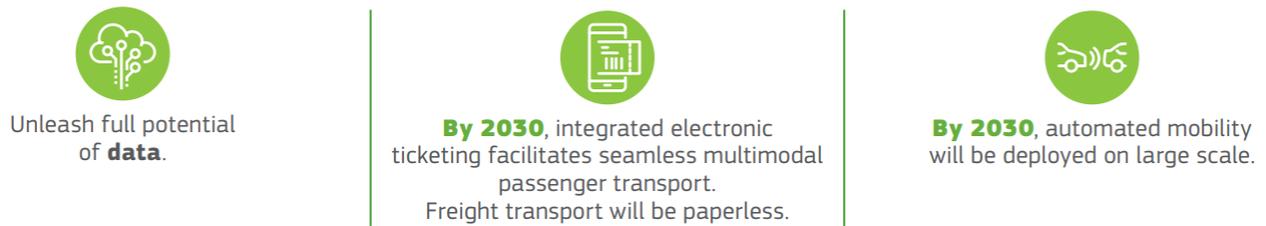


Figure 3 – Smart mobility targets (Source: EC)

Transport has been one of the sectors hit hardest by the COVID-19 pandemic. The EU has now an opportunity to build a mobility system that is sustainable, smart, and resilient: a system for future generations.



Figure 4 – Resilient mobility targets (Source: EC)

ERA’s wider work in the railway sector, including its authority and policy contribution to a **fully-fledged functioning Single European Railway Area**, is reflected in all Agency’s strategic statements which form part of the Single Programming Document (multi-annual and annual parts). The targeted conceptual work related to the Green agenda is captured in Strategic Statement 2⁶⁸.

In 2021, ERA led by example by having been one of the main organisers of [European Year of Rail 2021](#)⁶⁹, a flagship thematic initiative of the European Green Deal.

On the highest level, **ERA also pledges to respect and act upon the** United Nation’s [2030 Agenda for Sustainable Development](#), and the **17 Sustainable Development Goals (SDGs)**.

⁶⁸ “Rail will become the backbone that supports an environmentally sustainable multimodal transport system and will be favoured as a transport mode by the new generations”

⁶⁹ See https://europa.eu/year-of-rail/index_en | https://ec.europa.eu/commission/presscorner/detail/en/FS_20_363

Environmental impacts of ERA activities

ERA's administrative operations related to its building(s) have direct and indirect impacts on the environment. ERA's impact on the environment falls under the following categories:

1. Use of electricity, including for heating and cooling, water, paper and stationery
2. Generation of waste and CO₂ emissions (including by travelling / commuting)
3. Land use with regards to biodiversity⁷⁰



ERA pays attention to limiting the use of resources, taking the energy crisis into account, and minimising negative impacts on the environment.

The recent geopolitical developments make the environmental – and in particular energy-related issues – more visible than ever before.

Accountability ceiling of ERA

ERA is committed to do the utmost to advance its environment management and neutralise its impact on the environment. Nevertheless, it needs to be noted that due to outside factors ERA's leverage may be limited regarding some proposed environment actions.

Current ERA headquarters building was put at the disposal of ERA by Valenciennes Métropole through a rental contract. Other buildings (meeting rooms in Lille, parking) used by ERA are rented in office buildings and parking lots, where the environment management responsibilities and tasks lie with the property owner or manager. In the context of the Covid-19 pandemic, the Agency has re-assessed its approach to meetings with stakeholders and has limited the use of office spaces in Lille, as well as the missions of ERA staff and externals to Lille headquarters. A large number of the Agency's meetings have been held in remote mode, thus reducing the carbon footprint.

Moreover, ERA's new headquarters building project has a key focus on environmental considerations when setting up specifications and during negotiations. The new building project complies with the EMAS/HQE recommendations.

It has to be noted that the railway link with the adjacent Belgian city of Mons is missing for decades, with no rail service on the section between Valenciennes and the Franco-Belgian border. Despite recent plans brought back the hope for re-establishing the connection, as of today this condition leaves no feasible public transportation option for the significant proportion of ERA staff living in Belgium. ERA remains a vocal advocate of recommencing cross-border railway operations as defined in its Strategic Statement 1⁷¹, with a particular focus on this particular one. Nevertheless as of today, carbon footprint related to staff commuting from Belgium to France needs to be mitigated with less desirable alternative solutions, such as carpooling.

⁷⁰ As per the EMAS regulation ([Commission Regulation \(EU\) 2018/2026](#) of 19 December 2018 amending Annex IV to Regulation (EC) No 1221/2009 on EMAS). Note: the premises have limited urban green space or accessible rooftop to be considered for significant improvement of its biodiversity.

⁷¹ "There will no longer be any technical and operational barriers to the free movement of people and goods by rail, assets can be reused throughout Europe"

Environment management achievements of ERA to date⁷²

2022

- Implementation of SYSPER having in view the digitalisation of formerly paper-based processes and reduce paper use
- Reduction in the number of missions and limited use of the Lille premises
- Donation of old laptops to local charities and associations through the Mairie de Valenciennes

2021

- Introduction of the new SharePoint system - having in view the advancement of DMS digitalisation and reduction of paper use
- Suspension of staff missions and in-house ERA events, only allowing the absolutely essential ones, when possible, organising them online instead as a consequence of Covid-19 pandemic
- Providing ERA branded cloth masks through Better Together project (to reduce use of surgical masks)
- Reusable water bottles provided for the participants of the Rail Safety Days 2021 event instead of disposable cups

2020

- Substitution of the purchase of single use plastic cups for paper cups
- Participation of the Agency at the virtual EU interinstitutional Greening Network meeting
- Suspension of staff missions and in-house ERA events, only allowing the absolutely essential ones, when possible, organising them online instead as a consequence of COVID-19 pandemic

2019

- Installation of LED lighting systems in the HQ ground floor corridor
- Participation of the Agency at the EU interinstitutional Greening Network meeting

2018

- Refurbishment of all meeting rooms in the ERA HQ (installation of LED lighting systems inside the MTG A131, B003-B005, B016, B017, and B018).

2017

- Installation of recycling stations for offices supplies in the ERA HQ
- Purchase of eco office supplies and LED desk lamps
- Communal areas of the HQ refurbished with eco-friendly material
- Participation of the Agency at the EU interinstitutional Greening Network meeting

2016

- Installation of recycling stations in the HQ
- Replacement of old fridges with new ones consuming less energy
- Deployment of power off scripts for laptops left powered on
- Participation of the Agency at the EU interinstitutional Greening Network meeting

2015

- Implementation of recycling and sustainable purchases via two catering contractors
- Recycling workshop from the French local authorities to explain the recycling in France organized by FM attended by colleagues within ERA (23/04/2015)

2014

- Installation of the recycling station at the canteen, plastic cup collection station, plants in the reception and library, installation of recycling bins in the meeting rooms at the headquarters
- ERA started the gradual introduction of paper orders that have environmentally friendly label (Ecolabel/Blauer Engel), and also labelled FSC. By today ERA purchases products labelled "FSC Recycled" (manufactured with 100% recycled fibre of which at least 85 percent is PCW recycled material).

Environment management initiatives and planned actions for 2023-2025

⁷² Based on the [Environmental measures implemented at ERA status note](#) (internal), complemented with other achievements

Methodological notes:

1. *The actions listed in the sections below which require a budget envelope will start with a budget estimate as a pre-requisite. Budget availability will be assessed for those actions before proceeding with the implementation.*
2. *Depending on the interest expressed for the volunteering group referred in part I, this group can assist with other actions listed in parts A-I.*
3. *While some of the units/teams are referred in the column of responsibilities by the nature of their role in the organisation, the successful implementation of the strategy relies on the ownership and involvement of all staff members.*

**A. Consumption of resources (energy & utilities)****ERA collects and analyses information related to the consumption of electricity and water.**

A Pareto analysis of energy consumption will be conducted to pinpoint the critical points to concentrate on and put efforts in first. Based on this information, ERA will identify any possible action to decrease the consumption.

List of actions:

Action	Target	Coordinator
Reducing temperature in the building as agreed/recommended by French authorities, with no possibility for additional electric heating devices	immediately	RSU/FM
Repair/replace faulty sensors to solve lights always on in some offices	immediately	RSU/FM
Reduce/stop heating and cooling in underutilised spaces, allow for settings management at office level	Q1 2023	RSU/FM
Adjust auto-off settings of lights, reducing light level whenever possible, add manual switches for “hard off” (not even activated with motion sensor), consider lights off beyond working hours	Q1 2023	RSU/FM
Remove some neon tubes and/or replace them with LED	Q2 2023	RSU/FM
Internal communication campaign to limit the use of energy draining devices, to unplug and switch off devices before leaving the office, to use multiple screens only when needed (or meeting rooms)	Q1 2023	EXO/SAC ⁷³
Continue to procure green energy	continuous	RSU/FM

⁷³ Explanation in I Corporate Social Responsibility (CSR), staff involvement in environmental issues





B. Reduction of carbon footprint related to staff commuting

ERA to analyse the provision of local public transport passes to staff starting in 2023.

ERA will analyse analogous schemes at Commission and other Agencies and evaluate the feasibility of providing local public transport passes to staff (or retrospectively reimbursing staff for these passes) to further encourage staff to use public transport and thereby reduce their carbon footprint. The budget impact of such initiative should be properly factored.

List of actions:

Action	Target	Coordinator
Carpooling module in SharePoint	Q2 2023	RSU/IT
Purchase of bike repair station (or repair kit with pump)	Q2 2023	RSU/FM
Internal communication campaign to incentivise cycling to work	Q2 2023	EXO/SAC
Electric vehicle charging (car and bike)	Q2 2024	RSU/FM
Development of a teleworking regime that requires less office space (e.g. hot desks, rotational schedules) – <i>see under section 0 below</i>	in line with COM reg.	RSU/HR



C. Green public procurement⁷⁴

ERA to further improve its procurement by implementing green public procurement by the end of 2023. ERA to advance green public procurement by promoting the use and order of “green office items” from the EC office supplies’ catalogue.

Calls for procurement tenders of relevant goods and services should include “Environmental and social contribution” among the technical evaluation criteria (e.g. decommissioned furniture disposal/re-use, recycling policy, donations). An “environmental impact statement” will be written in the initial proposal for procurement and specific, robust environmental criteria, and “environmental considerations” will be included in the calls for procurement tenders of relevant goods, and services include. Tenderers will have to comply with these criteria and considerations to qualify for a contract. It is planned to become a standard ERA practice to build environmental considerations into procurement for relevant goods and services.



D. Carbon footprint reduction and management of missions, meetings and events

ERA will promote and utilise the [Commission’s guidelines on organising sustainable meetings and events](#). It will implement MIPS module of Sysper to replace MiMa and will compile regular reports on travel-related emissions starting from 2023. ERA will amend its travel policy to encourage environmentally friendlier itineraries.

ERA adheres to [Commission’s guidelines on organising sustainable meetings and events](#)⁷⁵, and commits to promote the guidelines and incentivise to its staff to apply the steps when organising meetings and events:

- Step 0: Is a physical meeting/event necessary?
- Step 1: Is the venue sustainable enough?
- Step 2: Is the printed and promotional material sustainable?
- Step 3: Are the 3Rs applied? (Reduce, Recycle and Reuse)
- Step 4: Is the catering sustainable?

⁷⁴ European Commission - Green Public Procurement: https://ec.europa.eu/environment/gpp/index_en.htm

⁷⁵ New release: https://ec.europa.eu/environment/emas/emas_for_you/news/news84_en.htm

Step 5: Are the accommodation and transport environmentally friendly?

Step 6: Have social aspects been considered?

Step 7: Are you sharing environmental awareness?

The Agency could strengthen the recommendation for internal and external attendees to select train transportation where convenient connections are available, or air travel options with smaller carbon footprint (e.g. more direct flight routes, less connections). In addition, travel policy and related internal communications will repeatedly emphasise to ERA staff that online meeting forms should be preferred and picked over travel intensive face-to-face meetings whenever feasible and expedient.



E. Further reduction of paper and stationery consumption

ERA will continue to fully digitise workflows. It will further reduce the printouts of publications. In the limited case of printers' use, ERA will maintain the use of eco-friendly / partially recycled A4 printing paper as a default printing medium. It will introduce on-demand stationery supply instead of stationery "welcome package".

ERA will advance further digitalisation of the Agency, including the replacement of paper-based processes with electronic workflows and other IT systems – in cooperation with the Commission's DG DIGIT – such as:

- SYSPER (full rollout)
- Microsoft SharePoint and Office 365: office solutions for paperless document creation and storing (full rollout)
- Ares: document management and archiving system

ERA will continue to reduce the number of printed (paper-based) publications through close management of the communication & publication plan. ERA will increase the use of print on demand of its publications/materials and web publishing.

ERA will raise awareness among its staff to on further possibilities of moving towards paperless office. As part of it, instead of the usual stationery "welcome package", office supplies will continue to be stored in a designated office and colleagues will be invited to collect strictly what they need – on demand.



F. Waste generation reduction, sorting and recycling

ERA will maintain – or if possible, improve – the selective recycling and waste collection arrangements in its current building, as well as in the new building. ERA will order office supplies and merchandise on an on-demand basis only, with preference to sustainable/recycled/eco-friendly distributable merchandise.

ERA will make sure that selective waste collection remains widely available in offices and common areas of the current building and undertakes to provide for the same in the new building. In the form of internal communication, ERA will raise awareness among its staff about these recycling arrangements.

Moreover, ERA has a partner to recycle decommissioned IT equipment.

List of actions:

Action	Target	Coordinator
Procure and distribute ERA-branded reusable water bottles for staff to reduce disposable cup use	Q2 2023	EXO/SAC
Install containers for reusable discarded items (e.g. coffee capsules/pads, stationery)	Q3 2023	RSU/FM
Replace bottled water at events with alternative, less waste generating means (e.g. distributing ERA-branded reusable water bottles, order of returnable bottle products with a deposit fee)	Q1 2024	EXO/SAC or RSU/FM
Include recyclable packaging in the criteria of the catering contract	contr. renewal	Procurement



G. Reduction of office space need

List of actions:

Action	Target	Coordinator
Teleworking rules, including clear criteria for requesting full time presence on premises, depending on the service needs	in line with COM reg.	RSU/HR
Flexible office arrangement in the new building	in line with	RSU/FM
Discontinue Lille office rental when the current contract expires	new HQ	
Hot desk arrangements	project	



H. Use of available green space, greening of the offices

List of actions:

Action	Target	Coordinator
Campaign about composting ⁷⁶	Q2 2023	AAM
Design in the new building: planting native and high CO ₂ conversion capacity plants, installing vertical garden	in line with new HQ	RSU/FM
Propagation of indoor vertical gardens in the new building	project	



I. Corporate Social Responsibility (CSR), staff involvement in environmental issues

List of actions:⁷⁷

Action	Target	Coordinator
Periodical intervention at General Assemblies to inform staff about environmental topics	Q4 2022	CAP
Set-up of ERA Environment (Volunteering) Group to drive dissemination actions, collect ideas and push for the progress of environment actions	Q1 2023	CAP
Annual CSR activities organised to staff (e.g. tree planting, garbage collection, social volunteering) and incentivising teams to choose “responsible” team-building activities with added environ./social value	Q2 2023	Volunteering Group / Better Together
Promote events at the level of ERA staff, such as: “green week”, “green day” or “greener office contest”	Q3 2023	EXO/SAC

Current status and plan for certifications and standards

ERA does not hold a certification for any of the environment/energy management standards (e.g. [EMAS](#), [ISO 14001](#), [HQE](#), [ISO 50001](#)). However, especially in the context of the new building project, ERA pays particular attention to the requirements listed in the respective standards. The new building is planned to be EMAS & HQE certified.

⁷⁶ <https://www.valenciennes-metropole.fr/competences/developpement-durable/dechets/composteurs/>

⁷⁷ Subject to resource constraints

Annex VII. Building policy

Current building(s)

Table 33 - Current building(s)⁷⁸

#	Building name and type	Location	Surface Area (in m ²)			Rent (€/year) ⁷⁹	Rental contact				Host country (grant or support)
			Office space	Non-office	Total		Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	ERA HQ	120 rue Marc Lefrancq, 59307 Valenciennes, FR	5,250 m ² ₈₀	N/A	5,250 m ²	486,942.69 €	1 year with tacit renewal	office rental	N	N/A	no
2	Lille Office - Espace International	299 Boulevard de Leeds, 59000 Lille, FR	373.98 m ²	54.90 m ²	428.88 m ²	94,105.40 €	Until 31/12/2023	meeting premise rental	N	N/A	no
3	Parking des Tertiales - SPL Valenciennes Stationnement	Rue du Fer à Cheval, 59300 Valenciennes, FR	-	-	100 parking places	26,250 €	1 year with tacit renewal	parking rental	N	N/A	no
4	Espace International	13 Avenue le Corbusier 59800 Lille, FR	-	-	1 parking place	2,689.56 €	Until 31/12/2023	parking rental	N	N/A	no
Total			5,623.98 m²	54.90 m²	5,678.88 m² + 101 parking	609,987.65 €					

Notes:

- ERA HQ (Valenciennes): ERA is the only tenant in the ERA HQ building, the Agency exclusively occupies and uses all office and non-office spaces in the building. Therefore, all surface area is included under the 5 250 m² of office space (SHON, terraces are not considered).
- Lille Office - Espace International (Lille): ERA shares office spaces with the building landlord (CCI de Région) on the 2nd floor. Following the signature of the addendum n°3 to main Lease contract that entered into force as of 01/09/2022, the leased total office space is reduced to 428.88 m² for a lease fee of 84,673.81 €, where the “quote-part des parties communes” is 12.80%. ERA has an exclusive use of the “office space”⁸¹ of the 428.88 m² considered in the rent, the remaining 12.80% included under “non-office”⁸² are shared with the landlord and other tenants.

⁷⁸ Table as of 31/12/2021, to be updated in due course.

⁷⁹ HT = hors taxe (excluding tax), as of 2021.

⁸⁰ SHON = Surface Hors Œuvre Nette (Net Surface Area), see <https://www.service-public.fr/particuliers/vosdroits/F2868>.

⁸¹ The net office space being used exclusively by the Agency, namely the reception, cafeteria, meeting rooms, offices, circulations, storage / technical rooms, copy corners inside ERA closed space.

⁸² Toilets / sanitary installations, storage / technical rooms and circulations located outside ERA closed space and being shared with other occupants, including building common areas located on the ground floor main reception (parking places are not considered).

Building project in the planning phase

Due to the growth of the Agency, the current building in Valenciennes does not offer any longer the required conditions to accommodate staff and activities related to the Agency's role as railways' Authority. Therefore, the Agency has re-allocated the majority of staff members in double office spaces as a short-term solution. Another short-medium term solution is the implementation of teleworking up to the limit set by the Management Board Decision on Teleworking.

In parallel, as part of a long-term solution, the Agency and Valenciennes Métropole have started defining the requirements for a new building to accommodate ERA activities after 2027 by means of a Study composed of different phases. In 2018, the Phase I of the Study confirmed that the current ERA HQ cannot accommodate all requirements related to the Agency activities and growth.

In 2019 and 2020, the Agency has managed to complete the Phases 2 and 4 of the technical and functional study resulting in the approval of the technical specifications that will be used as the base for the selection of architects in the Phase 3 of the Study.

Taking into account the experience gained during the pandemic with large-scale teleworking and new ways of working, the building capacity was revised, and the technical project adapted.

The main objective for the Agency during 2021 was to prepare the technical and financial dossier to be formally addressed to the EU Budgetary Authority for the financing of a new building.

In 2022, following the approval of the project, it is foreseen that Valenciennes Métropole will launch a "Concours" (Contest / CFT) for the selection of the Architect as part of the Phase 3 of the Project.

Building projects submitted to the European Parliament and the Council

See status under previous section.

Annex VIII. Privileges and immunities

The Management Board approved the proposed Headquarters (or Seat) Agreement between the Agency and the host Member State without objections or negative votes in August 2018.⁸³ The Seat Agreement between the French Government and the Agency has been presented as draft legislation to the French National Assembly on 7 July 2021⁸⁴ and has been adopted and promulgated on 31 January 2022. The final text of the Seat Agreement can be found [here](#)⁸⁵. The following table presents the privileges granted to the Agency's staff:⁸⁶

Table 34 - Privileges granted to staff

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>The Agency's headquarters are located in Valenciennes and Lille. The French authority pledge to provide the necessary support to ensure the location of the Agency's headquarters will remain unchanged. (Art. 3)</p>	<p>The HQ Agreement differentiates statutory staff (officials, TAs, CAs) and external staff (SNEs, experts, trainees, interims). (Art. 1).</p>	
<p>The Agency's premises are inviolable, exempt from perquisition, requisition, confiscation or expropriation. No French authority can enter the building without the prior agreement of the Executive Director. The property and assets of the Agency cannot be subject of legal measure of constraint without the authorisation of the CJEU. (Art. 4)</p>	<p>The privileges and immunities provided for the statutory staff aim to guarantee their independence and the unimpeded functioning of ERA. The Executive Director and the statutory staff (Art. 10):</p> <ul style="list-style-type: none"> • enjoy immunity from jurisdiction, even after the termination of their mission, in respect of acts carried out by them in the exercise of their functions • are exempt from national taxes on earnings, salaries and respective supplements paid by the Agency • enjoy the exemption for themselves and their spouses from measures restricting immigration and from aliens' registration formalities; • enjoy the same privileges in respect of currency and exchange regulations comparably to those accorded to staff of international organisations • enjoy the right to import duty-free their furniture and personal effects at the time of first taking up their post in France and the right on the termination of their functions 	<p>No provision in the headquarters agreement. Please refer to Annex V. E. Schooling for further information on education.</p>
<p>The Agency's archives and all official documents are also inviolable. The Agency will benefit from the same treatment the French Government provides to diplomatic missions when it comes to official communication. No restriction can be placed on neither</p>		

⁸³ https://www.era.europa.eu/sites/default/files/agency/docs/decision/decision_n180_headquarters_agreement_between_agency_and_host_state_en.pdf

⁸⁴ Assemblée Nationale : https://www.assemblee-nationale.fr/dyn/15/textes/l15b4323_projet-loi | Sénat : <https://www.senat.fr/dossier-legislatif/pjl21-288.html>

⁸⁵ https://www.assemblee-nationale.fr/dyn/15/textes/l15b4323_accord-international.pdf

⁸⁶ <http://www.senat.fr/rap/l21-365/l21-3651.html>

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>official communication addressed to the Agency or a member of its personnel, nor on any communication emanating from the Agency. In addition, the Agency shall have the right to use codes and to dispatch and receive official correspondence and other official communications by courier or in sealed bags which shall be subject to the same privileges and immunities as diplomatic couriers and bags. (Art. 5)</p> <p>The Agency is entitled to display the flag of the EU, as well as its own on its premises and vehicles (Art. 6)</p> <p>The Agency, its assets, income and other properties, shall be exempt from all direct taxes. The Agency is also exempt from indirect taxes and duties included the price of movable and immovable property and services, acquired for its official use and involving an expenditure of at least €150. The exemption may be granted by way of a refund. The Agency shall also be exempt from all custom duties and any other taxes for all goods intended for official use, as long as this exoneration is foreseen in the EU or national legislation. (Art. 7-8)</p> <p>Finally, the Agency is entitled to register three vehicles with diplomatic plates. (Art. 9)</p>	<p>in France to export free of duty their furniture and personal effects, subject in both cases to conditions considered necessary by the French authorities</p> <ul style="list-style-type: none"> • Enjoy the right to import duty-free their private car acquired whether in the country of their last residence or in the country of which they are nationals, bound by the single market rules. They also enjoy the right to export it duty-free, subject to the conditions considered necessary by the French authorities; • Have access – along with their family members – to access without discrimination compared with French citizens to all public services provided on French territory, including medical services, education, childcare, and housing. <p>The French Government will deliver to all members of the Agency’s personnel (except those who have the French nationality or permanent residency) a special residency document identifying them as member of the Agency’s personnel. The Agency will ensure that once an employee leaves the Agency, its residency document is handed back to the Ministry of Foreign Affairs. The Ministry of Foreign Affairs also facilitates the issuance of those residency documents and work authorisations to the family members of all the Agency’s personnel, except those who have the French nationality or permanent residency (Art. 11 (1, 2)).</p> <p>The French authorities will take all necessary measures to facilitate the entry, stay, and departure of experts in missions for the Agency on the French territory. Necessary visa and authorisations will be delivered for free as quickly as possible (Art. 11 (2, 4)).</p> <p>In addition, the Executive Director and the statutory staff are exempt from any compulsory national social security system. External staff, SNEs, and their family members, subject to their coverage in their own country of citizenship, are also exempt from any compulsory national social security system. (Art. 12)</p>	

Annex IX. Evaluations

The Agency has a system in place to monitor its performance and formalise an evaluation of the results achieved in the year into the **SPD dashboard**, as an ongoing tool, as well as through the **Consolidated Annual Activity Report**, which focuses on the achievements of indicators and targets set out in the SPD.

The following instruments are used for collecting the data and for triggering actions:

- **Work progress reports**, filled in by projects and service managers reporting the status of projects and services against the relevant plans, budget and human resources allocation, including SPD targets.
- **Budget execution monitoring**, a continuous activity based on a daily automated report fed with SUMMA data, displaying the level of appropriations, commitments and payments to date for each budget line and for each project/service
- **Monthly budget review meetings** with the Management Team to analyse the data from the budget execution monitoring and take timely decisions for deploying / redeploying the resources. The redeployment of resources is brought to the attention of the Management Board for information if the transfers are within one title or between titles but below the 10% threshold or for decision if the transfers are between titles and above the 10% threshold.
- **IMS internal audits**, part of the internal monitoring programme aimed at verifying that processes, projects, services and products comply with internal and external requirements, including.
- **IAS audits**
- **ECA audits**
- **Non-Conformity register**, where deviations from the relevant rules and provisions are recorded

All the sources listed above allow the Agency governance bodies, namely the Management Team and the Management Board to monitor continuously the functioning of the Agency. In order to allow this, the Agency has developed a **performance dashboard** which is turning the data into meaningful information.

The dashboard provides figures, charts and visuals about:

- Human resources:
 - Total No. of statutory staff members
 - No. of statutory staff members per type of contract:
 - Contract Agents
 - Temporary Agents
 - Seconded National Experts
 - Trainees
 - No. of statutory staff members per unit
 - No. of statutory staff members per unit and type of contract
 - Geographical balance
 - Gender balance:
 - Global Agency gender balance
 - Gender balance in the management team
 - Gender balance per type of contract
- Budget management:
 - General budget overview as per Single Programming Document, including:
 - EU contribution
 - EFTA contribution
 - Fees and Charges

- For each budget title:
 - Envelope
 - Amount paid
 - Forecasted revenues (Title 4 only)
- Agency's authority tasks:
 - No. of applications:
 - Single Safety Certificate:
 - Submitted
 - On-Going
 - Issued
 - Vehicle Authorisations:
 - Submitted
 - On-Going
 - Issued ERTMS Track-side Approval:
 - Submitted
 - On-going
 - Initial engagement completed
 - No. of hours per type of process
 - Single Safety Certificate:
 - Actual
 - Forecasted
 - Vehicle Authorisations:
 - Actual
 - Forecasted ERTMS Track-side Approval:
 - Actual
 - Forecasted
- Projects and services:
 - Budget:
 - Arbitrated project budget, from the current budget year (C1) and the previous one (C8)
 - Difference between arbitrated budget and current budget allocation
 - Expenditure
 - Human resources:
 - Work:
 - Baseline value
 - Planned
 - Actually spent
 - Status:
 - Overall status
 - Quality
 - Risks
 - Schedule
 - Risk of missing the SPD targets

Terminology⁸⁷

The following terms are used in the SPD – in accordance with the Commission guideline on evaluation:

Strategic Statement⁸⁸ is a coherent area of action with objectives and resources. It is the basic building block for the structure of the annual Work Programme, distinguishing between operational activities – directly related to the mission and core tasks of the agency, and horizontal/ cross-cutting activities – carried out to support operational activities and staff.

Objective describes what the agency wants to achieve either in the short or long term.

Indicator is a characteristic or attribute that is measured regularly in order to assess to what extent an objective has been met.

Baseline is the point of reference against which achievement or progress towards objectives is measured.

Milestone is an intermediate target set, expressed in quantitative or qualitative terms, measuring progress towards the achievement of long-term objectives.

Target is the ultimate desired situation, quantified and timed.

Inputs are the human and financial resources used and the time required to produce outputs.

Actions are the work carried out over a certain period of time, consuming resources and producing outputs in accordance with the objectives set.

Outputs are what is directly produced or supplied through the agency intervention. They often relate to the expected deliverables of the intervention and are identified based on its operational objectives.

Outcome is the envisaged medium to long term effects of a programme or policy output. While its results are not easily foreseeable and might not be entirely in the sphere of control of the Agency, the outcome represents an intermediate medium-term step between the agency' outputs and longer-term societal impacts. The Agency has structured its multiannual work programme according to desired outcomes to ensure all of its outputs will contribute positively to its vision & ambition.

Results are the direct effects of intervention(s) on the target groups.

Impacts are the indirect or long-term effects of an intervention on the EU or global society that are, at least partly, expected to be influenced by agency's interventions.

⁸⁷ [Communication C\(2020\) 2297 final](#) of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR, C. Terminology

⁸⁸ Referred to as "Activity" in former SPDs

Annex X. Strategy for the organisational management and internal control systems

The strategy gives an overview on how the internal control system is organised and is contributing to the mitigation of the risks to the achievement of Agency's objectives to acceptable levels.

The Agency is operating based on a management system designed to provide reasonable assurance regarding the achievement of the five internal control objectives derived from the Agency's Financial regulation as well as ensuring continuous improvement and the need to implement a flexible and effective governance. The management system is implemented through four high-level components (i) Strategic, (ii) Core, (iii) Support and (iv) Measurement and improvement. Each component is including all 17 principles of the Internal Control Framework (ICF). There is also a clear link with the internal components of the ICF (i.e. control environment, risk assessment, control activities and monitoring). This system is deployed further at the level of processes.

The roles and responsibilities for implementing the system are integrated as follows:

The **Management Board** represents the Member States, and the institutional stakeholders has a strategic role on budgetary and planning matters. It is overseeing the internal controls and risk management of the Agency. It ensures that the Agency fulfils its mission and performs the tasks assigned to it

The **Executive Director (ED)** in its capacity of Authorising Officer (AO) and under the supervision of the Management Board is ultimately responsible for the management of the internal control framework. The ED sets the tone at the top and puts in place structures and processes to gain reasonable assurance that the system is operating effectively.

The **heads of units/department** in their capacity of/Authorising officer by delegation (AOD) must ensure that the internal controls are efficient and effective in their area of responsibility as per AO delegation of powers. Both AO and AOD in their capacity of process owners are responsible for continuous improvement of the processes.

The newly created function of **manager in charge of Risk management and internal control** is fulfilled by a middle manager. It oversees the monitoring the implementation of the internal control arrangements and for complete and accurate reporting on the operation and effectiveness of the internal control framework. This function is also in charge of facilitating the risk management process.

The **accounting officer** certifies the year-end accounts thus providing reasonable assurance that the accounts present a true and fair view of the financial situation of the Agency.

All staff should ensure at their own level of competency that their activities comply with rules and regulations and report any deficiency.

The delegations of powers for executing the budget are detailed in internal procedures. The implementation of the budget is done via projects and services which is reflected in empowering project and service managers in managing the associated risks and resources without prejudice to the AO/AOD powers.

The IAS is the internal auditor of the Agency and performs independent assessment on the internal control systems based on a three-year plan. Complementary, internal audits are performed. The

external audit is performed by the European Court of Auditors (for the legality and regularity of transactions) and an external company (for the accounts).

Internal controls tools include:

- Controls performed at all levels of the Agency
- Risk management, in particular at project/service level and Agency level where the most significant/relevant risks are captured including strategic risks (recorded in the agency/corporate risk register and reported in the CAAR). Risks are formally assessed at both inherent and residual level to make sure that the analysis of the effectiveness of the controls in place is ensured before additional mitigating measures are put in place (cost-effectiveness of controls).
- Corrective/preventive measures are established when recurrent and systemic errors are recorded. Ex-ante nonconformities involving significant amount of money (>15.000 euros) are approved by the AO
- Internal control monitoring criteria for measuring the presence and the functioning of the principles are in process of being developed considering the risk environment and are focused more on effectiveness and efficiency.
- Follow-up of recommendations from ECA, IAS, Discharge authority as well as other sources (e.g. external evaluations) to ensure that the actions plans are effectively implemented within the agreed deadlines.
- An integrated reporting system to inform and alert management on the progress on the implementation of costs for each project/service as well as SPD outputs (monthly dashboard). The cost data is connected to the source (SUMMA). It includes several other parameters such as risks, issues, changes, corrective actions taken, quality, milestones etc.
- Budgetary status reports are produced on a daily basis including an overview per unit of the budget execution per budget line for all fund sources, financial information on commitments, payments and transfers, information on progress of planned procurement and contracts. The information helps achieving the performance targets in these particular areas.
- Ex-ante controls consisting in several checks of financial and operational aspects of transactions by the actors involved in the financial circuits. There is a very comprehensive checklist/templates as well as guidance which ensure an effective level of control. The specific controls are detailed in the manual of financial procedures which also included the steps to be taken for making a financial transaction, the various financial circuits by type of transaction and the different roles and responsibilities. The Agency is putting substantial efforts in updated these manuals/checklists.
- Ex-post controls for payments not subject to an ex-ante verification. The materiality criterion defined by the AO/AODs for drawing a reservation in the CAAR is an assessment of whether more than 2% of the payments of the activity concerned is erroneous.
- Sensitive function policy defines the management of functions involving a considerable amount of autonomy and executive powers with the aim of ensuring that actions are taken to mitigate the risk that the jobholders deliberately misuse their decision-making powers or influence with a view to gaining personal advantages
- Ad-hoc controls are additionally applied at the level of processes whenever the management assesses it is necessary to mitigate a specific risk (e.g. selection procedures, financial delegations).

The Agency's anti-fraud strategy has been developed in accordance with OLAF guidelines, it is setting clear objectives, actions and responsibilities and it is based on a standalone fraud risk assessment

exercise adapted to the Agency's environment encompassing fraud risks regardless of their criticality. The risk of fraud is duly considered when carry out the risk assessment exercise.

The strategy is focusing on three objectives:

- Handle effectively actual or perceived conflict of interest,
- Enhance the promotion of high ethical values as well as increasing fraud awareness
- Enhance data and information security

The objectives are fully aligned with the fraud risks identified which include inherent significant risk of conflict of interest due to specific circumstances of the Agency's activities (i.e. regulatory powers with significant decision making powers and potential reputational, legal and financial consequences if conflict of interest not adequately managed; relatively limited 'market' for recruitment of staff as well as for entities which could provide services for the Agency), potential risk of cyber-attacks leading to operational damage, loss of data, unauthorised disclosure of information or breach of data; potential risk of outsourcing the data and information security without proper security risk assessment), risk of staff members not being fully aware of their ethics obligations as well as handling and reporting fraud. The Agency has put in place comprehensive control measures proportional to the level of risks and amount of risk identified which encompass (but not limited to) mandatory tailor-made trainings on ethics and separately on antifraud for all staff, mandatory submission of declaration of interests for all staff and members of the Management Board and of the Board of Appeal, ex-post/on the spot controls, review of internal procedures (including procedures for reporting and handling fraud). Control indicators enable assessment of effectiveness of the measures taken.

Starting 2023, the Agency converges the following activities under a single service (Internal Management and Control System – ERA.1158) to better support the assurance function:

1. The internal management system coordination – the successor of the previous IMS service, from which the ISO certification component was dropped, while the focus is placed on the ICF further implementation and monitoring;
3. The internal control coordination;
4. The central financial verification;
5. The contact point for IAS, ECA and EP discharge follow-up.

Assessment of the effectiveness of the management system

The agency monitors continuously the efficiency and effectiveness of the Internal Control Framework. A yearly assessment report is produced where consideration is given to the results of controls mentioned above. All the internal control components and principles must be present and functioning well at all levels of the Agency to be considered effective. The results of the assessment are reported in the CAAR.

Annex XI. Plan for grant, contribution, or service-level agreements

Table 35 - Grant, contributions, or service-level agreements

	General information					Financial and HR impacts				
	Date of signature	Σ amount (EUR)	Duration	Counterpart	Short description		2022	2023	2024	2025
Grant Agreements										
1. IPA (2019/410-319) ⁸⁹	04/12/2019	450,000	48 months 01/01/2020 – 31/12/2023	DG NEAR	Continuation of pre-accession support to the EU candidates and potential candidates (Western Balkans and Turkey)	Amount (EUR)	133,149	0 ⁹⁰	0	0
						Nº of CAs	1	1	0	0
						Nº of SNEs	-	-	-	-
2. EUMedRail (ENI/2020/359-727)	31/12/2016	2,000,000	72 months 01/01/2017 – 31/12/2022	DG NEAR	Implementation of the action EUMedRail - EuroMed Rail Safety and Interoperability Project	Amount (EUR)	441,487	0	0	0
						Nº of CAs	3	0	0	0
						Nº of SNEs	-	-	-	-
Total Grant Agreements						Amount (EUR)	574,636	0	0	0
						Nº of CAs	4	1	0	0
						Nº of SNEs	-	-	-	-
Contribution Agreements										
1. System Pillar (MOVE/C4/SUB/2021-454/S12.852702)	15/07/2021	750,000	45 months 16/07/2021 - 01/05/2025	DG MOVE SRD.3	Provide a financial contribution to finance the implementation of the action ERA support to the Railway System Pillar	Amount (EUR)	250,000	250,000	p.m.	p.m.
						Nº of CAs	3	3	3	p.m.
						Nº of SNEs	-	-	-	-
2. Access to OSS	13/12/2019	20,000	Until the signature of a	Federal Office of Transport		Amount (EUR)	10,000	0	0	0
						Nº of CAs	-	-	-	-

⁸⁹ Extension of the grant agreement to 2023 under negotiation.⁹⁰ Full amount received by the end of 2022. However, due to the project extension to 31/12/2023 the remaining € 192,464 will be spent in 2023.

			Cooperation Agreement	(FOT) of Switzerland	Admin. Arrangement between the Swiss Federal Office of Transport and ERA ⁹¹	Nº of SNEs	-	-	-	-
Total Contribution Agreements						Amount (EUR)	260,000	250,000	p.m.	p.m.
						Nº of CAs	3	3	3	p.m.
						Nº of SNEs	-	-	-	-
Service-Level Agreements										
1. N/A						Amount (EUR)				
						Nº of CAs				
						Nº of SNEs				
Total Service-Level Agreements						Amount (EUR)	0	0	0	0
						Nº of CAs	0	0	0	0
						Nº of SNEs	-	-	-	-
Total						Amount (EUR)	834,636	250,000	p.m.	p.m.
						Nº of CAs	7	4	3	p.m.
						Nº of SNEs	-	-	-	-

⁹¹ In exchange of the access granted by the Agency to the OSS, the FOT accepts to pay a service fee, payable annually.

Annex XII. Strategy for cooperation with third countries and/or international organisations

Since the adoption of the existing strategy for global cooperation (together with SPD 2018), the Agency is updating the scope of work in order to best address the priorities listed by the European Commission in this field, namely:

The EU transport policy aims at promoting greater development and stability in the neighbouring countries, enhancing connectivity with the neighbouring areas and towards Asia, and creating a level-playing field for international rail transport and the rail supply industry beyond EU borders. The Commission welcomes Agency's aspirations to provide technical support at Commission request. The Commission reminds that the main priorities as regards rail international cooperation fall into EU's neighbourhood, strategic partners and high growth economies beyond neighbourhood, and international organisations. Agency's international activities should not go beyond.

Annex XIII. Procurement plan

Table 36 - New procurement procedures to be launched in 2023

Title	Description	Schedule	Market ceiling	Type of Contract
Conference on European Year of Skills	Event putting the skills gap in Railways and Women in Transport in the focus	Q1	25,000.00 €	Direct contract
InnoTrans sqm and AUMA fees	InnoTrans is the leading international trade fair for transport technology and takes place every 2 years in Berlin. ERA participates as an exhibitor in 2024. Sqm must be booked one year before the event.	Q1	50,000.00 €	Direct contract
Conference Energy Efficiency	Details included in the Communication and Dissemination Plan.	Q1	25,000.00 €	Direct contract
Conference on Multimodal Transport	Details included in the Communication and Dissemination Plan.	Q1	25,000.00 €	Direct contract
Services d'interprétation	Interpretation services ("simultanée, consécutive, chuchotée") are required for meetings/ events organized by the Agency in France (mainly Valenciennes and Lille) or abroad.	Q1	830,000.00 €	Framework Contract

Table 37 - Planned use in 2023 of existing framework contracts

Use of FRAMEWORK CONTRACTS			To be committed in 2023 (estimated)
Local Identifier	User Reference	Expiry Date	
PMO contract / AMEX GLOBAL BUSINESS TRAVEL	Travel Agency services (missions)	31/03/2024	100 000 EUR
ERA 2021 07 FWC	Catering services (Valenciennes)	08/12/2025	30 000 EUR
ERA 2018 36 FWC	ASSISTANCE ERTMS TRACKSIDE APPROVAL	28/04/2023	30000 EUR
ERA 2019 02 FWC	Interpretation services	12/08/2023	125 000 EUR
ERA 2019 06 FWC	ESP-EISD6 - Off site IT services	28/07/2024	1 000 000 EUR
ERA 2021 02 FWC	Consultancy support on Vehicle Authorisations applications	06/01/2026	350 000 EUR
ERA 2022 03 FWC	DEVELOPMENT OF TRAINING PRODUCTS FOR THE EU AGENCY FOR RAILWAYS KNOWLEDGE HUB	31/08/2026	85 000 EUR
ITCON ESMA 2022 02	ESMA ICT Consultancy	18/10/2026	1 250 000 EUR
SCIC/C1/2018/FWC/02	SCIC EVENT MANAGEMENT SERVICES - LOT 2	23/07/2023	360 000 EUR
OC_EFSA_COM_2019_01 LOT 2-01	DEVELOPMENT OF STATIC AND INTERACTIVE INFORMATION AND STORYTELLING PRODUCTS	22/06/2024	70 000 EUR
OC_EFSA_COM_2019_01 LOT 1-01	DEVELOPMENT OF INTEGRATED COMMUNICATION CAMPAIGNS	10/05/2024	90 000 EUR

Annex XIV. Strengthening Action Plan (SAP) 2023-2027

1. Context

In 2022, the Agency's Management Board adopted the Strengthening Plan prepared by the Agency in close cooperation with the European Commission. The purpose of the Strengthening Plan is to make the strongest possible case in order to strengthen the Agency with **resources matching the level of ambition necessary for achieving the important EC policy objectives for rail, in an effective and efficient manner, and benefit from high levels of ambition and efficiency within ERA's structure and methods.**

With the document serving as a basis for the internal EC budget negotiations in 2022, the Agency received a proposed increase of 12 TAs in 2022⁹². While the additional TA allocation is lower compared to the request from the Strengthening Plan (12 TAs proposed out of the 22 TAs requested), it can offer a good basis for the Agency to proceed with the implementation of the Strengthening Plan.

A very important challenge is represented by the fact that the additional TA allocation needs to be fully covered under the existing subsidy envelope. To make best use of this TA allocation and considering the external constraints related to the indexation of salaries and prices, the Agency is making a thorough assessment of its capacity to cover these costs in a sustainable manner until the end of MFF 2021-2027. Several measures are envisaged, such as the time-phased hiring of the TAs. The budget constraint on the subsidy side is therefore an element to be properly monitored and managed for the whole remaining period of the current MFF.

The current document describes the plan of actions which the Agency will put in place in the period 2023-2027 in order to implement the Strengthening Plan, taking into consideration the level of additional staff allocation proposed by the EC. It is hereinafter referred as SAP (Strengthening Action Plan) 2023-2027. This builds on actions already taken up to present to increase the efficiency of the support services and tools.

2. What we want to achieve

ERA has established an outcome-driven framework, placing strong emphasis on effectiveness (i.e. "doing the right things"), in line with the prioritisation of activities included in the Strengthening Plan. In parallel, a delivery structure based on Projects and Services has been established. Outputs of projects and services are followed up and measured using a dashboard approach.

With the Strengthening Plan, we will implement a series of improvement actions that should enable to achieve the most appropriate outcomes with the resources available. This is important not only to justify the additional resources requested by the Agency, but also in order to demonstrate that European taxpayer's money is used in the most effective way, so that the European railway system can develop towards attractiveness, efficiency, and sustainability.

⁹² 6 TAs are expected to be phased out by the end of MFF 2021-2027

Improvement actions will be assessed according to their impact as well as ease of implementation. Quantitative targets are defined (mainly related to the respective FTEs) and followed up/measured on a regular basis. The baseline is ERA SPD 2022 and the monitoring tools are ERA SPD Portfolio Management together with the SPD Dashboard developed already.

3. Objectives, actions, indicators, and targets

The SAP 2023-2027 mirrors the Strengthening Plan and translated it into concrete actions. It is based on **the planning and monitoring framework and enablers already set up by the Agency**, which includes:

- the multi-annual planning in the SPD, with a clear focus on the intervention logic;
- the Agency's performance dashboard, including reporting to the EB and the MB
- the regular budget execution monitoring and reporting
- the Consolidated Annual Activity Report.

The annual work programmes will therefore be aligned to the priorities listed in the SAP, which represents an anchor for the multi-annual planning in what the priority policy areas are concerned. A direct tracking of SAP-related FTEs, outputs and targets will be included in the SPDs.

The SAP 2023-2027 is organised along the following components/objectives:

- A. Drive an optimal resourcing of policy priority areas, matched by proportional outputs and outcomes, including efficiency gains
- B. Maintain proper resourcing and further efficiency gains for the authority tasks
- C. Ensure a reduction in the Agency's administrative FTE allocation while maintaining regularity and legality
- D. Ensure the overall projected FTE evolution by 2027
- E. Ensure effective and efficient budget management (planning and execution), appropriate risk management

A. Ensure an optimal resourcing of policy priority areas, matched by proportional outputs and outcomes, including efficiency gains

Note: In addition to the balanced input/output ratio for the priority areas, efficiency gains are also embedded and measured with the same indicators. The latter represent the delivery of relatively more (ambitious) outputs for the same amount of effort compared to previous years.

Action	Indicator	P/S code	2022 baseline	Target				
				2023 ⁹³	2024	2025	2026	2027
A1. Ensure proper input/output for NSA monitoring	A1.1. No. of FTEs allocated (annual values)	001MRA1116	4.62	4.93	6	5	5	5
	A1.2. No. of NSA audits performed per year ⁹⁴		6	8	9	9	9	9
	A1.3. Proper learning from the NSA monitoring			Follow-up of deficiencies ensured	Follow-up of deficiencies ensured	Report after 2 cycles issued with recommendations for a new MB decision	Optimised scope implemented	Optimised scope implemented
	A1.4 Audit at the Member State level, i.e. covering more than just the NSA Activities in the MS ⁹⁵					Referential to be started at the end of the 2nd NSA Monitoring cycle		
	A1.5 Assessment of NSA supervision activities of RUs where the Agency has issued the SC ⁹⁶			Pilot during the 2 nd year of the 2 nd cycle	To be included in the NSA monitoring audits	To be included in the NSA monitoring audits	To be included in the NSA monitoring audits	To be included in the NSA monitoring audits
	A1.6 "Monitor" NSAs in EU accession countries	ERA.1151 ⁹⁷					To be started at the end of the 2 nd	

⁹³ For 2023 we work with the assumption that all 12 additional TAs are distributed across the priority areas; however, a correction factor (0.5) needs to be applied to the additional TA work capacity hired in 2023 (in terms of FTE), which corresponds to the late hiring during the year. The numbers included in the 2023 column are already calculated with this correction factor.

⁹⁴ This indicator captures the speed of progress with organising the NSA audits; a complementing indicator is included in the SPD to measure the number of reports issued.

⁹⁵ This could probably be done less frequently i.e. a longer audit cycle: 6-year cycle, or even longer, or targeted only to MSs where we encountered severe issues during the NSA monitoring which could not be addressed at the NSA level but rather at the Member State level.

⁹⁶ Not to replace the NSAs supervision, but to assess the performance of NSAs while carrying out supervision activities (e.g. follow up type 3 issues by concerned NSAs)

⁹⁷ Subject to the extension of the IPA grant in 2023

Action	Indicator	P/S code	2022 baseline	Target				
				2023 ⁹³	2024	2025	2026	2027
	(synergies with IPA grant and TCT) after IPA countries accession”					NSA Monitoring cycle		
	A1.7 Combine large scope NSA monitoring audits and more targeted audits (e.g. process audits)					To be started at the end of the 2 nd NSA monitoring cycle		
A2. Ensure proper input/output for NoBo monitoring	A2.1. No. of FTEs allocated (annual values)	000MRA1138	4.01	5	6	8	8	8
	A2.2. No. of NoBo audits performed per year (full monitoring cycle in 3 years = 20 NoBos/year) ⁹⁸		8-9	15	15	20	20	20
	A2.3. Learning from NoBo monitoring/ Forum of best practices				Organised when the 1 st audit cycle is at an advanced stage			
	A2.4 A new common framework for NoBos, DeBos and AsBo assessment and monitoring set up by the Agency (new legal base may be needed)			First concept drafted	Final draft agreed with EC as a basis for a future legislative proposal			
	A2.5 “Knowledge hub” to promote best practices and train NoBos (widening it to EU accession countries)					To be started at the end of the 1 st NoBo audit cycle.		

⁹⁸ This indicator measures the speed of progress with organising the NoBo audits; a complementing indicator is included in the SPD to measure the number of reports issued.

Action	Indicator	P/S code	2022 baseline	Target				
				2023 ⁹³	2024	2025	2026	2027
A3. Ensure proper input/output for the ERTMS and radio communication evolution	A3.1. No. of FTEs allocated (annual values)	ERA1218 ERA-REC-129	10.35	11.22	13	13	13	13
	A3.2. Expertise provided to EC in the standardisation work related to FRMCS, ATO, innovation (satellite-based system for train positioning, enhanced onboard signaling etc.)- integration of enhancements in CCS TSI					Provision by 2025 in TSI if input is provided via System Pillar		
	A3.3. Support for the EU-wide deployment of ERTMS, including economic impact analysis to inform possible public investment prioritisation (e.g. by CINEA)			Requests of CINEA- DG Move 100% assessed	Requests of CINEA- DG Move 100% assessed	Requests of CINEA- DG Move 100% assessed	Requests of CINEA- DG 100% Move assessed	Requests of CINEA- DG 100% Move assessed
	A3.4 CCS TSI Maintenance and operational activities for CCS Framework			Publication of CCS TSI Application guide		Update CCS TSI with error corrections		Update CCS TSI with error corrections
	A3.5 review of ESC/RSC and roadmap for reduction			ESC/RSC roadmap proposal	roadmap implemented as planned	roadmap implemented as planned	roadmap implemented as planned	
A4. Ensure proper input/output for the TSIs related work	A4.1. No. of FTEs allocated (annual values)	ERA.1175 ERA.1177 ERA.1246 ERA.1172	4.5	5.94	7	7	7	7
	A4.2. Lessons Learned implemented in CCM process			Harmonised CCM process implemented				

Action	Indicator	P/S code	2022 baseline	Target				
				2023 ⁹³	2024	2025	2026	2027
A4.3. CR DAC				Implementation proposal		Provisions in TSI by 2025		
A.4.4. CR Unique Authorisation					Specific Cases for Coaches			Unique Authorisation for vehicles
A.4.5. CR Standards				All new EN referred to in TSI analysed	TO EN updates	TO EN updates	TO EN updates	TO EN updates
A.4.6. CR Virtual Specification							Closed	
A.4.7. CR TSI INF Cleaned-up						1 st Draft	Final Draft	
A.4.8. CR Battery/Hydrogen trains							Closed	
A.4.9. CR Structural composite materials							Closed	
A.4.10. CR Platform/Train interface					Closed			
A.4.11 CR Noise of parked trains					Closed			
A.4.12. Energy measurements					Closed			
A.4.13. CR RIV/Dangerous goods					Closed			
A.4.14 CCM ready for processing System Pillar input				CCM ready by end of Q2	CCM implemented for all requests	CCM implemented for all requests	CCM implemented for all requests	CCM implemented for all requests
A4.15. Monitoring and facilitating the TSI implementation				Drafting implementation template finalised MS implementation study developed	Support to MS for drafting implementation plan			

Action	Indicator	P/S code	2022 baseline	Target				
				2023 ⁹³	2024	2025	2026	2027
	A.4.16 TSIs as global standards			International Strategy – 1st Draft	International Strategy - Final			
	A.4.17. Support to EC (TO/Advice/Derogations/NoBos) within agreed deadlines			100%	100%	100%	100%	100%
	A.4.18. Increased harmonisation of operations - define new structure for TSI OPE			New structure/ approach defined/agreed	Phased implementation of new structure			
	A4.19 CR on Rear-end signal			closed				
	A4.20 TSI Dissemination Workshops			4	4			
A5. Ensure proper input/output for the clean-up of national rules ⁹⁹	A5.1. No. of FTEs allocated (annual values)	ERA.1172 ERA-PRG-006	4.28	7.36	7.8	7.8	7.8	7.8
	A5.2. NRs to include in TSIs			CRs introduced	33% CRs Closed	66% CRs Closed	100% CRs Closed	
	A5.3. Increased performance of and trust in MS as control level - assess NSR set up in MS (incl. impact of TO, if relevant)			100% of planned MS assessed (incl. impact of earlier TO if relevant)	100% of planned MS assessed (incl. impact of earlier TO if relevant)	100% of planned MS assessed (incl. impact of earlier TO if relevant)	100% of planned MS assessed (incl. impact of earlier TO if relevant)	100% of planned MS assessed (incl. impact of earlier TO if relevant)
	A5.4. Increased performance of SMS - draft new regulation for			Draft new regulation	Draft new regulation and develop	Develop guidance/ training	Deliver training	Deliver training

⁹⁹ In 2023, the Agency and the EC are putting together a practical implementation plan to address the acknowledged need for harmonisation in assessing and cleaning all the categories of rules (vehicle, FI, safety/operational. Once agreed, the milestones of this plan will be reflected in an update of the indicators for SAP 2023-2027 and SPD 2024, respectively.

Action	Indicator	P/S code	2022 baseline	Target				
				2023 ⁹³	2024	2025	2026	2027
	harmonisation of Type 5 NSR				guidance/ training			
A6. Ensure proper input/output for the CSM ASLP work stream ¹⁰⁰	A6.1. No. of FTEs allocated (annual values)	ERA.1219	3.5	4.18	5.5	5.5	5.5	5.5
	A6.2. Management of the Group of Analysts (GoA)			GoA meetings chaired	Implementation of GoA workplan during CSM ASLP phase I	Management of GoA	Management of GoA	Management of GoA
	A6.3. ISS development			Beta version finalised and tested	SAI/ SIS/ ERAIL workflows integrated – 1 st version on-line		2 nd version on-line	
	A6.4. ISS operation				Operation and maintenance	Operation and maintenance	Operation and maintenance	Operation and maintenance
	A6.5. CSM development			Recommendation on Appendix C Technical Opinion on Appendix A Updated according to the lessons learned	Recommendation on Appendix D		Simplification of CSI/CST	
	A6.6. CSM implementation			User support for implementation	User support for implementation	User support for implementation	User support for implem.	User support for implem.
	A6.7 CSM guidance/training			Guidance on safety performance published	Guidance on ISS functioning published	Training delivered	Training delivered	Training delivered

¹⁰⁰ It is important that a dedicated source of funding be identified for the business description and the setting of the ISS tool, as well as the support for the Group of Analysts; in the absence of that, the outputs of the work from the CSM ASLP workstream risk to be lost.

Action	Indicator	P/S code	2022 baseline	Target				
				2023 ⁹³	2024	2025	2026	2027
	A6.8 GoA/JNS			Normal: GoA proposal & ERA follow-up report Fast track: GoA proposal	Normal: GoA proposal & ERA follow-up report Fast track: GoA proposal	Normal: GoA proposal & ERA follow-up report Fast track: GoA proposal	Normal: GoA proposal & ERA follow-up report Fast track: GoA proposal	Normal: GoA proposal & ERA follow-up report Fast track: GoA proposal
A7. Ensure proper input/output for the digitalisation of Agency's registers	A7.1. No. of FTEs allocated (annual values)	ERA.1227 ERA.1226 ¹⁰¹	3.44	7.32	7.32	6.22	5.5	5.5
	A7.2. Migration plan for the individual registers to a linked data approach, including the standardization of terminology through the ERA terminology			Draft migration plan prepared	Migration plan finalised			
	A7.3. Migration of registers to a knowledge graph approach (no code needed anymore)				25%	50%	75%	100%
	A7.4. Progress with the specifications for multi-leg ticketing				Specifications finalised			
	A7.5. Agency becoming a registration entity for vehicles at EU level			Proposal for EC decision sent	Workflows put in place accordingly			
	A7.6. Exploratory work for Eurocontrol for railways, including the traffic management and				Draft concept paper developed and discussed with EC	Final concept paper agreed with EC		

¹⁰¹ ERA1226 is included in the services contributing to the policy goal specifically through their workstream on digitalisation, excluding the daily running of the registers.

Action	Indicator	P/S code	2022 baseline	Target				
				2023 ⁹³	2024	2025	2026	2027
	economic regulation aspects							

B. Ensure sustainable resourcing and further efficiency gains for the authority tasks

Action	Indicator	Target				
		2023	2024	2025	2026	2027
B1. Ensure sustainable resourcing for the authority tasks	B1.1. No. of FTEs allocated VA excluding CTT	11.7	11.7	11.7	11.7	11.7
	B1.2. No. of FTEs allocated VA CTT	5	4.8	4.8	4.5	4.5
	B1.3. No. of FTEs allocated SSC	5.2	5.1	4.9	4.8	4.8
	B1.4. No. of FTEs allocated ERTMS TA	1.51	1.5	1.4	1.4	1.4
	B1.5. Proportion of FTEs allocated to authority tasks which are billed	75%	75%	75%	75%	75%
	B1.6 Overall FTEs redeployed from authority to policy areas - cumulative values compared to 2022 baseline¹⁰²	-3,87	-4.21	-4.51	-4.91	-4.91
B2. Ensure a 1st review of the authority related processes	B2.1. Internal mid-term review of the matrix organisation supporting authority tasks (including AD/CA/AST split)	Mid-term review performed	Follow-up actions implemented			
	B2.2. List of identified improvements for a future legal framework update to be provided to the EC		List consolidated and shared with EC			List consolidated and shared with EC

¹⁰² This reflects the re-visited assumptions for the use of ERA FTEs for VA, SSC, ERTMS TA compared to 2022 and also embeds a component of efficiency gains through simplification/automation of processes.

C. Ensure a reduction in the Agency's administrative FTE allocation

Note 1: This objective is referred to the administrative FTE allocation, but encompasses a wide scope (e.g. redeploying administrative posts to operational activities, redeploying technical staff who currently cover administrative tasks to operational tasks activities).

All references are to FTEs (not posts) to allow for counting savings and/or redeployments which account for partitions of one FTE.

Note 2: The sequencing is thought as follows:

- i. Creating the capacity of potentially free FTEs through process leaning, including automation – as such, this does not account for a materialised saving, but is a pre-condition (step C2)
- ii. Identifying the opportunities to materialise that capacity – this can happen at contract end points (step C3)
- iii. Having the FTEs freed from administrative work needs to be followed up by their actual redeployment in operational areas (step C4)

Action	Indicator	Target				
		2023	2024	2025	2026	2027
C1. Process/deliverable/job related workload analysis	C1.1. Workload analysis for all processes (operational and support) based on a consistent methodology	Delivered			Updated	
	C1.2. Workload analysis at job level	Draft	Finalised			
C2. Creating room for administrative FTEs capacity	C2.1. % of previously documented processes leaned, including through automation ¹⁰³	20%	20%	20%	20%	20%
	C2.2. % of newly documented processes leaned by design, as part of the Agency's management system linked to ICF	100%	100%	100%	100%	100%
	C2.3. No. of FTEs saved by leaning secretarial, HR, IT, financial services and administrative functions linked to operational work	Part of overall target below				

¹⁰³ Baseline should be defined as a first step.

	C2.4. No. of FTEs saved from optimising the Agency's portfolio (clustering P/S, separating between genuine S and processes, resorting to off-the-shelf IT products etc.)	Part of overall target below				
C3. Materialising the FTE capacity gained	C3.1. No of administrative FTEs not replaced (e.g. after retirement, invalidity procedure, leaving the Agency etc.)	Part of overall target below				
C4. Redeploying the capacity to operational activities	C4.1. Training programme for the Strengthening Plan put in place as part of the Agency's Learning and Development plan	Set up	Maintained	Maintained	Maintained	Maintained
	C4.2. No. of administrative FTEs retrained through the SP training programme, redeployed to operational activities	Part of overall target below				
	C4.3. No. of technical FTEs directly redeployed from administrative tasks to technical work without the need for training.	Part of overall target below				
C5. Overall FTE target part C (non-cumulative annual targets)		-0.5	-1.25	-0.5	-1	-1

D. Ensure the projected FTE evolution by 2027

Action	Indicator	Target				
		2023	2024	2025	2026	2027
D1. Control the FTE trend evolution by 2027	D1.1. No. of additional FTEs deployed to policy priority areas – cumulative values compared to 2022 baseline (based on part A above)	+11.23	+17.92	+15.82	+14.10	+14.10
	D1.2. No. of FTEs redeployed from authority to policy tasks - cumulative values compared to 2022 baseline (based on B1.6 above)	-3,87	-4.21	-4.51	-4.91	-4.91
	D1.3. No. of FTEs gained through efficiency measures – cumulative values, calculated based on the annual values from C5 ¹⁰⁴	-0.5	-1.75	-2.25	-3.25	-4.25
	D1.4. Re-assessment of the additional FTE needs for policy activities		Prepared and agreed with EC			
	D1.5. Gate way review of the targets		Done		Done	
	D1.6. Input provided to EC for the next MFF negotiations / any future Railway Package				Provided	

¹⁰⁴ This trend is based on the assumptions on FTE evolution for authority tasks as listed in line B1.6. Should the trend evolve in another direction, there will be a need to revisit the targets for B1.6, C5 and D1.1 in a coordinated manner.

E. Ensure effective and efficient budget management

Action	Indicator	Target				
		2023	2024	2025	2026	2027
E1. Effective budget management	E1.1. % of subsidy appropriations committed	Min. 98%				
	E1.2. % of carry forward to the next year	Max. 10% for T1 Max. 20% for T2 Max. 30% for T3	Max. 10% for T1 Max. 20% for T2 Max. 30% for T3	Max. 10% for T1 Max. 20% for T2 Max. 30% for T3	Max. 10% for T1 Max. 20% for T2 Max. 30% for T3	Max. 10% for T1 Max. 20% for T2 Max. 30% for T3
	E1.3. Salary gap structurally addressed	-	Done	Done	Done	Done
E2. Efficient budget management	E2.1. Real term savings in the support expenditure (IT, FM)	2%	2%	2%	2%	2%

4. Governance and monitoring arrangements

The SAP 2023-2027 is endorsed by the Management Board and steered by the HoU CAP under the coordination of the ED.

A dedicated Task Force is put in place for the period 2023-2027 to support the Action Plan implementation, composed of:

- HoU CAP (Oana Gherghinescu)
- CAP team members (Thomas Willems, Koen Favvyts, Marta Lenarcik, Andrei Lixandru)
- A representative by unit, selected and nominated by the corresponding HoU, following an internal call for expression of interest (organised in Sep 2022)

Heads of Units/Heads of Departments will be accountable for their respective contributions. The involvement of the individual members in the Task Force is envisaged on a part time basis, in addition to their daily tasks at the Agency.

Regular reporting is envisaged as follows:

- Internal regular iterations with the Agency's Management Team
- A dedicated section will be set up as part of the SPD Dashboard to monitor the progress of the indicators listed in Chapter 2 of this document, by year of reference
- The SPD Dashboard is presented at every regular EB and MB meeting, which offers the possibility to MB members to regularly monitor the progress with the action plan implementation
- A gate review with the Management Board can be envisaged every two years to make the necessary updates to the Action Plan, depending on the evolution in the internal and external context of the Agency.
- Annual reporting as part of the CAAR

Synergies with the Better Together and the HR strategy work streams will be carefully ensured by the Task Force.

5. Risks

The following risks are identified and assessed according to the matrix below:

Likelihood of consequence	Very likely	2	3	4	5	5
	Likely	1	2	3	4	5
	Possible	1	2	3	4	4
	Unlikely	1	2	2	3	4
	Very unlikely	1	1	2	3	3
		Negligible	Minor	Moderate	Significant	High
		Impact				

They will be monitored and addressed as part of Agency's risk register.

Budget related

Risk	Risk assessment	Mitigating measures
<p>1. The Agency might not be in the position to hire all 12 TAs in 2023 due to subsidy constraints. The inflation trend poses significant pressure on the Agency's capacity to cover the salary costs in the absence of sufficient additional EU subsidy.</p>	4	<p>The Agency is carefully monitoring the budget execution to strike the optimal use of the existing resources in the spirit of sound financial management, while flagging early warning signals in case of subsidy gaps. We will react by an agile approach, having reserve lists in place but only conclude employment contracts when the budgetary means are available.</p>
<p>2. The revenues from Fees and Charges are not under the full control of the Agency. In particular, the volume of work can fluctuate due to seasonal trends during the year, but also more structurally, upwards (e.g. the need for re-certification following DAC deployment, go-everywhere trains etc.) or downwards (e.g. starting with the second round of safety certification for the same RU at ERA, the complexity of the issues and checks might drop compared to the first round).</p>	4	

Human resources and internal communication related

Risk	Risk assessment	Mitigating measures
<p>3. The changes in the working patterns, together with the financial consideration for hiring at lower grades, might limit the attractiveness for the specialised technical jobs offered by the Agency in the future. This might hamper the business continuity, talent pool retention and by consequence, Agency's capacity to deliver the technical outputs envisaged in this plan.</p>	3	
<p>4. Inherent internal communication sensitivity around the choices made as part of the action plan (non-replacement, redeployment etc.). In addition, given this internal redeployment, the pressure on legally binding administrative tasks will increase exponentially.</p>	4	<p>The Agency will indeed tackle this aspect with attention, by highlighting and supporting the opportunity of ensuring career paths from administrative tasks to operational tasks. Natural end-of-contract gate reviews will be used.</p>

Output related

Risk	Risk assessment	Mitigating measures
5. With insufficient additional resources for the policy tasks, up to the full level of the need, the Agency might not be in the position to support the EC in responding to all standardisation areas linked to innovation over the next years. The allocation of additional resources might need to be reopened during the lifecycle of this Action Plan to identify priority areas for which the Agency's involvement is further expected.	3	
6. Considering the complexity of the training program which could help redeploying administrative staff to operational tasks, it might have a limited buy in and/or efficiency and could require a period of time for completion which goes beyond the timeline of the Strengthening Plan.	4	

Other

Risk	Risk assessment	Mitigating measures
7. In 2021, the Agency received a grant for its System Pillar workstream. While the grant provides the Agency with 3 FTEs to cover for this work until May 2025. In the absence of an extension, there is a risk of business continuity for this stream of activities.	4	Ensuring a multi-annual continuity of the contribution agreement and an internal coordination of the system pillar work directly linked to the Railway System activities (ERTMS, TSIs, Safety).