



SPF **MOBILITÉ ET TRANSPORTS**  
DG **POLITIQUE DE MOBILITÉ DURABLE ET FERROVIAIRE**



# Improving the performance of the rail sector in Belgium

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# Overview

1. Context in Belgium
2. Actions undertaken
3. Outlook

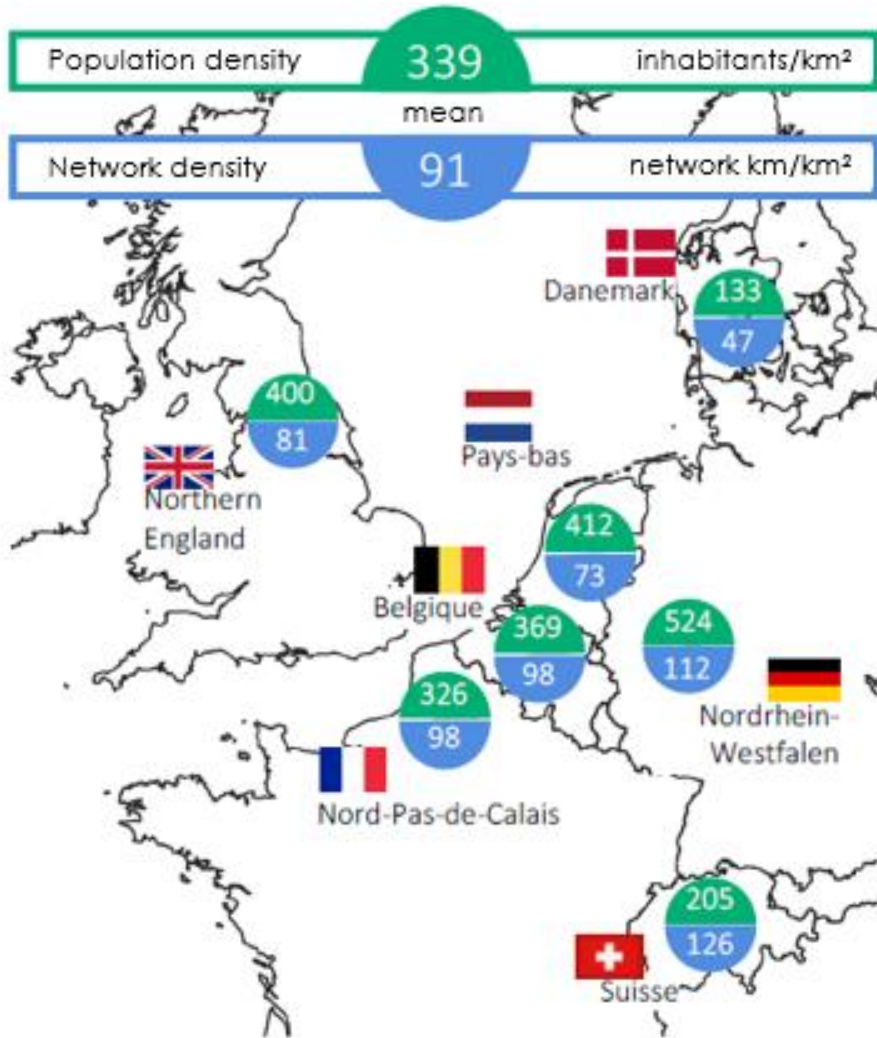
## Set-up of rail sector in Belgium

Scope

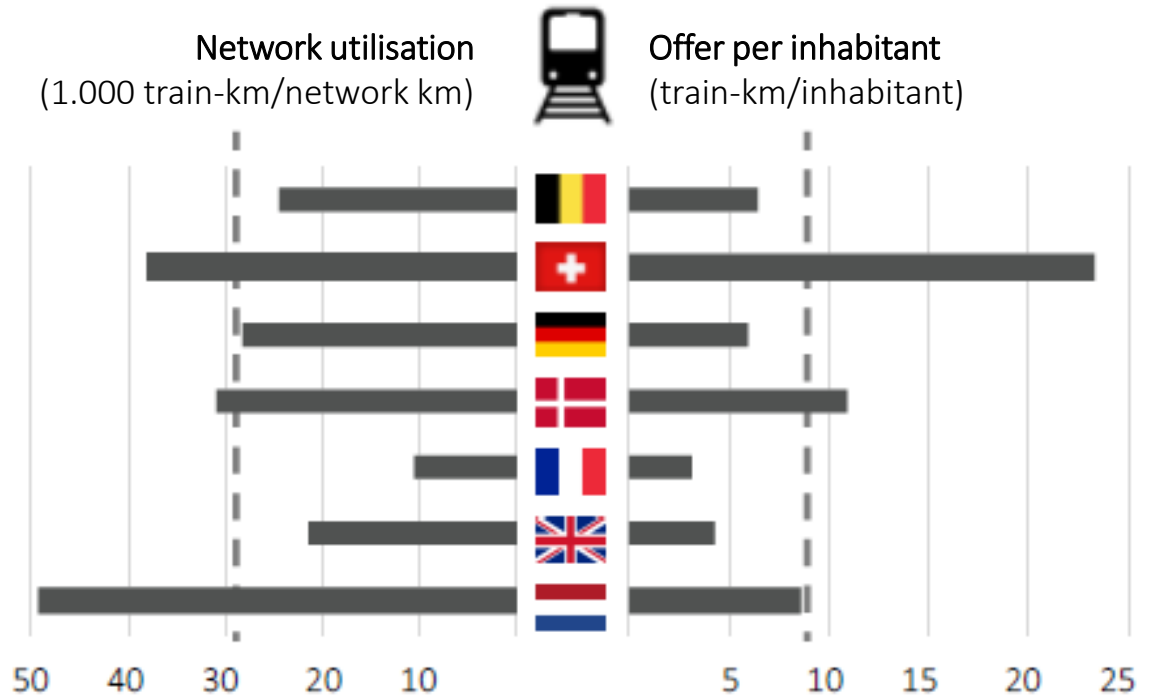
- Infrastructure manager: Infrabel
- Freight sector: liberalised
- Passenger services: PSO directly awarded to SNCB
- Passenger services: Open Access (currently only international trains)



# Context – the situation in Belgium

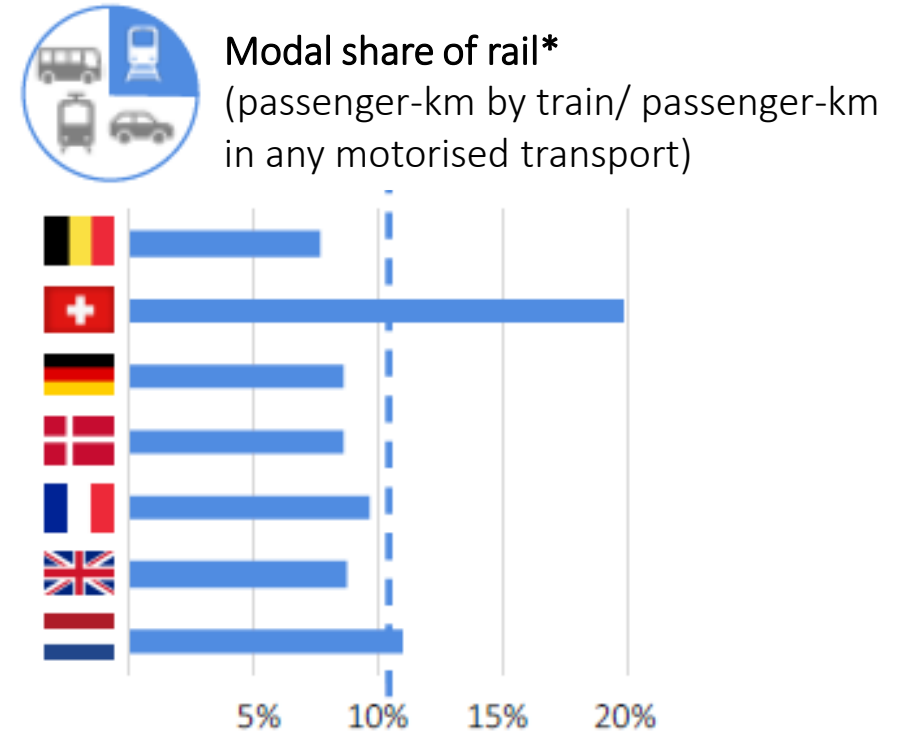
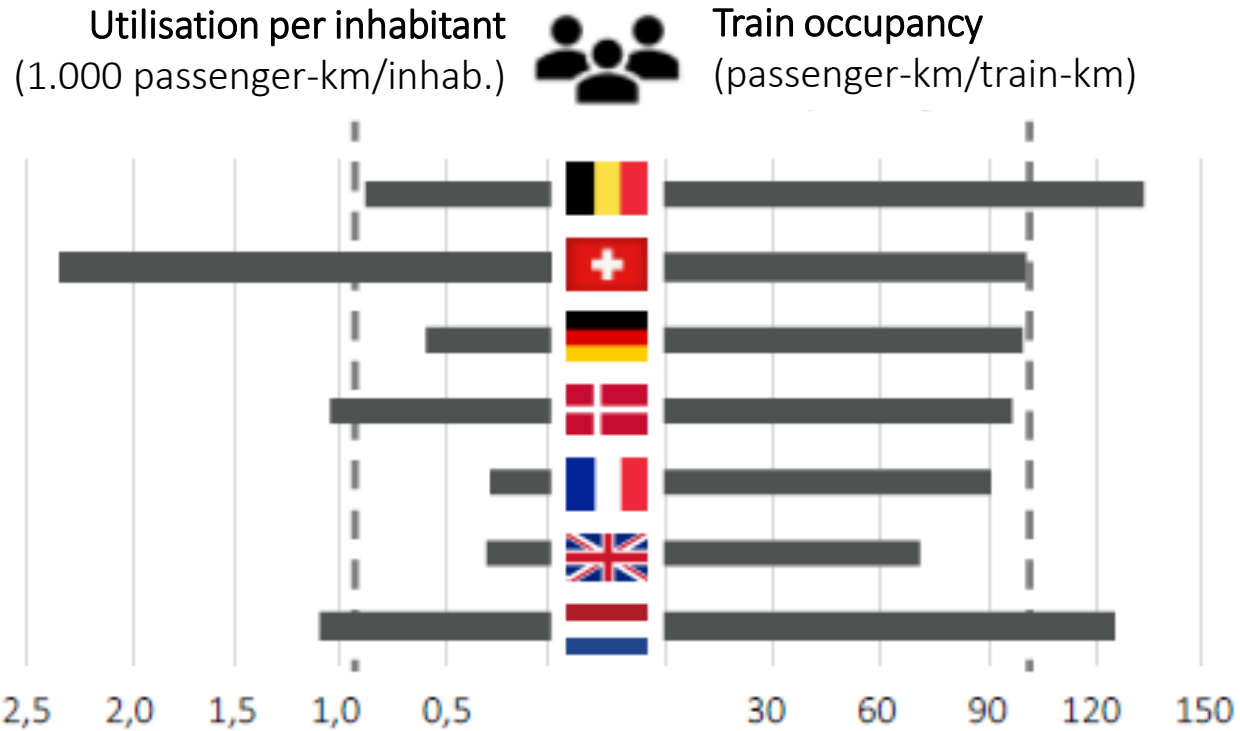


⇒ How is the infrastructure used?





# Context – the situation in Belgium

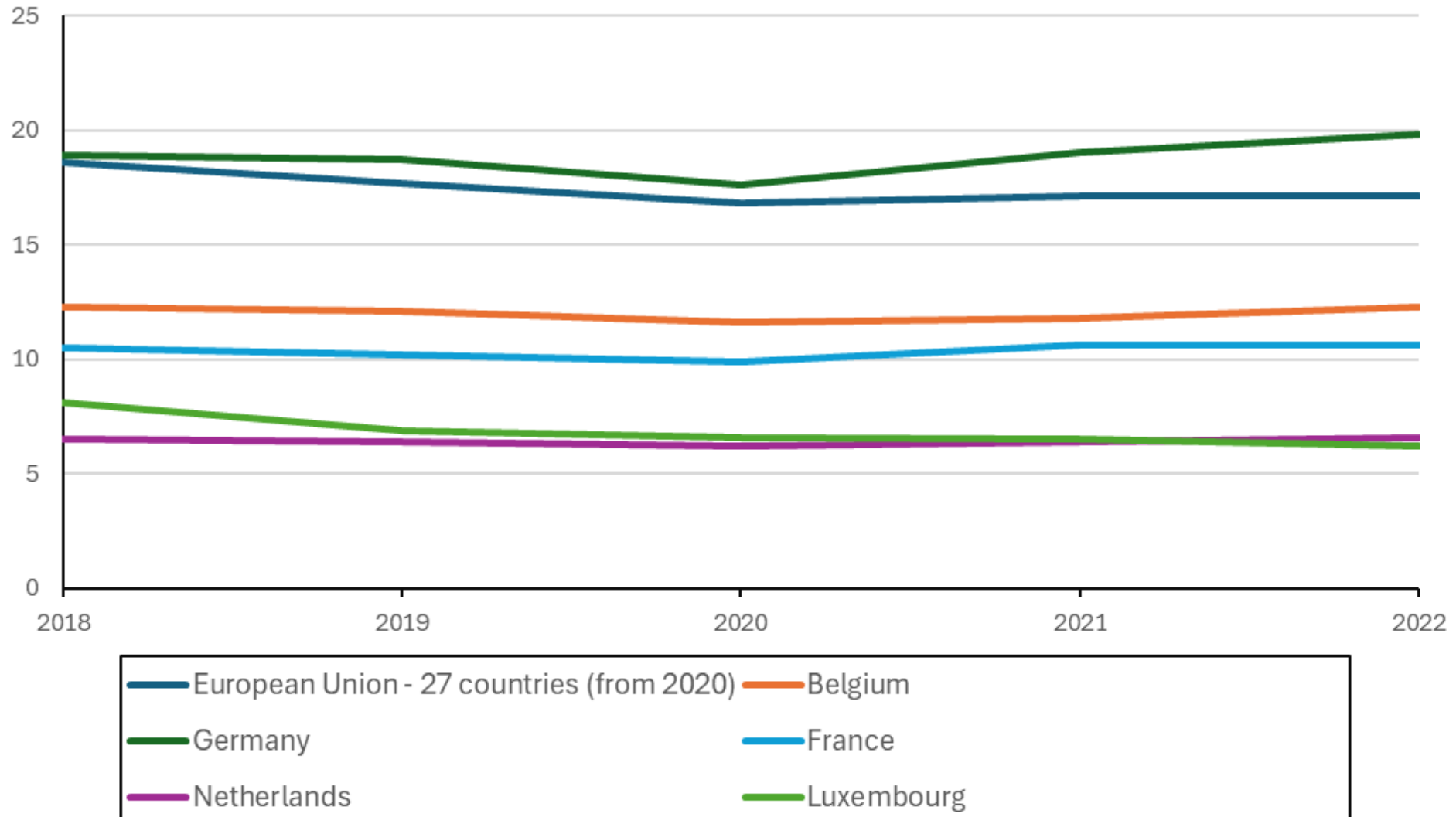


\* Modal share for whole country



# Context – the situation in Belgium

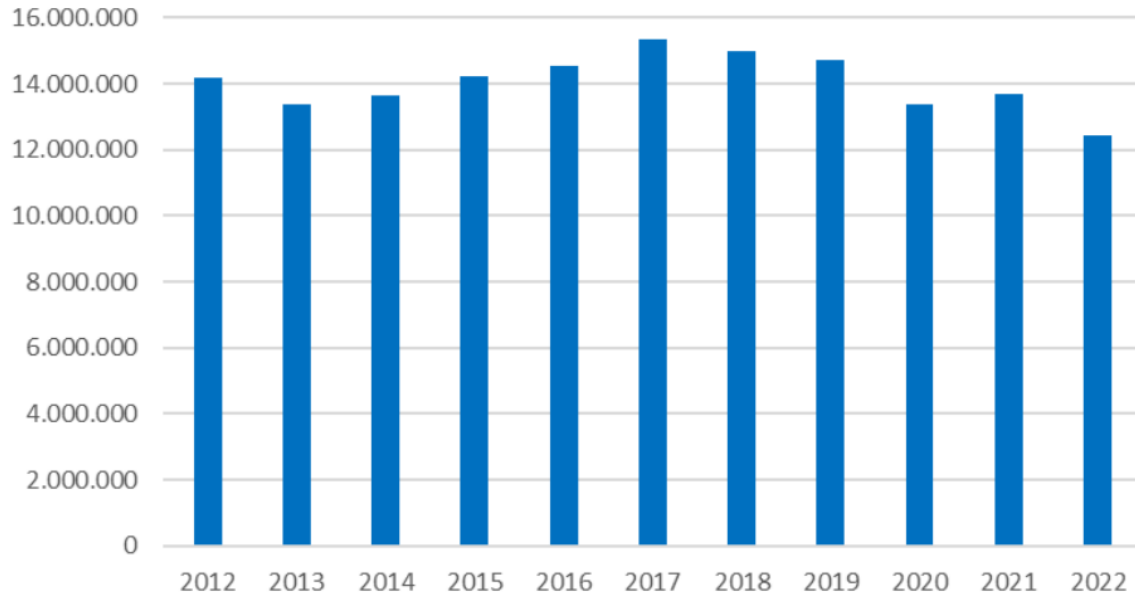
Modal share of inland freight - Rail (%)



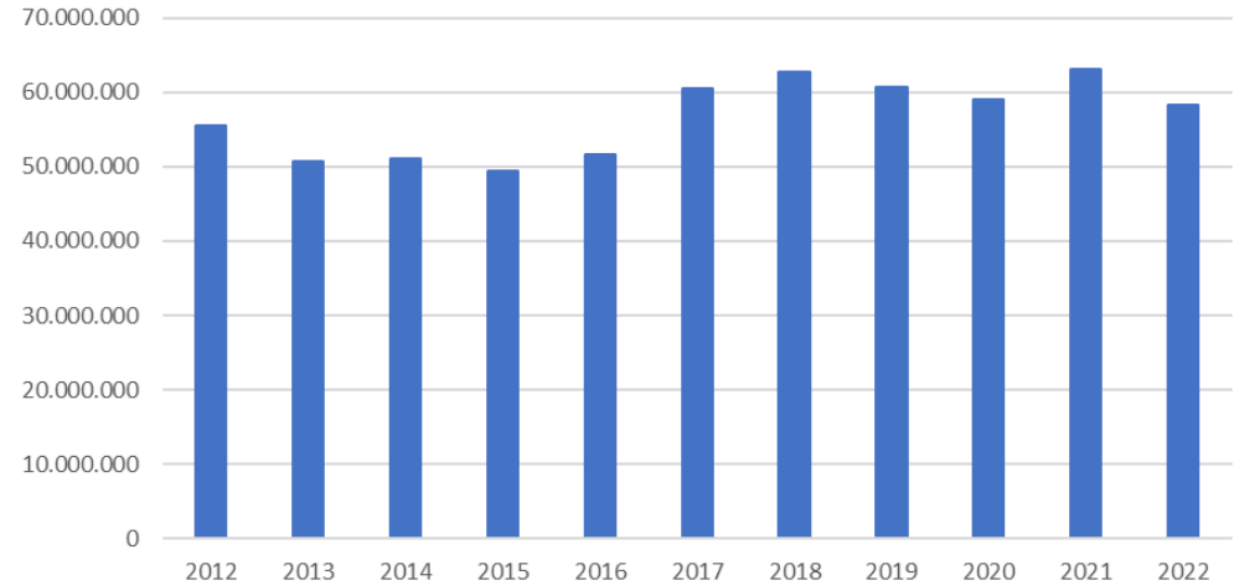


# Context – the situation in Belgium

## Evolution of gross ton-kms



## Evolution of net tonnages



# Measures taken to improve performance

- Vision 2040 (May 2022)
- Plan merchandises: freight sector action plan (September 2022)
- Management contract SNCB 2023-2032 (December 2022)
- Performance contract Infrabel 2023-2032 (December 2022)



# Vision 2040

- Long term strategy approved by government – qualitative and quantitative improvements
- Roadmap: creates long-term ambitions for the rail sector & political framework for modal shift
- Reflected in SNCB and Infrabel management contracts
- Goals – by 2040:
  - Reach a modal share of 15% for passenger transport (8% in 2019)
  - Reach a modal share of 20% for freight transport (12% in 2019) - & double the volume of goods transported by rail by 2030
  - Expand the offer and structure it better (transport plan)
  - Develop traffic perspectives for freight to ensure there is sufficient capacity
  - Base infrastructure investment decisions on the desired transport offer
  - Improve the client experience
  - Make the rail sector more sustainable



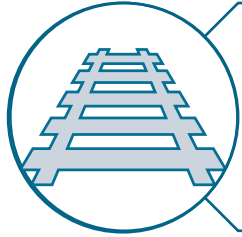


# Federal goods plan – Freight action plan

- Vision 2040 created a political framework for modal shift
- Freight action plan builds on this framework
- Concrete actions to take – based on consultations and demands of the sector
- Double the volume of goods transported by rail by 2030
- Tools for implementation:
  - Creation of a consultative user committee
  - Legal framework: modernise existing rules and adopt new ones
  - Modified position of Infrabel, the IM (through performance contract)
  - Yearly state of affairs by the FPS to verify progress & discuss with the sector



# Federal goods plan – Freight action plan



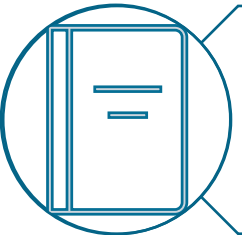
## **Plan, maintain and develop infrastructure adapted to needs**

Example: facilitate circulation of 740 m trains



## **Act on proximity**

Example: carry out a study on first and last mile operations



## **Optimise traffic**

Example: improve the offer of train paths with a catalogue concept



## **Work on fairness and coherence between transport modes**

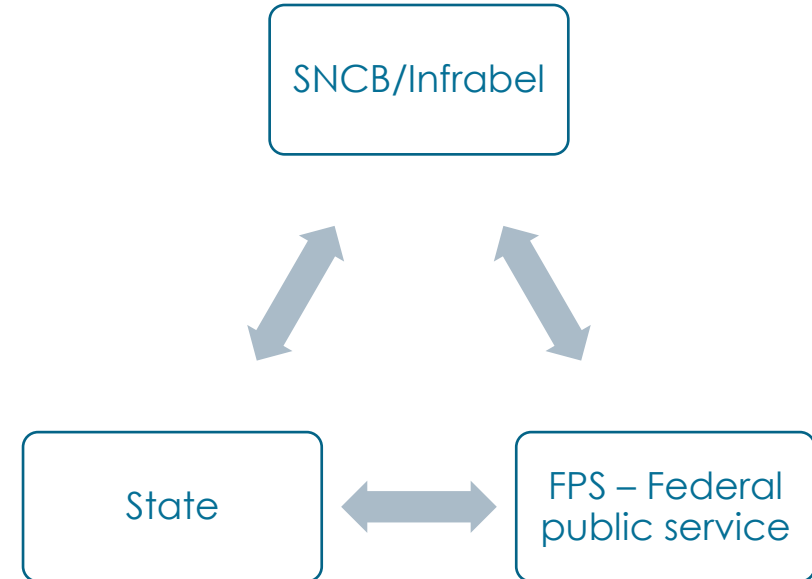
Example: encourage data sharing in the freight transport sector



# SNCB management contract

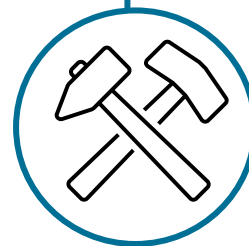
## Infrabel performance contract

- Contracts include a chapter on a « performance dialogue »
- Goals:
  - objectify the initial situation and (intermediate) results concerning the key aspects of public service missions
  - support and guide the process of continuous performance improvement by exchanging information and setting clear, measurable objectives.



### Different instruments

- 2 types of KPIs: performance and information indicators
- Reports on service quality
- Remediation plans





# SNCB management contract

## Infrabel performance contract

- Procedure:
  - For performance indicators: contract defines initial values, target values (2027, 2032), progression values, upper and lower thresholds
  - Yearly performance dialogue with SNCB/Infrabel and FPS
  - Annual report published by the FPS
  - Not all indicators count into bonus/malus
  - Some common indicators (i.e. punctuality)
  - Based on results:
    - Financial bonus/malus (SNCB) up to 5 million €
    - Bonus (Infrabel) up to 2 million €
- + productivity improvement trajectory in SNCB contract

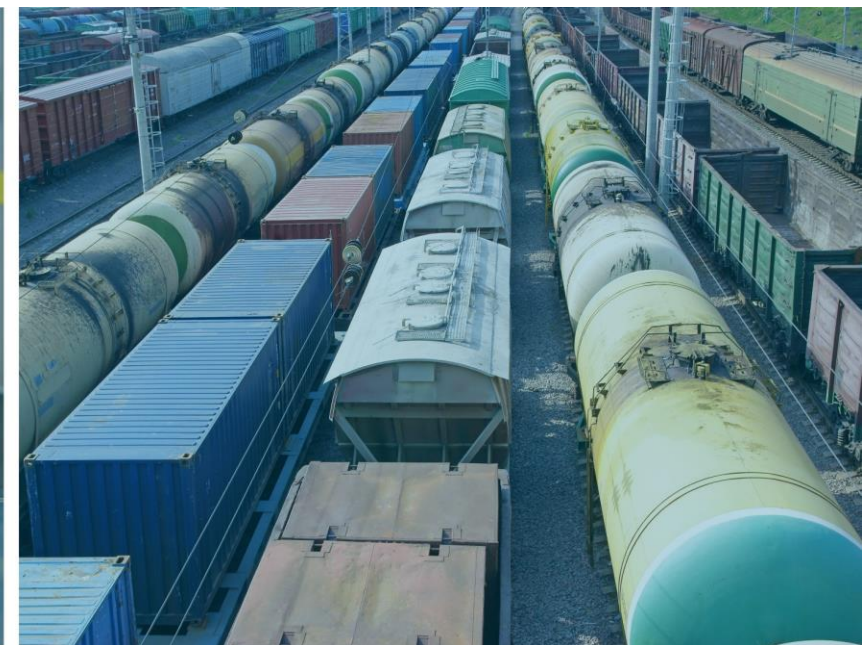
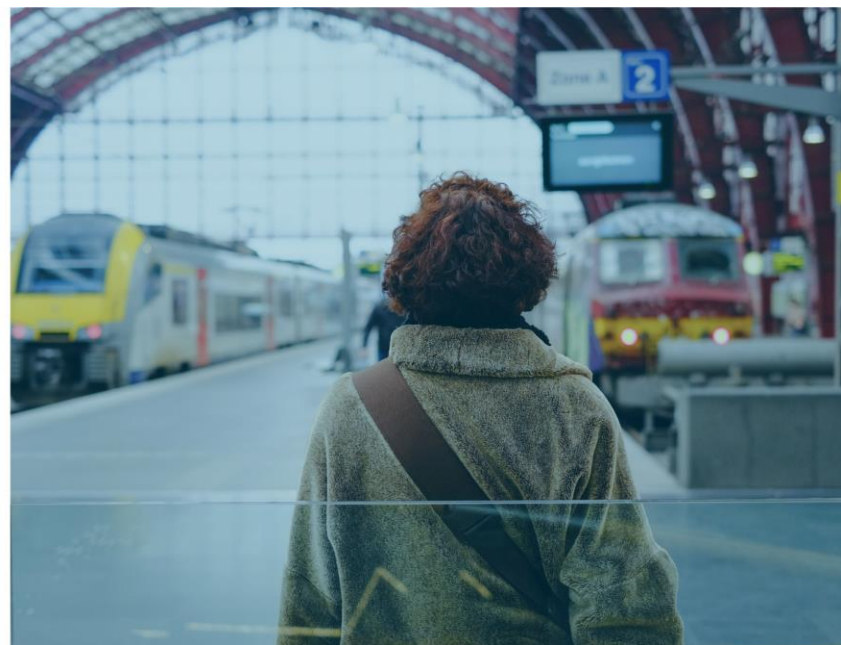


# Outlook

- Revised TEN-T regulation & other actions improving interoperability
- Capacity regulation currently in revision
- Further market opening of passenger services



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# Questions?



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