



AM4INFRA

DELIVERABLE REPORT

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- 4 - FEHRL – FORUM DES LABORATOIRES NATIONAUX EUROPEENS DE RECHERCHE ROUTIERE – FR
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Publishable Executive Summary

This document describes how during project runtime - the legacy of the AM4INFRA project has been secured through a Permanent Cooperation Structure (PCS).

DoA task description is targeted on setting up a permanent structure for cooperation on implementing and evolution of the common framework, with the key requirements:

- Permanence
- Open membership
- Multi-modality
- Cross border cooperation
- Pooling resources
- Best suitable legal structure
- Rules and procedures

Considering these key requirements, the AM4INFRA strategic team, consisting of senior experts on Asset Management from the five national infrastructure agencies involved in the project, has concluded that this permanent cooperation structure (PCS) should be established in a CEDR context. Consequently, a proposal was submitted to the CEDR executive and governing boards to establish a formal CEDR working group under the CEDR rolling Action Plan 2019-2021.

In June 2018 the CEDR executive board agreed on this proposal and provided recommendations for sharpening and enriching the task description.

In October 2018, final endorsement of the CEDR Governing Board is requested.

With the agreement of the Executive Board of CEDR to launch a formal CEDR working group on Network Governance, delivery on task 4.7 has been fulfilled.

Currently, the nine CEDR members supporting the working group are preparing the kick-off event of the working group in February 2019.

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1 Purpose of the document

1.1 DEVIATIONS FROM ORIGINAL DESCRIPTION IN THE GRANT AGREEMENT ANNEX 1 PART A

1.1.1 DESCRIPTION OF WORK RELATED TO DELIVERABLE IN GA ANNEX 1 – PART A

Task 4.7 Creation of a permanent cooperation structure (PCS) (M1-24)

Leader: RWS

Participants: All partners

Subtask 4.7.1 Defining the mission statement of the permanent cooperation structure and the best suitable legal entity.

This structure needs to be open for membership from multi-modal organisations in general. The mission statement must be able to strengthen the cross-border cooperation on the European level.

Subtask 4.7.2 Defining the best organisational structure to execute the mission statement. The structure must be suitable for pooling resources (activities or skills), and able to be flexible in the execution of the mission statement.

Based on the best suitable legal structure a governance will be made to set rules and procedures to steer the PCS. The rules and procedures will also include how membership will be established.

D4.7: Mission statement of the PCS, organisational structure and nature of the PCS, governance structure

Definition of the mission statement and the organisational (and governance) structure to execute the mission statement.

1.1.2 TIME DEVIATIONS FROM ORIGINAL PLANNING IN GA ANNEX 1 – PART A

No time deviations from the original planning have occurred.

1.1.3 CONTENT DEVIATIONS FROM ORIGINAL PLANNING IN GA ANNEX 1 – PART A

No content deviations from the original planning have occurred.

2 Introduction / background

2.1 SETTING OF THE DOCUMENT

This document describes how the legacy of the AM4INFRA project has been secured during runtime of the project. As the project aims to deliver a common approach for asset management on transport infrastructures, the legacy activities are aimed to foster its implementation across the European transport infrastructure network.

The AM4INFRA project builds on recent work of several national (road) infrastructure authorities on asset management, and in particular in the context of task group N2 on asset management of CEDR¹. In June 2017 the task group's Technical Report was published². Following the conclusion of the task group, five of the task group's members (ANAS, HE, RWS, SIA/ZAG, TII) decided to collaborate in a follow-up; the AM4INFRA project. With five CEDR members in the lead, the decision was made to list the project as an activity in CEDR's rolling Action Plan 2017-2019.

Against this backdrop, the five national infrastructure agencies involved in the AM4INFRA project have discussed and concluded on the best way to advance the project legacy through a permanent cooperation structure (PCS).

2.2 DEMARCATION OF THE TASK DESCRIPTION

The task description in the AM4INFRA DoA was aimed at drafting a viable value proposition on the PCS under the ambition to establish such PCS after the runtime of the project.

From the task description, key issues for achieving a viable PCS were identified and evaluated on the best options.

Subtask 4.7.1 Defining the mission statement of the permanent cooperation structure and the best suitable legal entity.

"This structure needs to be open for membership from multi-modal organisations in general. The mission statement must be able to strengthen the cross-border cooperation on the European level."

Key issues to address in this sub task description are:

- Permanence
- Open membership
- Multimodality
- Cross border cooperation

To ensure ownership and **permanence**, the cooperation structure should be anchored within the structures of relevant infrastructure managers, in particular in view of the pivotal role of that infrastructure managers play between performance/service levels set by the infrastructure asset owners and the contract services provided by the market.

The cooperation structure should also be a peer-to-peer engagement between the infrastructure managers to engender trust between the participants. Trust building between the participants of the cooperation structure is also a key condition in enabling **open membership**.

In the absence of true **multimodal** (infrastructure manager) organisation at the European level, it is necessary to consider several options. The main options are to create a new entity or base the platform on existing structures such as EIM³, CEDR

¹ Conference of European Directors of Road. See also: <http://www.cedr.eu/>

² See also CEDR Technical Report 2017/6: http://www.cedr.eu/download/Publications/2017/CEDR_TR2017-06-Asset-Management.pdf

³ European Rail Infrastructure Managers; see also: <http://www.eimrail.org/>

etc. Creating a new entity is possible but would be unlikely to attract the attention of senior management in the relevant organisations. The outcome of AM4INFRA is not to continue the current project but to roll-out the outcomes by influencing the strategic direction of national infrastructure managers. Currently the greatest amount of cooperation still exists in the road sector, with CEDR having the widest geographic coverage comprising the membership responsible for the greater importance of Europe's transport networks.

On the requirement of **multimodality**, it should be accounted that next to its level of cooperation and geographic coverage, CEDR consists of a membership with more than 50% being multimodal. This percentage can be expanded over time through the broadening of CEDR's own scope or through its members' association with other national (or relevant regional) infrastructure managers, such as through its Memorandum of Understanding (MoU) with EIM; the platform for rail infrastructure managers.

The strategy of CEDR is about **cross border cooperation** of its 28 members and close association with others. Together they

Subtask 4.7.2 Defining the best organisational structure to execute the mission statement.

The structure must be suitable for pooling resources (activities or skills), and able to be flexible in the execution of the mission statement. Based on the best suitable legal structure a governance will be made to set rules and procedures to steer the PCS. The rules and procedures will also include the way membership will be established.

Key issues to address in this sub task description are:

- Pooling resources
- Best suitable legal structure
- Rules and procedures

represent the overwhelming part of the TEN-T network. At the kick-off of the working group, in February 2019, the agenda will examine how to involve any relevant infrastructure authorities that are currently not a member of CEDR (e.g. France).

CEDR's rolling Action Plan (AP) lists the activities on which CEDR members have agreed to **pool resources** over a multi-annual horizon, reinforcing the requirements for permanence and cross border cooperation. The current AP 2018-2020 included the AM4INFRA project. The following AP 2019-2021 will include its legacy; the working group on Network Governance (with a first priority on Asset Management) i.e. the intended PCS.

Concerning the requirement on the **best suitable legal structure** it is noted that CEDR is an established legal structure servicing the cooperation of a large number of national transport infrastructure authorities from Europe. As such the working group on Network Governance will be part of this legal structure. This structure is comprehensive.

On the requirement of **rules and procedures**, it is considered that through embedding the working group in CEDR, automatically its well-established and acknowledged rules and procedures are adopted. These imply that non-members will be eligible to join, reinforcing the requirements for open membership and multimodality.

Following this evaluation, CEDR is the preferred choice for embedding the PCS through the establishment of a formal working group on Network Governance.

2.3 EFFECTUATING PERMANENT COORDINATION STRUCTURE (PER 1-1-2019)

2.3.1 ENGAGEMENT WITH CEDR

Early in the project, task 4.7 was taken on by the five national infrastructure agencies involved in the project. Their evaluation of the key requirements of the PCS was quick and unanimous on CEDR being the preferred choice.

Subsequently the project coordinator started engagement with CEDR secretary-general in spring 2017. In their presentation of the final report of Task Group N2, in June 2017, the ambition to drive a PCS in the CEDR context was already expressed to the CEDR Executive Board (EB). Following on the agreement on the mentioned final report, the effort was set out to obtain the required commitment of at least eight CEDR members for the proposed working group; starting from the five that were involved in the project already. Through the CEDR secretariat, its members were informed and invited to attend stakeholder meetings and dissemination events. Furthermore, in two occasions the CEDR EB has held extensive discussions of either the project results (EB meeting of March 2018) or the project legacy (EB meeting of June 2018).

Finally, in their June 2018 meeting, the CEDR EB agreed on two key documents through which the legacy of the AM4INFRA project has been ensured:

- **AM4INFRA Technical Report** (CEDR EB decision on 14 June 2018): This reflects CEDR endorsement of the AM4INFRA results i.e. the common approach for infrastructure asset management. It provides the technical basis for the implementation activities in CEDR.
- **Task description of CEDR Working Group on Network Governance** (CEDR EB decision on 14 June 2018): This working group will support CEDR's members in their efforts to implement the common framework on their national networks (through the members' own chosen action). Establishing this WG provides the continuity required to replicate (over time) the common Asset Management framework approach across the European TEN-T network, starting with the networks of CEDR's members; see also Appendix A.

Currently, the nine CEDR members supporting the working group are preparing the kick-off event of the working group in February 2019.

2.3.2 TASK DESCRIPTION OF THE CEDR WORKING GROUP ON NETWORK GOVERNANCE

Appendix A presents the task description for the respective working group from the draft CEDR Action Plan 2019-2021, as it was discussed and concluded in the CEDR Executive Board of 14 June 2018 in Portorož, Slovenia. The presented text is still in need of updating, following immediate comments from the June meeting and eventually from EB CEDR Governing Board in October 2018. Finalisation of the description is expected in December 2018.

This CEDR working group will consist of two components:

- a standing advisory board to address strategic issues (i.e. at a network level),
- a knowledge portal in support of CEDR's members efforts to implement Asset Management systems on their networks.

In their June 2018 meeting, the CEDR EB discussed and concluded on the draft task description that was proposed by the five national infrastructure agencies involved in the project (see also Appendix A). The support for the working group (WG) was unanimous. However, the task description was in need of sharpening and prioritisation:

- **Role and position of the WG:** Notwithstanding the emphasis on being a standing advisory board to the Governing Board (GB) of CEDR on asset management systems, the WG will be embedded as a regular working group in the CEDR AP, and the CEDR structures and procedures. This implies that it will submit its strategic advice to the CEDR GB through the Executive Board.
- **Focus and profile of the WG:** The task description will be updated to clarify focus, deliverables and profiles for the members of the standing advisory board.
 - *Focus for the WG:* The focus over its first period will be on delivering strategic advice on issue concerning asset management (systems) with a horizon of 5-10 years as well as on fostering professional competence development on the subject of Asset Management, building on the results from AM4INFRA. Over time this can be expanded towards the wider domain of Network Governance.

- The advice to the GB will focus on effective strategies for bringing the case ('narrative') to obtain the right level of funding for key challenges, such as to get ahead of the curve on ageing infrastructures.
 - The networks to consider are the TEN-T comprehensive network including relevant (complementary) sections of the supporting infrastructure networks from CEDR members and/or other infrastructure managers. Roads should have the main focus but should be considered in the broader setting of the integrated European transport system.
- *(Advisory) profile:* The intended advisory board is non-technical and hence should be staffed with carefully recommended appropriate senior/principal advisors on the subject.
- **Engaging external stakeholders:** Proactive –and interactive- engagement with external stakeholders is key in the ambition of CEDR's members to be good asset managers. The engagement strategy will be considered from an end-user perspective (seamless journey from origin to destination, "improving safety and sustainability of roads, and reduce their environmental impact and carbon footprint") as this perspective will be essential in obtaining the right level of funding for the investment requirements.
The objective of engaging with relevant stakeholders is twofold: a) to learn from each other e.g. by sharing good/sound practices, and b) to avoid a two-tier system i.e. considering the complementary relationship between the networks of the NRAs and (relevant sections of) the local/regional network.
- **Inclusiveness of the WG:** Considering the variety in organisational maturity of CEDR's members in the field of Asset Management, the WG should consider how to keep its activities inclusive for all CEDR's members. Also, the WG should actively engage with the other CEDR WGs.
 - **Professional networking and competence building:** The challenge of CEDR's members is to be/become a good asset manager. This requires their staff to develop relevant competences concerning asset management systems and practices. In consultation with the relevant other working groups of CEDR, activities will be deployed to pursue quick wins in learning from each other's strengths and experiences, such as through workshops, including living labs such as were built under the AM4INFRA project.

Appendix A: Task Description in CEDR's Action Plan 2019-2021

Following text is copied from the draft CEDR Action Plan 2019-2021, as discussed and concluded in the CEDR Executive Board meeting of 14 June 2018 in Portorož, Slovenia. The presented text is still in need of updating, following on immediate comments received and eventually from EB CEDR Governing Board meeting in October 2018. Finalisation is expected in December 2018.

1. ACTIVITY CODE AND NAME: 4.8: Network governance

This Working Group addresses challenges and activities in governance and management of transport infrastructure from an integrated and user-centric network perspective. This integrated network perspective applies to:

- a. transport infrastructure and spatial planning
- b. subsidiary governing levels (European, national, regional/municipal)
- c. cross modal network connectivity

The working group builds from CEDR's work over recent years on asset management, collaborative planning and adaptability of transport infrastructures.

2. SMART OBJECTIVES:

This proposed activity supports all of CEDR's strategic objectives but in particular it supports the objective of "Facilitate and optimize the efficient use of resources, making the best use of existing infrastructures".

The key objective is to provide a standing advisory board to support the CEDR GB in their guidance on implementation of innovations in governance, and the engagement with relevant infrastructure authorities across the subsidiary levels and across the transport system.

For example, on the subject of ageing infrastructure, the board will advise on opportunities to support decision making processes for this subject, such as on budget requirements, or on optimal choices across subsidiary governing levels. In order to ensure consistency and transparency common approaches (language, tools and data/information) will be applied.

Furthermore, the standing advisory board will advise the CEDR GB on:

- Pathways towards implementation. The board will advise the CEDR GB on coherent and consistent implementation of road maps that enable their guidance for the next steps in implementing the results from the relevant CEDR calls, with a focus upon opportunities from external projects on emerging functionalities such as digitalisation, climate adaptation and connected automated driving.
- Engagement with other infrastructure authorities. The board will advise the CEDR GB on future issues and end-user requirements for the (integrated) transport infrastructure network. It will advise on the strategic stakeholders to engage in addressing these issues and requirements. It will support the CEDR GB in their efforts to engage with these stakeholders.

A second objective is to establish a dedicated knowledge portal on the subject of network governance with the aim to support CEDR members –on an in kind basis- in their voluntary actions to implement respective systems, structures and tools on their networks as well as to build up relevant professional competences within their organisations. The platform will provide facilities such as on communities of expertise, relevant documentation (i.e. common guidelines, specifications, case examples, business cases, tools), and learning environments such as Living labs.

3. SCOPE / DELIVERY VEHICLE: Working Group**4. TIMESCALE & DELIVERABLES:**

	2019	2020	2021
Events	<i>Kick-off event</i>	<i>TRA 2020/CEF&TEN-T days:</i> <ul style="list-style-type: none"> Key presentations and panel(s) Launch of knowledge portal 	<i>Annual WG event</i>
Documents / Publications	<ul style="list-style-type: none"> Detailed scope and time line Strategic position papers to CEDR GB Newsletter Annual presentation to WGI and other WGs 	<ul style="list-style-type: none"> TRA 2020 contribution(s) Repository of key documents and tools supporting the knowledge platforms Strategic position papers to CEDR GB Newsletter Annual presentation to WGI and other WGs 	<ul style="list-style-type: none"> Common framework for establishing/improving an AM-LCC approach for NRA Strategic position papers to CEDR GB Newsletters Annual presentation to WGI and other WGs

5. REQUIRED RESOURCES:

	2019	2020	2021
NRAs	<i>10,000 (kick-off + media)</i>	<i>60,000 (knowledge portal)</i>	<i>60,000 (knowledge portal)</i>
CEDR budget	<i>5,000 (website)</i>	<i>10,000 (website, TRA conference)</i>	<i>10,000 (website, annual WG event)</i>
Other	--	<i>CEDR call (even years)</i>	<i>EC call (odd years)</i>

A large portion of the required resources is concerned with establishing a knowledge portal providing expertise, documentation, tools and learning environments in support of CEDR members. Key features of the knowledge portal are an accessible and hence well-structured website and an annual WG event for experts from CEDR's members and associates.

6. LINKS WITH OTHER AP ACTIVITIES:

The subject of Network Governance spans the current and future activities on Asset Management, Collaborative Planning and Adaptability in transport infrastructure networks. This would imply that following activities will be consolidated and aligned within the context of this proposed activity:

- **AM4INFRA (AP4.3):** The proposed WG is an immediate follow-up on the AM4INFRA follow-up: replicable common framework for Whole Life Cycle and risk based Asset Management for transport infrastructure.
- **PEB Call 2014** Asset Management and Maintenance (AP4.4): various projects
- **PEB Call 2015** Asset Information using BIM (AP4.5): common principles for a European Road Object Type Library (OTL) for road life cycle asset management, applying BIM open standards (INTERLINK Project).
- **PEB Call 2017** Collaborative Planning of Infrastructure Networks and Spatial Development (AP 4.7; including Vital Nodes): structured collaborative infrastructure planning framework, aimed at the maximization and internalization of all project benefits, while minimizing overall costs
- **Ageing infrastructure (AP 4.8):** Maintenance and end of lifetime strategies (extension vs. replacement; in relationship with the two reports foreseen in the Action plan for this activity:
 - Maintenance and end of lifetime strategies (extension vs. replacement) ;
 - Innovation in maintenance and renovation peak management for better efficiency.
- **PEB- Call 2015 (AP 3.7)** User needs in a multi modal context

In addition, the proposed WG will closely coordinate its strategic advice to the CEDR GB with relevant CEDR WGs and activities. This includes:

- **WG procurement (AP 4.1):** on linking the approaches for asset management, collaborative planning and adaptability with regular procurement schemes and procedures of the Public Infrastructure authorities.
- **WG HRM (AP 4.6):** on linking the knowledge portal into the activities and advices from this WG., WG Standards (AP 5.1) and WG Environment (AP 2.4)
- **WG performance and customer satisfaction of road network - Performance Indicators (AP 3.5):** on their interest to focus on more strategic KPIs; presentation to GB/EB later in 2018

The links will be further detailed in the kick-off meeting that is planned for 2019.

7. DISSEMINATION:

As a key objective of the Working Group is on implementing results from work over recent years, a major part of its activities is concerned with dissemination and knowledge transfer.

Events:

- **Annual WG event:** The WG NWG will organise an annual event with experts from CEDR's members and key stakeholders. In years in which TRAs are organised, this annual event will coincide with the TRA event. The aim is to have the event accepted in the official programme (form to be decided).
- **TRA 2020:**
 - *Key presentations and panels: The ambition is to deliver a high profile series of sessions concerning Network Governance, including participation from other infrastructure authorities.*
 - *Launch of knowledge portal: The WG NWG aims to launch a European knowledge portal on its field during TRA 2020. This knowledge portal is aimed to support CEDR's members and associates in their activities to implement asset management, collaborative planning and adaptability on their network (at their own voluntary action).*

Reports and documents:

- **Detailed scope and time line (2019):** First order of business for the working group is to define in more detail who it is and what it stands for. This report is to be submitted to either spring EB or Summer EB.
- **Strategic position paper:** In a strategic position paper the WG NWG will clarify current state of the art and pathways for development of its knowledge base and frameworks until 2030. The paper would be used as a reference for internal as well as for external engagements (e.g. with other network authorities)
- **Common framework for establishing/improving an AM-LCC approach for NRAs:** In this document a set of adopted practices by NRAs will be provided in order to help CEDR members to improve the state of their AM systems and procedures.
- **TRA 2020 contributions:** The aim of WG NWG is to organise either a strategic session on the integrated field or, alternatively, three invited sessions (on asset management, collaborative planning and adaptability).
- **Repository of key documents supporting the knowledge platform:** A key foundation of the knowledge platform that WG NWG aims to establish is a repository of key documents in English and where (made) available also in local languages of CEDR's members and associates.
- **Annual presentations to WGI and other WGs:** In order to reinforce coherence between CEDR activities the WG NWG will present its progress and key developments to the relevant WGs such as WG Innovation.

8. SPONSORING OR LEADING NRA: NL**9. PARTICIPATING NRAs:** IT, UK, IE, SI, SE, BE-FL, DK, FI**10. CEDR SECRETARIAT ROLE:**

Support for PR management, coordination and organisation (media, events, website, publications).

11. SCOPE OF ENGAGEMENT WITH EXTERNAL STAKEHOLDERS:

The working group activities are open to public infrastructure authorities in general.