

Europe's Rail Joint Undertaking (EU-RAIL)

**14th MEETING
OF THE EU-RAIL GOVERNING BOARD**

21 November 2024

09:30 AM – 12:30 PM

Hybrid connection

PRESENT:

European Union, represented by the European Commission	SCHMIDT Kristian, DG MOVE	Chair
	GENTILI Andrea, DG RTD	Co-Chair
	FITCH Keir, DG MOVE	Observer
	WILLIAMS Mihaela, DG MOVE	Observer
	KRAAK Suzanna, DG RTD	Observer
	GIANNIKOPOULOU Eleni, DG RTD	Observer
	STROHSCHNEIDER Michaela, DG MOVE	Observer (remotely)
	PERSCHKE Wawrzyniec, DG MOVE	Observer (remotely)
	SEIMANDI Yann, DG MOVE	Observer (remotely)
ADIF	VILLALMANZO David-Ibán	Alternate
ALSTOM	FRENCH Richard	Representative
AZD	PAVEL Michal	Alternate

ANGELRAIL consortium led by MER MEC	INZIRILLO Francesco	Representative (remotely)
CAF	DE CASTRO Jorge	Representative
CD	ILLIK Jan	Representative (remotely)
	JINDRA Petr	Alternate (remotely)
CEIT	MELÉNDEZ Juan	Representative (remotely)
DEUTSCHE BAHN	LIANOS Manuel	Alternate
DLR	MEYER ZU HÖRSTE Michael	Alternate (remotely)
European Smart Green Rail Joint Venture (eSGR JV)	JIMÉNEZ Noemi	Representative
FAIVELEY TRANSPORT	PAGLIERO Paolo	Representative
FSI	PIFFERI Davide	Alternate
HITACHI RAIL	TROMBETTA Antonella	Representative
INDRA TALGO	GONZÁLEZ Alfredo	Alternate
	MERLE CARRERA Leyre	Alternate (remotely)
JERNBANEDIREKTORATE (Norwegian Rail Directorate)	SAETHRE Preben	Representative (remotely)
KNORR-BREMSE	HILSE Hans-Christian	Representative
ÖBB	STROHMEIER Flora	Alternate (remotely)

PKP	JANCEWICZ Zbigniew	Representative (remotely)
NS/PRO RAIL	CAYET Julien	Representative (remotely)
SIEMENS MOBILITY	KAMINSKY Ralf	Alternate
	DEITERDING Lars	Alternate
SNCF	CHERON Christophe	Representative
STRUKTON	SAMSON Henk	Alternate
THALES	JOURDAN Amaury	Representative (remotely)
TRAFIKVERKET	ANDERS Carolin	Representative
VOESTALPINE	OSSBERGER Uwe	Representative
European Union Agency for Railway (ERA)	DOPPELBAUER Josef	Observer
ERRAC	BERBINEAU Marion	Observer (remotely)
	FOJUD Artur	Observer
Chair of the SRG	HALTUF Miroslav	Observer
Chair of the SSG	DI FEBBRARO Angela	Observer (remotely)
EU-RAIL	TRAVAINI Giorgio	Executive Director
	CONLON Ian	Observer
	CHATZIGEORGIADIS Vasileios	Observer

	TORRES Anna Maria	Observer
	GONZÁLEZ Isaac	Observer
	CIECZKO Catherine	Observer (remotely)
<i>Guests/Speakers</i>	<i>WAHLBORG Magnus (Trafikverket)</i>	
	<i>GOSSMANN Rolf (HACON)</i>	
	<i>KONIX Patrick (RNE)</i>	

LIST OF DECISIONS:

The following decisions were taken by the Board:

- GB Decision n°16/2024 on the amendment N° 2 of the Work Programme 2024
- GB Decision n°17/2024 on the Work Programme 2025-2026
- GB Decision n°18/2024 on the second version of the Phasing-out plan

OVERVIEW OF DISCUSSIONS:

INTRODUCTION

The 14th meeting of Europe's Rail Governing Board (GB) was chaired by Mr. Kristian Schmidt (European Commission, DG MOVE). After verifying the required quorum, the Chair welcomed the participants to the meeting, which was held in a hybrid form with in-person and digital presentation. The Chair thanked all the participants who came to Brussels.

1. WELCOME FROM THE CHAIR AND ADOPTION OF THE AGENDA

The Chair indicated that all documents relating to the meeting, including the draft GB decisions, had been distributed in advance to the participants.

He presented the draft Agenda for adoption and asked for the declarations on confidentiality and conflict of interest to be submitted, if not yet done, and requested Members in conflict of interest to abstain themselves from the concerned points of decision.

The Agenda was adopted without any changes:

1. WELCOME FROM THE CHAIR AND ADOPTION OF THE AGENDA <i>Declarations of conflict of interest based on the Agenda items</i>	9.30-10.25
2. INFORMATION FROM THE COMMISSION	
3. REPORT FROM THE EXECUTIVE DIRECTOR	
4. ADOPTION OF THE MINUTES OF THE 12 th GB MEETING OF 21 JUNE 2024 and 13 th (EXTRAORDINARY) GB MEETING OF 17 JULY 2024	10.25-10.30
ITEMS FOR DECISION OF THE GOVERNING BOARD	
5. DECISION ON THE AMENDMENT N° 2 OF THE WORK PROGRAMME 2024 (Budget transfers and IKAA Plan updates)	10.30-10.45 10.45-11.05
6. DECISION ON THE WORK PROGRAMME 2025-2026 (including IKAA PLAN 2025-2026)	11.05-11.25
7. DECISION ON THE SECOND VERSION OF PHASING-OUT PLAN	
ITEM FOR DISCUSSION ON CONTENT	
8. TOWARDS IMPROVED TRAFFIC MANAGEMENT SYSTEM(S) FOR THE EUROPEAN RAIL NETWORK	11.25-12.25
ANY OTHER BUSINESS	
9. AOB - INDICATIVE LIST OF DOCUMENTS TO BE ADOPTED BY WRITTEN PROCEDURE OR AT THE NEXT BOARD MEETING - DATE OF THE NEXT GB MEETING: 5 FEBRUARY 2025	12.25-12.30

2. INFORMATION FROM THE COMMISSION

The Chair started the Board meeting with an update on the European Parliament's approval process of the new College of Commissioners. If no surprises, it was almost certain that the key designated Commissioners for the railway sector and Europe's Rail Joint Undertaking will be Mr Apostolos TZITZIKOSTAS (Greece) for transport and tourism, and Ms Ekaterina ZAHARIEVA (Bulgaria) for start-ups, research and innovation.

The Chair referred in particular to the hearing of Commissioner-designate Mr TZITZIKOSTAS in the European Parliament held during the first week of November. Mr TZITZIKOSTAS most relevant announcements for the railway sector were his plans to enhance the competitiveness of the EU's transport sector; sticking to the EU agreed timetable for the green and digital transitions; completing the Trans-European Transport (TEN-T) network; and strengthening transport safety. He definitely wants to push for transport decarbonisation solutions for what he announced a sustainable transport investment plan in 2025. On the modal shift, he said he would present a plan to connect EU capitals and large cities by high-speed rail, including night trains. Lastly, he committed to presenting a single digital booking and ticketing option for rail in the first year of his mandate.

For his part, Andrea GENTILI, representative from the European Commission, briefly referred to the hearing of Commissioner-designate Ms ZAHARIEVA. She advocated for an ambitious budget for R&I in the next multiannual framework programme; and for pushing Member States to meet the 3% spending target on R&I and increasing it to 4% by 2030.

Andrea GENTILI highlighted as more relevant elements for the sector, Ms ZAHARIEVA proposals for simplification of the administrative processes in EU research funding; and for strengthening the cooperation with Member States, as 90% of the EU budget is in their hands. He finds the latter is a matter of reflection for the future of the JU.

The hearings of Commissioner-designates concluded on the same day as the GB meeting, 21 of November, and the election by the MEPs of the full college of Commissioners is scheduled to take place during the 25-28 November plenary session in Strasbourg. Once approved, the new European Commission is expected to take up its duties on 1 December 2024.

The Chair continued welcoming the new Members and Observers to the Board:

Members:

- Deutsche Bahn AG: Ms Jasmin BIGDON, CTO Deutsche Bahn AG, replaced Mr Hans-Peter LANG; and Mr Manuel LIANOS, Head of Europe's Rail Program@Deutsche Bahn AG, replaced Mr Ralf MARXEN.
- Ferrovie dello Stato Italiane S.p.A: Mr Andrea VOLPONI, Head of Business Digital Solutions & Services, replaced Mr Roberto TUNDO.
- Indra-Talgo: Ms Leyre MERLE CARRERA, Account Manager & Innovation Manager, has been appointed as second Alternate of Indra-Talgo.
- Trafikverket: Dr Anders CAROLIN, Strategist, has been appointed as main Representative.

Observers:

- ERRAC: Dr Marion BERBINEAU, Research Director, Département Composant et Systèmes, Laboratoire LEOST, as ERRAC Chair of the academic group, replaced Mr Andrzej MASSEL; and Mr Artur FOJD, UIC Head of Research and Innovation, replaced Mr Hugo TABOURET.

The Chair informed Members that this meeting would be the last EU-Rail Governing Board for Josef DOPPELBAUER, Executive Director at ERA, who will soon retire, giving him the floor. The Chair thanked Josef for the excellent work he achieved in ERA and for the railway sector.

Mr DOPPELBAUER thanked everyone for the fruitful collaboration during years, wishing everyone lots of success.

The Chair added that a new Director of ERA will soon be recruited.

As a final point of information, the Chair referred to the creation of an Appeals Committee to handle complaints under Article 90(2) of the Staff Regulations against decisions taken by the Executive Director of EU-Rail, as established by GB decision n°15-2024. In accordance with the GB Decision two members and one alternate (for each member) had been appointed: one member representing the European Commission and one member representing the members other than the Union (“private members”). In order to preserve the confidentiality and the protection of personal data, their names are not disclosed in the minutes.

3. REPORT FROM THE ACTING EXECUTIVE DIRECTOR

The ED started his intervention by also thanking Joseph for being a great fervent advocate of innovation in the railway sector and for the several years of excellent collaboration.

The first point of his presentation was the S2R programme status. The programme is expected to be closed administratively by end of the year. The overall percentage of the running cost had been lower than the initial estimation, partly thanks to the higher contributions from private members. The final cash reconciliation should be done in 2025, and Members will be informed.

Regarding Europe's Rail, the ED gave an overview on the Innovation pillar. The majority of Flagships Projects was progressing as planned or with minor issues, therefore in green status, some of them with amendments ongoing or under finalisation. Flagships 2 and 5, however, were reported in yellow status and the JU expect some resolution with planned amendment.

For exploratory research, the grant agreements of the seven new projects have been signed (Symbiosis, QuieterRail, Xcross, Nexus, PhDs EU-Rail, DACFIT and Travel Wise) The ongoing research projects are progressing adequately and start having the first set of deliveries.

At this point, the ED informed Members that, unless the GB objects, the reserve list for the HORIZON-ER-JU-2022-02 call will be closed. By now there is sufficient reassurance that the ongoing granted projects are able to deliver, so there is no need to keep the reserve list open anymore.

The SNCF representative highlighted the importance of having for the first time a project such as Travel Wise, with synergy with SESAR JU.

The ED continued explaining the main information points on the System pillar update. All planned activities were largely performed. The Annual Work Plan 2025, the CCS/TMS data model, EULYNX specs BL4 Release and Standardisation and TSI Input Plan (SITIP) V1.0 had all been approved by the System Pillar Steering Group. The Traffic CS design work for foreseen for decision in December.

One point of novelty is the activity on the harmonisation of operational rules, which will hopefully set a precedent demonstrating the possibility of harmonising future rail operations in Europe.

Regarding the High-level Deployment group, work is continuing with three informal meetings so far. The first subgroup on FRMCS is already working.

Regarding the Associated Members call for expression of interest, the technical assessment of the applications submitted is on-going and should be finalised by mid-December. The pre-selected applications will undergo an ED assessment and ultimately a GB decision during the course of next year.

In relation to the announcement done in the GB meeting of June on Hitachi's acquisition of GTS France SAS, the ED informed that discussions are still ongoing. The ED is waiting to receive a letter confirming the termination of membership of GTS France SAS, and the next steps will be discussed in the next GB meeting/s.

On the procurement activities side, the open call for tenders "*Railway workers' perspective in rail transformation*" was relaunched, following the cancelation of the previous tender procedure due to no suitable tenders being received. The ED informed about the decision not to award the FWC and to cancel the procurement procedure as no admissible tenders have been received, in particular following the quality evaluation, no tender reached the required minimum quality scores.

The other pending open call for tender "*Locomotive fleet retrofit and engineering solutions for DAC (and ERTMS)*" will be published this year.

The ED highlighted the European Court of Auditors (ECA) findings on EU-Rail activities for 2023. The annual accounts were considered reliable, and the revenue and payments legal and regular in all material aspects.

There is however an action ongoing for all joint undertakings which is the need to update the "*Business continuity plan and disaster recovery plan*". Another observation by the auditors is that there is a low implementation rate for the JU's operational payment executions, which is planned to be largely addressed with the payments by the end of this calendar year.

The States Representatives' Group (SRG) continues its work on various issues, such as the update of the R&I national activities to be presented by the end of the year. It plans a dedicated

meeting on the future of EU rail in FP10 in early 2025 and it is continuing to work with the European Commission on a suitable adaptation of its proposal for a study on transport policy. The SRG provided a positive but conditional opinion on the draft Work Programme 2025-2026, which means that there was agreement on it, but some points require some reformulation. The outstanding points will be revised in view of the planned amendment of the Work Programme 2025-2026 for the Governing Board decision in June 2025. Lastly, the SRG provided a positive outcome on the 2nd draft amendment of the Work Programme 2024 and on the draft Phasing out plan.

The Scientific Steering Group (SSG) provided positive outcomes to the draft Work Programme 2025-2026 and draft Phasing-out plan; as well as acknowledged the 2nd draft amendment of the Work Programme 2024. The SSG members also agreed to undertake additional activities, such as providing scientific advice on the initial technical and scientific outputs of the Flagship Projects. They also expressed their agreement to get involved in the SIPB discussions or thorough a joint workshop when appropriate.

In terms of communication activities, the ED congratulated all Members for the joint efforts done at InnoTrans fair. All activities were much attended, and all together was considered a successful event. He highlighted the upcoming events such as Rail Live 2024 and ITF Summit, the press release in view of disseminating the results of the upcoming Net Zero study, among other activities.

The ED concluded his report on the outcome of the ongoing workshops on the future of the JU. The message so far is that we need to make the rail system more agile, resilient and competitive, and that this is a matter of cost-increase. He presented the next steps leading to a white paper by the end of the year and a roadmap to deeper content developments for next year.

The Chair thanked the ED for his detailed report and commented on some issues. First of all, he was satisfied that the S2R work could be concluded, which means that in terms of administration we can be relaxed and focus on the research activities. Regarding the future of the JU and the need to change the systemic approach but also looking at our competitiveness, and the need to decrease cost, he commented that clearly the Member States Transport Ministers like rail, but he wondered why it is so expensive and where to find the budget. Therefore, he finds important that EU-Rail put high on our agenda how to look into simplification, decreasing costs and ensure deployment.

Regarding InnoTrans, the Chair commented that he had enjoyed all meetings and events.

Picking up on the DAC pioneer trains, he said that this continues to be a high priority for DG MOVE. He found the demonstration done in the framework of InnoTrans, in Spandau, very well organised. He debriefed the Commissioner candidate on it, and he was very impressed. The Chair expressed his hope that with Connecting Europe Facility (CEF) it would be possible to ensure coordination but also operational support to specific DAC pioneer trains. Digitalisation is the future.

He also raised the work on FRMCS, one of the priority work areas without any doubts.

Keir FITCH commented that he was concerned whether on FRMCS it will be possible to deliver on time. He considers that there is a big gap between what we need and what is likely to be delivered. He finds that there is a lot of scepticism among IMs whether it is possible in practice and concerning the cost. He stressed that we need to put in place a mechanism to ensure that the work for finalising the specs. The FRMCS subgroup of the Deployment Group is very important. It is also a question of economic resources. One further issue is the availability of products on ERTMS side, the baseline 4 will be available by 2032 and a robust discussion with suppliers on availability 9 years after the TSI.

The Chair agreed that it is an uncomfortable situation and flagged it as an issue we need to look at to manage the process. He then opened the floor to Members opinions.

The Chair of the SRG took the floor to comment on three topics. First, on FRMCS, which is also a priority for the group. He mentioned a recent study done in Czech Republic that he offered to share with the Commission. A second remark was regarding DAC, on which he considers Member States should receive more information on progress work through the National Contact Points network setup by the European Commission. His third point was about SRG's proposal to do a study on transport policy. DG MOVE proposed to approach it with a wider scope of the study, and he is looking forward to receiving a concrete proposal.

The Chair reacted saying that his first proposal on the FRMCS study was very much accepted. Keir FITCH replied on DAC, saying that when appropriate the NCP network will be updated. The FRMCS deployment plans should be included as updates to the ERTMS deployment plans, this issue could be dealt with in RISC. On the deployment group composition, any suggestions are welcome. Concerning the third point, i.e., on the study on transport policy, he mentioned that the study should not contradict the roles and responsibilities provided in the current European legislation and that the scope could be enlarged with the barriers for the sector to introduce innovation.

The SRG Chair said that he would very much like to have a presentation on DAC at the next SRG meeting.

The ADIF representative commented for FRMCS that the national implementation plans are an important element for the systems migration and the importance of the Deployment group for a coordinated implementation. He asked what the status of the national implementation plans is.

The Chair agreed that the Member States should accelerate their plans.

Ian CONLON added that the idea is that for the Deployment Group on FRMCS to be successful we need full sector engagement.

This agenda point ended with an update on human resources issues. The ED informed that a new national expert, Ricardo CAMPO, had joined the JU team to work on FP2; and that he had just made an offer to the selected candidate, to become the new HoU of the Innovation Programme. The positions of HR Officer and Internal control Coordinator would follow.

4. *ADOPTION OF THE MINUTES OF THE 12th GB MEETING OF 21 JUNE 2024 AND 13th (EXTRAORDINARY) GB MEETING OF 17 JULY 2024*

The Chair invited the participants to comment on the draft minutes of the last two GB meetings. The Europe's Rail Governing Board adopted both minutes without any changes.

ITEMS FOR DECISION OF THE GOVERNING BOARD

5. *DECISION ON THE AMENDMENT N° 2 OF THE WORK PROGRAMME 2024 (Budget transfers and IKAA Plan updates)*

The ED explained the content of the amendment.

The Chair submitted the document for adoption. It was adopted without any objections.

Decision

GB Decision n°16/2024 on the amendment N° 2 of the Work Programme 2024

6. *DECISION ON THE WORK PROGRAMME 2025-2026 (including IKAA PLAN 2025-2026)*

The ED explained that it is a biennial Work Programme due to the foreseen launch of the second wave of Flagship Projects in 2025, as well the Exploratory call and FA7, which in view of their specific nature and in accordance with the SBA, requires making use of annual instalments. It follows the consultation with the two advisory bodies of the JU, and it is foreseen to be amended in June 2025 following the outcome of the call for expression of interest in view of selecting Associated Members. The ED highlighted the main elements of the work programme, including an updated organisation structure for GB decision.

The estimated amount of IKAA for 2025-2026 is 100,3M EUR.

After a brief debate, the Chair submitted the Work Programme for 2025-2026 for adoption. It was adopted without any further comments or objections.

Decision

GB Decision n°17/2024 on the Work Programme 2025-2026

7. *DECISION ON THE SECOND VERSION OF PHASING-OUT PLAN*

The ED explained that in comparison with the version approved by the GB last year, the new version contains the short and long-terms targets, strategic alignment, and the future financial considerations. It also includes the possible options in terms of future outcomes.

The Chair reminded Members that there no decision that can be taken today on the future of the JU, because we need to wait for the next MFF.

The DLR representative intervened on behalf of the private Founding Members (FMs), thanking the JU for the delivery of the second version of the Phasing-Out plan and confirming the endorsement by the private Members.

He highlighted that the private FMs have assessed carefully the options described in the chapter 5.1 of the document. The private FMs consider that only options A and B are viable for a potential successor of Europe's Rail in the next European Research Framework Programme (FP10).

They consider that it is of utmost importance to continue with a public-private partnership in the form of a Joint Undertaking to address all the challenges faced by the rail sector and deliver new technologies, solutions and innovations that will make rail transportation more attractive and efficient for end-users (passengers and freight).

The private FMs also value the proposal to investigate how to include pre-deployment activities within a potential successor of Europe's Rail. To grasp all the benefits of the outputs of such a Joint Undertaking, we need to speed-up the migration of new technologies and solutions on the European rail network.

Finally, as highlighted in the Draghi's report, the EU should continue to reinforce its leading position in innovative transport by launching industrial innovation projects for decarbonisation challenges. The private FMs support this statement and see the setting-up of a new rail Joint Undertaking in FP10 as a key enabler to address decarbonisation challenges and to reinforce the competitiveness of the Rail Industry.

The representative of SNCF intervened highlighting full agreement on behalf of all operating and infrastructure managers Members.

The representative of Siemens intervened as well highlighting full agreement on behalf of all supply industries Members.

The SRG Chair asked for more details about the political process and asked who will represent the JU in the negotiation process in FP10.

Andrea GENTILI took the question as DG RTD is leading these discussions. He said that it is too early to make any statement, because the new Commission has not even taken office yet. However, he highlighted Commissioner-designate Stéphane SÉJOURNÉ, who will be responsible for prosperity and industrial strategy, announced a EU Competitiveness Fund to increase public funding and create synergies between public and private investment. The Fund could be composed of different programmes, and it is not clear if it will be like an umbrella covering the various programmes as we know them. It was recognised by stakeholders and also internal Commission services that there is a need to accelerate the process to the market, to ensure those projects results are as fast as possible. It is important to show that the work done by the JU is successful.

The Chair confirmed that there is a simplification expectation of creating a EU Competitiveness Fund in which research could be found.

The Chair maintained that the plan should be considered a living document and invited the JU to continue working on it to consider any relevant future developments.

He submitted the 2nd version of the Phasing-out plan for adoption. It was adopted without any objections.

Decision

GB Decision n°18/2024 on the second version of the Phasing-out plan

ITEMS FOR DISCUSSION OF THE GOVERNING BOARD

8. TOWARDS IMPROVED TRAFFIC MANAGEMENT SYSTEMS FOR THE EUROPEAN RAIL NETWORK

The Chair started by saying that the trilogue on capacity management system was opened on 19 November. We need to distinguish between what system is used to decide and who decides. The rail capacity proposal empowers the Ims to coordinate but planning capacity stays with the Member States. It is about reliability, versatility, to roll out a common system that fits everyone. Member States decide on traffic management and remain responsible for safety.

Ian CONLON introduced the presentation on improved traffic management systems (TMS) for the European rail network. The presentation was conducted together with Patrick KONIX (RNE) and Lars Deiterding (Hacon).

First the works of the System Pillar was presented, highlighting the different variants for TMS and CMS, focussed on more or less centralised forms of governance.

Ian CONLON addressed the following questions to the GB Members:

- Should the variant analysis be extended to consider where the performance output of the variants can potentially be achieved by harmonised technical approaches? (not only on the harmonisation of governance)
- Should there be continued reflection to understand what are the highest priority R&I items in terms of business impact, through being implemented in a harmonised way?

The discussion continued with a presentation on the state of play from the Innovation Pillar with the work of the project FP1 MOTIONAL *"Network management planning and control & Mobility Management in a multimodal environment"*.

Josef DOPPELBAUER commented that we need a standard way of information exchange. The transparent sharing of information needs to be based on the European mobility data space. But first, he asked urgently for a European harmonised train number, already discussed for so many years without any progress.

The SRG Chair commented that we need to focus on the viewing in the full complexity, not only about centralised or not centralised process. There is not only the infrastructure, but there are also other actors involved (staff, capacity, rolling stock, etc.).

The representative from SNCF highlighted the need to recognise that the R&I work should not only focus on the enabling communication and IT decision support tools between TMSs from neighbouring Countries, but also to provide the network effect of international train crossing other neighbours' Countries – ensuring overall TMS capabilities to handle traffic more efficiently. This without necessarily the need of entering into governance consideration.

The Chair agreed and concluded the discussion confirming that the focus for EU-Rail going forward is on providing those technical capabilities for TMSs and ensuring the entire European network approach is part of the work. He highlighted the success criteria for an ambitious IT system for traffic management in Europe are the following:

1. Safety, at least as save as the national system.
2. Productivity, in terms of a system that is capable of managing more trains.
3. Better at cross-border coordination.
4. Diversity of Member States: we cannot impose a system; it must work for all countries.
5. Price: there is no point if Member States cannot accept it, and with a clear migration strategy.

In terms of next steps for EU-RAIL work, the following conclusions can be drawn.

- In terms of options in defining a European TMS, we can move beyond a governance focus, and more broadly focus on the performance aspects to be achieved.
- In the short term, and linked to activities in the innovation pillar, it would be useful to consider on a more granular level the performance improvements sought from the future TMS, and then what is needed at European level to achieve this (technical harmonization, governance harmonization, etc.).
- Consider options such as federated/distributed IT models that could work with priority rules at EU level.
- Elaborate ambitious capabilities of the system level (beyond the as-is) and make the advantages clear. To do this a consideration of the current state of the art is needed.
- Consider the reality in Europe: "solution" needs to fit the dense lines/points in Europe and not cost for non-dense areas.

9. ANY OTHER BUSINESS

- **INDICATIVE LIST OF DOCUMENTS TO BE ADOPTED BY WRITTEN PROCEDURE OR AT THE NEXT BOARD MEETING**

Decisions by written procedure (tbc):

Prevention of and fight against psychological and sexual harassment

Decisions at GB meetings:

- GB meeting of 5 February 2025
 - Selection of Associated Members to Europe's Rail
- GB meeting of 24 June 2025

- WP 2025-26 update
- MAWP update
- CAAR 2024
- Final Accounts 2024 (Opinion)

- **INDICATIVE DATES OF THE NEXT GB MEETING/S**

The dates of the next GB meetings are:

- 5 February 2025
- 24 June 2025
- 2 December 2025

The ED informed that Members will soon receive the calendar invitations.

The Chair concluded the meeting by thanking all GB Members for their participation.

Done in Brussels, on 21 November 2024.



Signed:

Magda KOPCZYNSKA

Chairperson of the Governing Board