

14th August 2019

[Redacted]
[Redacted]
[Redacted]

Re: FOI Request Response [IE_FOI_258]

Dear [Redacted]

I refer to your request dated 28th May 2019 made under the Freedom of Information Act 2014, which was received by my office on the 29th May 2019, for records held by Iarnród Éireann.

Request:

- copy of the minutes of all Irish Rail board meetings since July 1, 2018 – present date

I, Bidina McCabe, have now made a final decision to part grant your request on 14th August 2019.

You have sought access to the records as listed above and I consider this an appropriate form of access in this case. Accordingly, a copy of the records is now attached including a copy of the schedule to these records.

Rights of appeal

In the event that you are not happy with this decision you can make an appeal in relation to this matter, you can do so by writing to the FOI Unit, Corporate Communications, Iarnród Éireann Irish Rail, Connolly Station, Amiens St, Dublin 1 or by e-mail to foι@irishrail.ie. You should make your appeal within 4 weeks (20 working days) from the date of this notification, where a day is defined as a working day excluding, the weekend and public holidays, however, the making of a late appeal may be permitted in appropriate circumstances.

The appeal will involve a complete reconsideration of the matter by a more senior member of the staff of this body.

Should you have any questions or concerns regarding the above, please contact the FOI Officer on 01, 7034293.

Yours sincerely,

Ms. Bidina McCabe

Decision Maker

PP



Lynette O'Toole

Freedom of Information Officer

STRICTLY PRIVATE AND CONFIDENTIAL

IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF CÓRAS IOMPAIR ÉIREANN) ACT, 1986

IARNRÓD ÉIREANN - IRISH RAIL

MINUTES OF THE THREE HUNDRED AND THIRTYFIRST
BOARD MEETING HELD ON TUESDAY 5TH FEBRUARY 2019
AT 9.30 AM IN HEUSTON STATION

PRESENT:	Mr. Mal McGreevy	Chairman of the Meeting
	Mr. Frank Allen	Chairman (by video)
	Ms. Suzy Byrne	Director
	Ms. Denise Guinan	Director
	Ms. Valerie Little	Director
	Dr. Peter Mulholland	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director
	Mr. Don Cunningham	Director Infrastructure Manager
	Ms. Geraldine Finucane	Company Secretary
	Mr. Ronan Gill	Acting Chief Operating Officer, CIE
	Mr. Niall Grogan	Group Property Manager, CIE (part)
	Mr. Jim Meade	Chief Executive
	Mr. Peter Muldoon	Manager, Operations & New Works (part)
	Mr. John Reville	Acting Director Railway Undertaking
	Mr. Peter Smyth	Chief Mechanical Engineer (part)
Mr. Mike Sowden	Chairman, Infrastructure Advisory Group	
Mr. Colm Reynolds	Chief Procurement Officer (part)	

ABSENT: Apologies were received from Ms. Carolyn Griffiths.

MIN NO.

4815 CHAIRMAN FOR THE MEETING

4815.1 It was agreed that Mr. McGreevy would chair the meeting.

4816 CONFLICT OF INTERESTS

4816.1 Ms. Finucane stated that she is a member of the CIE 1951 Superannuation Scheme and a Trustee of both that scheme and the CIE Pension Scheme for Regular Wages Staff.

4817 MINUTES

4817.1 The Minutes of the meeting held on 17th January 2019 previously circulated were taken as read and noted. They were signed by the Acting Chairman as a true record of the proceedings.

4817.2 Outstanding Action Items

The memorandum previously circulated was taken as read and noted.

4817.3 The following were noted:

Item 541 – Mr. Meade stated that he is due to meet Mr. Murphy and Mr. Sowden to consider the governance structure for reporting on major capital projects to the board.

Item 545 – Dr. Mulholland stated that he had met with the Chief Executive of the Institute of Directors who was surprised that there were two different sets of values within Iarnród Éireann: one for the organisation and one for the board itself. She found this to be a unique situation and

felt that there should be absolute congruence and consistency on the matter. She also added that it was good practice to carry out audits on the issue from time to time. Following further discussion it was agreed that Mr. Meade would meet with Dr. Mulholland to reconfigure and align both sets of values and prepare a document for the board to consider. **Mr. Meade and Dr. Mulholland**

4818 STRATEGY

Mr. Peter Muldoon, Manager Operations & New Works, joined the meeting at this time.

4818.1 Train Protection System Programme

The memorandum previously circulated was taken as read and noted.

4818.2 Mr. Muldoon advised that this item had been discussed at the last Infrastructure Advisory Group (IAG) meeting. However, problems with technology hampered Ms. Griffiths' involvement. He stated that he had discussed the item with her subsequent to the IAG meeting and had incorporated her comments into the memorandum that had been circulated to the board.

4818.3 In presenting the memorandum, Mr. Muldoon referred to the following:

- Three programme phases:
 - Design development phase,
 - On-board roll-out phase and
 - Trackside roll-out phase.
- Two variations of the programme:
 - No allowance for risk and
 - Minimum allowance for known risks.
- Key constraints common to both programmes:
 - Alstom is not agreeable to accepting the risk for the delivery of the Approval to Place In Service process (APIS) as they do not have sufficient resources.
 - Capacity of the depot at Heuston Station where the on-board fitment takes place.

4818.4 For each of the two aforementioned programmes, Mr. Muldoon gave further details on the following:

- Additional key programme constraints,
- The design development phase,
- The on-board roll-out phase,
- The trackside roll-out phase,
- Key programme risks and
- Overall duration.

4818.5 Mr. Muldoon recommended Programme 2 and a target date for delivery of fleet, excluding the "end of life" sets, of September 2025.

4818.6 Matters discussed included the following:

- Danger associated with Programme 1 which would create an unrealistic expectation and a greater likelihood of delays.
- Ms. Griffiths had confirmed to Mr. Sowden by email that she was happy with her conversation with Mr. Muldoon. She had wanted the risks associated with both programmes to be highlighted to the board.
- Concern about the resources of the Commissioner for Railway Regulation (CRR).
- While they are not being unhelpful, Alstom are emphasising that they are in a saturated market.
- The award of the trackside contract is awaited.
- It will be in the interests of both Alstom and the trackside contractor to work together to accelerate the project.
- Interdependency between the TPS and the re-signalling projects.
- The position of a Scope and Integration Manager is to be created.
- Reasons why the Class 8100s should be replaced before 2027.
- All new rolling stock should be fitted with TPS.

4818.7 DART Expansion Programme Progress Report

The memorandum previously circulated was taken as read and noted.

4818.8 Mr. Muldoon set out the current status of the €2 billion DART Expansion Programme which is part of the Government's National Development Plan (NDP). He referred to the following:

- Funding to commence the recruitment process has been secured.

February 2019. He noted that Translink is in discussions with the CRR regarding train driver licence applications.

4819.4 Finance

Mr. Cronin advised of the following:

- The Financial Results for Period 13 2018 indicate a draft net surplus of [REDACTED] for 2018 compared to a budgeted net surplus of [REDACTED] i.e. a positive variance of [REDACTED]. These figures are subject to final confirmation from the NTA of funding.
- The positive variance is made up of strong passenger growth (mainly on Intercity) offset by lower net public service obligation (PSO) funding for operational activities ([REDACTED]) of which [REDACTED] will be carried forward for use against 2019 project expenditures.
- Capacity constraints on the DART is now affecting revenue.
- Infrastructure maintenance and renewals expenditure was higher than budget during 2018. However, net capitalisations were lower than budget.
- Cash generation for the year was [REDACTED] better than budget due mainly to reductions in working capital requirements and lower than planned own funded capital expenditure.
- Given the good result for 2018, particularly in the area of passenger growth, 2019 will have to be reforecast. However, the emerging capacity constraints will have to be taken into account.

4819.5 Commercial Department

Mr. Culligan outlined the key areas of focus for the Commercial Department. He referred to the following:

- Key priorities for 2019 including:
 - Marketing, sales and revenue management plans to drive revenue and passenger growth in 2019.
 - Co-ordinated communication with customers so as to overcome negative sentiment arising from the more crowded trains.
 - Completion of the Customer First Programme (CFP).
 - Completion of the deployment of Customer Service Officers on Intercity services.
 - Commencement of the implementation of Rosslare Europort and freight strategy plans.
- [REDACTED]
- [REDACTED]
- Phase 2 of the CFP is 18 months behind plan due mainly to the unsatisfactory quality of booking office and portable device equipment. Many meetings have been held with Cubic in this regards. A pilot booking office machine deployment is about to start in Heuston and Connolly Stations. Full rollout is expected to start in March 2019 taking four weeks to complete.

4819.6 Matters discussed included the following:

- † [REDACTED]
- Only one person is working part-time on the CFP now.
- No cost overrun on the CFP has been incurred by Iarnród Éireann.
- Even though new projects may seem to take longer to deliver than originally planned, new systems must have the confidence of staff.
- Progress is being made on the industrial relations issues associated with the CFP.
- Any media campaign to address customer sentiment must explain why Iarnród Éireann is having capacity problems and what the plans are to address them. Meetings with key influencers in the political arena are taking place. It needs to be explained why services are likely to be more crowded in the short term before there are any improvements.

Mr. Allen left the meeting at this time.

4819.7 Infrastructure Manager (IM)

Mr. Cunningham outlined the key areas of focus for the IM. He referred to the following:

- The current IM multi annual contract (IMMAC) for 2018 is being extended by one year. This will affect the next IMMAC because legislation requires that it must be for a minimum of five years.
- Even though the indications are that MAC funding for 2019 to 2020 will be at a steady state level, a backlog of work has built up due to underfunding totalling approximately [REDACTED] over the past seven years.

4820 ADVISORY/POLICY

4820.1 Trains Advisory Group (TAG)

The Report from the Chairman of the TAG previously circulated was taken as read and noted.

4820.2 The Chairman of the TAG, Mr. McGreevy, advised of the following key areas of focus at its last meeting:

- Passenger Service Strategy
This was considered to be a “planning context” document rather than a plan in its own right.
- Fleet Strategy
Rather than extending the life of the Class 8100 vehicles the company ought to be aspiring to intercity rail cars and full electrification. Separately, the proposed operating speed for new DART vehicles is too high and should be reviewed.

4820.3 Infrastructure Advisory Group (IAG)

The Report from the Chairman of the IAG previously circulated was taken as read and noted.

4820.4 The Chairman of the IAG, Mr. Sowden, advised of the following key areas of focus at its last meeting:

- The IM Department needs to address the aforementioned backlog of maintenance work which has built up in recent years due to underfunding. Priorities will have to be identified.
- Signalling, electrical and telecoms (SET) recruitment of personnel with the necessary expertise for the implementation of the SET strategy is unlikely to be quick enough. SET resources are limited. Salary expectations are high. A plan needs to be developed to address the potential obstacle this issue will have for capital expenditure programmes.

Mr. Meade

4820.5 Human Resources Advisory Group (HRAG)

The Report from the Chairman of the HRAG previously circulated was taken as read and noted.

4820.6 The Chairman of the HRAG, Dr. Mulholland, advised of the following:

- Proposal to organise an internal trade union conference.
- Consideration is being given to implementing an employee benefits package incorporating an assistance programme.
- The communications agenda needs to contain more than pay matters. It should also refer to other employee benefits.
- The pilot Joint Industrial Council (JIC) has been successful in the engineering area. Four binding decisions have been made. Considerations should now be given to expanding the concept.
- The contract has been signed for the new payroll system. It is expected that the first payroll will have transferred to the new system by the year end.
- A specification is being developed for a full Human Capital Management System. This project will have its own steering group.
- Explanations were provided for the change in ratings for a number of HR risks identified at the last meeting.

4820.7 Property Items

Mr. Niall Grogan, Group Property Manager, CIÉ, joined the meeting at this time.

4820.8 The three memoranda previously circulated were taken as read and noted.

4820.9 The board noted the following proposals which are to be presented to the CIE Board for approval:

- The grant of a [REDACTED] lease with a Deed of Renunciation for Unit 2 at Heuston Station to Tenderer B at a rent of [REDACTED] or [REDACTED] of gross turnover (net of VAT), whichever is the greater.
- The entry into negotiations with Limerick County Council in respect of a proposed sale of [REDACTED] up to approximately [REDACTED] (if land from the [REDACTED] [REDACTED] is included) for the purpose of developing housing.
- The entry into negotiations with Kildare County Council regarding the proposed disposal of [REDACTED] [REDACTED].

4820.10 It was proposed by Ms. Little and seconded by Dr. Mulholland and resolved:

[REDACTED]
[REDACTED]

[REDACTED]

Mr. Grogan left the meeting at this time.

4821 CAPITAL

Mr. Colm Reynolds, Chief Procurement Officer and Mr. Peter Smyth, Chief Mechanical Engineer, joined the meeting at this time.

4821.1 Capital Expenditure Proposals

The six memoranda previously circulated were taken as read and noted.

4821.2 Customer First Programme (CFP)

The board gave its approval for expenditure of [REDACTED] inclusive of non-recoverable VAT to complete the CFP.

It was noted that this will align board approvals with the NTA funding of the CFP, thereby bring the total board approved capital expenditure on the CFP to date to [REDACTED] in line with the total NTA multi annual funding since 2013.

4821.3 Rosslare Europort Pavement Renewals – 2019 Programme

[REDACTED]

4821.4 Western Rail Corridor (WRC) between Athenry and Claremorris - Business Case Review

The board gave its approval for expenditure of [REDACTED] to undertake an independent costing and review (Phase 0 of the New Works Project Management Procedures) of the WRC between Athenry and Claremorris for passenger and freight use.

It was noted that this project should be subject to funding from the Department of Transport, Tourism and Sport (DTTAS) as part of the NDP. However, the DTTAS has instructed that it is MAC funded.

4821.5 Cyber Security Programme 2018-2019

The board gave its approval for expenditure of an additional [REDACTED] on the Cyber Security Programme.

It was noted that:

- This increase arises in respect of small variations in the programme.
- This increase brings the total cost of the Cyber Security Programme to [REDACTED]
- The additional expenditure, together with the 2018 underspend and the 2019 original projected spend, is funded by the NTA subject to their approval of Iamród Éireann's implementation plan.

4821.6 Additional Funds for the Inchicore Running Shed Roof

The board gave its approval for further funding of [REDACTED] (including non-recoverable VAT) for the complete replacement of the Inchicore Running Shed roof and the replacement of life expired electrical wiring and switchgear.

It was noted that:

- This additional expenditure is supplementary to the [REDACTED] expenditure already approved in 2018.
- The total cost for the roof project and electrical works is, therefore, [REDACTED] with the works to be completed in 2019.
- Funding for this project will be from own resources.

4821.7 Fuel Slab Works at Limerick Depot

The board gave its approval for expenditure of [REDACTED] to design and construct an upgraded refuelling and servicing facility at Limerick Depot.

It was noted that:

- The upgrade works will include a new drained concrete slab under the fuelling and servicing tracks, additional fuelling and servicing points, overhead canopy, banded storage areas for servicing products and bunding of the existing fuel storage tanks.
- This expenditure will be funded from own resources.

4821.8 **Closeout Report**

The memorandum previously circulated was taken as read and noted.

4821.9 The board gave its approval for the closeout of the Driver Training Simulator project.

4822 **PROCUREMENT**

4822.1 **Procurement Report**

The Procurement Report for Period 13 2018 previously circulated was taken as read and noted.

4822.2 **Contracts**

The four memoranda previously circulated were taken as read and noted.

4822.3 **Transmission Overhauls for the 29000 DMU Fleet**

The board gave its approval for the award of a seven year contract to [REDACTED], without a call for competition, for the overhaul of transmissions systems fitted to the 29000 DMU fleet at an estimated cost of [REDACTED] excluding VAT.

It was noted that:

- The estimated non-recoverable VAT is [REDACTED] giving a total contract value of [REDACTED]
- The basis for proceeding without a call for competition is in line with EU procurement directives. Given that these overhaul services can only be supplied by Voith Turbo (UK) Ltd. in their capacity as the Original Equipment Manufacturer (OEM), they are deemed to fall within Article 50 (c (ii)) of Directive 2014/25/EU.
- The funding source for this contract is the Chief Mechanical Engineering heavy maintenance budget.

4822.4 **Derogations for the Supply of Mechanical Engineering Related Material Requirements.**

The board gave its approval for the continued purchase, under derogation, from the following companies for a five year period:

- Faiveley Transport Birkenhead at an estimated value [REDACTED] for the provision of train pneumatic and braking systems materials and support.
- Faiveley Transport Tamworth at an estimated value [REDACTED] for the provision of train passenger door systems materials and support.
- David Rees at an estimated value [REDACTED] for the provision of train pneumatic and braking system materials and support.
- Knorr Bremse at an estimated value [REDACTED] for the provision of train pneumatic and braking system materials and support.
- Timken Rail Services at an estimated value [REDACTED] for axle bearing requirements for various fleets.
- SKF at an estimated value of €2 million for axle bearing requirements for various fleets.

It was noted that funding will be accommodated within the rolling stock maintenance programme.

4822.5 **Design, Supply and Safety Validation of Trackside TPS**

The board gave its approval for the award of a Framework Agreement to Alstom for the design, supply and safety validation of the trackside equipment required for the implementation of the TPS project at an estimated cost of [REDACTED] excluding VAT and indexation over an eight year period.

It was noted that the funding source for this project is the MAC.

4822.6 **Railway Fencing and Associated Works**

The board gave its approval for the entry into a four year Framework Agreement with the 15 companies outlined below for the provision of fencing works:

Doyle Agri Services Ltd.
Morrissey Fencing Ltd.
Carra Plant Hire Ltd.

FRS Network, Boyle
CWS Communications Ltd.
FRS Network, Athenry
Total Highway Maintenance Ltd.
P&D Lydon Plant Hire Ltd.
SAF Building & Civil Engineering Ltd.
JN Cummins Ltd.
Global Rail Services Ltd.
Stephen Byrne Plant Hire & Civil Engineering
GABE IRE Ltd.
Bryan & Eoin Kenny Plant Hire Ltd.
Jim Moloney Agri & Tree Care.

It was noted that the estimated value of the Framework Agreement over the four year period is in the order of [REDACTED] excluding VAT.

4822.7 **Selection Criteria**

The memorandum previously circulated was taken as read and noted.

4822.8 **Supply and Installation of Lift and Escalators**

The board gave its approval for the selection criteria as presented to facilitate the establishment of a multi-party Framework Agreement for the supply and installation of lifts and escalators.

It was noted that:

- The estimated value of expenditure under the framework is in the order of [REDACTED] over a five year period.
- The funding source for these tenders is likely to be from capital expenditure.

4922.9 **Selection and Award Criteria**

The memorandum previously circulated was taken as read and noted.

4822.10 **Life and Escalator Maintenance Services**

The board gave its approval for selection and award criteria as presented to facilitate the procurement process for the provision of lift and escalator maintenance services.

It was noted that:

- The estimated value of this contract may exceed [REDACTED] over a five year period.
- Iarnród Éireann is proposing to award a three year contract with an option to extend for up to an additional two years.
- The funding source for this contract is the relevant operational budget.

4822.11 Ms. Byrne referred to emergency callouts when lifts break down and delays in response times due to spare parts being in the UK rather than in Ireland. Mr. Reynolds confirmed that this issue is covered in the award criteria.

4822.12 In response to Mr. McGreevy, Mr. Reynolds confirmed that the issue of penalties would be covered in the service level agreement. Mr. McGreevy asked Mr. Reynolds to ensure that all future contracts include appropriate penalty clauses. **Mr. Reynolds**

4822.13 **Award Criteria**

The memorandum previously circulated was taken as read and noted.

4822.14 **Recycling and Waste Disposal Services**

The board gave its approval for the award criteria as presented to facilitate the progression of the procurement process for the recycling and waste disposal services contract.

It was noted that:

- The estimated value of this contract is [REDACTED] over a five year period.
- The funding source for this contract will be the relevant operational budget.

4822.15 **Items for Noting**

The two memoranda previously circulated were taken as read and noted.

- 4822.16 The board noted the following:
- The Framework Agreement contract for Underbridge UBG104(A) on the Galway-Dublin Cycleway has been awarded to [REDACTED] at a cost of [REDACTED] excluding VAT and will be fully funded by Westmeath County Council.
 - Procurement Schedule for 2019.

4823 **ADMINISTRATIVE ITEMS**

4823.1 **Transactions for Approval, Sealing and Signing**

The transactions (6) for approval and sealing at the meeting were approved and sealed.

Appendix I

The transaction for approval and signing at the meeting was approved and signed.

Appendix II

4823.2 **CIE Group Procurement Policy and Procedures**

The memorandum previously circulated was taken as read and noted.

- 4823.3 The board noted the amendments to the CIE Group Procurement Policy and Procedures approved by the CIE Board on 12th December 2018.

4824 **ITEMS FOR NOTING**

4824.1 **Reports to the Minister**

The Reports to the Minister following the board meetings on 4th December 2018 and 17th January 2019 previously circulated were taken as read and noted.

4824.2 **Advisory Group Minutes**

The Minutes of the following Advisory Group meetings previously circulated were taken as read and noted:

- Infrastructure Advisory Group Minutes 22nd November 2018.
- Trains Advisory Group Minutes 26th November 2018.
- Human Resources Advisory Group Minutes 16th October 2018.

4824.3 **Rolling Agenda**

The Rolling Agenda for 2019 previously circulated was taken as read and noted.

4825 **ANY OTHER BUSINESS**

- 4825.1 In response to Mr. Wynne, Mr. Meade agreed to provide the cost of the recent train driver recruitment process. **Mr. Meade**

4825.2 [REDACTED]

4826 **DATE AND LOCATION OF NEXT MEETING**

Tuesday 26th March 2019 at 9.30am in Heuston Station.

Chairman _____

Date _____

TRANSACTIONS FOR APPROVAL AND SEALING

1. Licence in duplicate with Virgin Media Ireland Ltd., for the installation, testing, maintenance and use of 2 No. ducts containing fibre optic cables in the roadway beneath Overbridge UBLL47 at 0 miles 380 yards on the Loop Line, Townsend Street, Dublin 2, for a licence period of 40 years, for a licence fee of €1,600 per annum, to be reviewed every 5 years in accordance with the CPI.
2. Licence in duplicate with Virgin Media Ireland Ltd., for the installation, testing, maintenance and use of 2 ducts containing fibre optic cables in the roadway beneath Underbridge UBLL49 at 0 miles 195 yards on the Loop Line, Pearse Street, Dublin 2, for a licence period of 40 years, for a licence fee of €1,600 per annum, to be reviewed every 5 years in accordance with the CPI.
3. Lease in duplicate with The Irish Traction Group for a premises, the Goods Store at Carrick on Suir Railway Station, Co. Tipperary, for the storage and restoration of diesel locomotives, for a term of 8 years, for a rent of €3,000 per annum.
4. Closure Agreement in duplicate with Mr. Laurence Roche and Ms. Gemma Roche in relation to the closure of Level Crossing XL090 at Bansha, Co. Tipperary at 30 miles 846 yards on the Limerick to Waterford Railway Line, for a consideration of 19,000.
5. Contract in duplicate with the Minister for Transport, Tourism and Sport in relation to the Infrastructure Manager Multi Annual Contract. The authority of the board is now requested to apply the company seal to the document.
6. Licence in duplicate with Glenveagh Homes Ltd., for the installation, testing, maintenance and use of 1 No. foul sewer pipe and 1 No. surface water pipe, in order to serve a new residential development at 18 miles 70 yards on the Dublin to Sligo Railway Line at Branganstown, Co. Kildare, for a licence period of 250 years for a licence fee of €425,000.

Company Secretary
Iarnród Éireann
5th February 2019

TRANSACTION FOR APPROVAL AND SIGNING

Crane Licence in duplicate with Bam Building Ltd., to operate a crane, in relation to their Licence for the development of a site at Kent Station, Cork, for a licence period from 1st October, 2018 to 31st March, 2020, for a licence fee of €10.

Company Secretary
Iarnród Éireann
5th February 2019

STRICTLY PRIVATE AND CONFIDENTIAL

**IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF CÓRAS IOMPAIR ÉIREANN) ACT, 1986**

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE THREE HUNDRED AND THIRTIETH
BOARD MEETING HELD ON THURSDAY 17TH JANUARY 2019
AT 8.45 AM IN PORTLAOISE**

PRESENT:	Mr. Frank Allen	Chairman
	Ms. Suzy Byrne	Director
	Ms. Carolyn Griffiths	Director
	Ms. Denise Guinan	Director
	Ms. Valerie Little	Director
	Mr. Mal McGreevy	Director
	Dr. Peter Mulholland	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director
	Mr. Don Cunningham	Director Infrastructure Manager
	Ms. Geraldine Finucane	Company Secretary
	Mr. Ronan Gill	Acting Chief Operating Officer, CIE
	Mr. Ronan Glynn	Chief Risk Officer (part)
	Mr. Jim Meade	Chief Executive
	Mr. Stephen Murphy	Chairman, Strategy Advisory Group
	Mr. John Reville	Acting Director Railway Undertaking
	Mr. Mike Sowden	Chairman Infrastructure Advisory Group

MIN NO.

4805 PRIVATE SESSION

- 4805.1** The board agreed that it would be useful to have private sessions from time to time. These should be held at the start of board meetings rather than at the end when people are rushing to leave.
- 4805.2** Mr. McGreevy stated that the company can look forward to a positive time ahead. It has a relatively new Chief Executive in Mr. Meade and a new Director Railway Undertaking, Mr. Billy Gilpin, has been appointed. He will commence in March.
- 4805.3** The Chairman stated that he will not be able to attend the next board meeting in person but will be able to do so by telephone. However, as it would not be practical for him to chair the meeting from afar, Mr. McGreevy had kindly agreed to chair it instead. It was noted that Ms. Griffiths will not be able to attend that meeting.
- 4805.4** The Chairman stated that he had a discussion with Directors individually regarding board meetings as part of an internal review of the performance of the board. There followed a general discussion during which it was agreed that the sequence of the agenda should be rotated with strategic items discussed earlier in meetings. Operational matters should be taken as read. There should be occasional deep dives which might warrant meetings being extended for another hour with such meetings having breaks. It was noted that the biggest risk facing the board in the future is the governance of capital projects and this should receive particular focus.
- Ms. Little joined the meeting at this time.
- 4805.5** The board discussed the composition of Committees and Advisory Groups. The proposed membership of each as outlined in the memorandum previously circulated was accepted.
- 4805.6** The board agreed that the possibility of video and audio conferencing at board meetings should be explored.

Mr. Cronin, Mr. Culligan, Mr. Cunningham, Mr. Gill, Mr. Meade, Mr. Murphy, Mr. Reville and Mr. Sowden joined the meeting at this time.

4805.7 The board thanked management for the excellent visit to the Portlaoise Sleeper Plant which had taken place the previous day.

4806 CONFLICTS OF INTERESTS

4806.1 No conflicts of interests were declared.

4807 CHAIRMAN'S COMMENTS

4807.1 The Chairman advised management on the outcome of the earlier discussion with respect to the format of board meetings.

4807.2 The Chairman stated that 2018 was a year of transition which saw the appointment of a new Chief Executive. Passenger numbers had increased. Safety performance was good. The relationship with the Commissioner for Railway Regulation (CRR) is very good now as it is with the trade unions and with the National Transport Authority (NTA). In addition, clarity has been received with respect to capital funding. Therefore, 2018 was a good year across a range of areas. He expressed the board's appreciation to management for this.

4807.3 The Chairman stated that environment in 2019 will be challenging. The company will have to address how it responds to capacity constraints. It will have to mobilise and operate at full tilt for the major capital expenditure programme that lies ahead while not neglecting the areas of success in 2018. Arrangements (including in the area of governance) must be put in place for this greater level of capital expenditure activity.

4807.4 The Chairman reminded the board of the current controversy with respect to the cost overrun that has been publicised in respect of the planned new Children's Hospital in Dublin. There was a difficult hearing of the Public Accounts Committee. Iarnród Éireann must ensure that it does not find itself in the position of facing similar criticisms in the future. The task of the board and management will be to avoid that.

4807.5 The Chairman advised that the Crossrail Project in the UK has faced similar criticisms. Mr. Stephen Murphy, who works with MTR Crossrail (the train operator once the project is handed over) has been appointed as Chairman of Iarnród Éireann's Strategy Advisory Group. Iarnród Éireann will benefit from his experience.

4808 ROLE OF THE BOARD IN THE GOVERNANCE OF MAJOR PROJECTS

4808.1 Mr. Murphy gave a comprehensive presentation on the lessons he has learned over the years from his experience on major railway projects. He emphasised the following:

- The need for clarity about the purpose (vision and benefits) of a project.
- The need for appropriate reaction and consequences to negative indicators at Gateway stages of projects such as:
 - System integration,
 - Software readiness and
 - Trial running.
- The need to recognise that if the precursors to interim target dates slip, then project delivery will be delayed.
- The need to communicate upwards to board level any bad news such as delays and cost overruns.
- The need for the right skills set in key roles.
- The need for collaboration between key roles, teams and the supply chain.

4808.2 Matters discussed included the following:

- The need for leadership in the manner in which bad news is received at all levels.
- The need for a contractual/procurement strategy that encourages collaboration with contractors so that right behaviours can be generated.
- The avoidance of optimism bias and the need for a willingness to acknowledge the inevitable and take the consequences.
- While having accurate and timely information is fundamental, it is also important to

understand the reasons why things are or are not happening and to act appropriately.

- 4808.3 The Chairman thanked Mr. Murphy for a very interesting presentation and noted how relevant it was for Iarnród Éireann as it mobilises to deliver capital work under the National Development Plan (NDP). He stated that it is necessary to have clarity in the following areas:
- Communication of purpose,
 - Definition of scope (project –v- packages),
 - Gateway stages -v- micro managing and
 - How to find the necessary critical skills in key areas which are in short supply.

4808.4 Mr. Wynne asked how a board would realise that there is a problem if it is not being told so by management. In response, Mr. Murphy stated that a board should seek evidence rather than taking things on trust. Ms. Griffiths emphasised the importance of a rigid framework of reporting (including recovery plans) in this regard.

4809 **MINUTES**

4809.1 The Minutes of the meeting held on 4th December 2018 previously circulated were taken as read and noted.

4810 **STRATEGY**

4810.1 **Presentation on Strategy Delivery in 2018 and Strategy Plan for 2019**

Mr. Meade acknowledged the thanks given by the board to management on its success in the delivery of items across a range of areas in 2018. He gave an overview of 2018 and outlined:

- The key items delivered,
- Performance improvements and
- Key numbers and financial figures.

4810.2 Mr. Meade then went on to outline plans for 2019. He covered the following matters:

- Planned key financial figures,
- Key deliverables and
- Focus areas.

4810.3 **Pillars supporting the Strategy Plan (2018-2027)**

The presentation previously circulated was taken as read and noted.

4810.4 Mr. Meade gave a presentation on the pillars underpinning the strategic plan and covered the following matters:

- Roadmap for the preparation of the plan.
- Strategic pillars:
 - Service profile,
 - Customer service offer,
 - Infrastructure,
 - People,
 - Commercial and
 - Financial.

4810.5 The draft document on “Passenger Services Strategic Plan to meet the Requirements of a Growing Economy” previously circulated was also taken as read and noted.

4810.6 There was a lengthy discussion about the presentation and the draft Strategic Plan for Passenger Services. [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

recommended.

- List of Principal Risks.
- Poor performance against the key performance indicator (KPI) relating to signals passed at danger (SPADs).

4811.4 Matter discussed included the following:

- The process in respect of ALARP (as low as reasonably practicable) is contained in more detail in the Safety Management Systems (SMS). More detail on how to assess ALARP and how it is embedded in the risk management system is to be provided at the next Board Safety Committee meeting. **Mr. Glynn**
- A review is being carried out as to why the recent SPADs have occurred given the previous good performance in this regard.
- Information needs to be provided on how we know that the current KPI for overspeeding is suitable for both low speeds and high speeds. Assurance needs to be provided that there is a sufficient safety margin. **Mr. Reville**
- In response to the query raised at the last board meeting regarding over speeding incidents, Mr. Reville confirmed that two separate incidents had occurred. Details will be provided at the next Board Safety Committee meeting. **Mr. Reville**
- The responsibility of reporting risks by staff at levels in the organisation below the Executive team and their direct reports, are set out in detail at a granular level in the two SMS documents and in each department's SMS. These include escalation procedures. Training is provided.
- The need to ensure that risks such as construction inflation and a shortage of critical skills appear on the risk register.
- The board is advised if tender quotes are greater than the original budget.
- Overall trends which might have a delayed but significant impact on Iarnród Éireann are kept under review by the Executive team. This matter could also be included as part of the half day workshops.
- Mr. Glynn was asked to ascertain why the rating for the risk associated with the inability to fund the pension liability had reduced. **Mr. Glynn**

4811.5 **Risk Management Policy incorporating the Risk Management Framework**

The Risk Management Policy incorporating the Risk Management Framework previously circulated was taken as read and noted.

4811.6 It was agreed that the reference to the escalation process beyond Iarnród Éireann (already contained in the Risk Management Framework) should be included in the Risk Management Policy. Subject to the above amendment, the Risk Management Policy incorporating the Risk Management Framework was approved. **Mr. Glynn**

Mr. Glynn left the meeting at this time.

4812 **ADMINISTRATIVE ITEMS**

4812.1 **Rolling Agenda**

The Rolling Agenda for 2019 previously circulated was taken as read and noted.

4812.2 It was noted that this document is a work in progress.

4812.3 **Internal Review of the Performance of the Board**

The memorandum on the internal evaluation carried out by the Chairman on the functioning and performance of the Iarnród Éireann board previously circulated was taken as read and noted. Also noted was the proposed membership of the board's Committees and Advisory Groups agreed earlier in the meeting.

4812.4 **Compliance by the Board with its Terms of Reference during 2018**

The memorandum previously circulated was taken as read and noted.

4812.5 **Review of the Board's Terms of Reference**

The memorandum previously circulated was taken as read and noted.

4812.6 The board determined that no changes to its Terms of Reference were necessary at this time.

4812.7

Board Values

The memorandum previously circulated was taken as read and noted.

4812.8

The board felt that this topic merits further attention. Dr. Mulholland agreed to consider the matter and revert back to the board.

Dr. Mulholland

4813

ANY OTHER BUSINESS

4813.1

Mr. Meade confirmed that many thousands people had applied under the recent recruitment process for driver positions. Mr. Wynne asked what the benefit of this is. Mr. Meade replied that this was good news as it demonstrated the high profile of the company. He assured the board that the initial assessment system is an automated system and is not being paid for on a per applicant basis. There is a sliding scale of cost based on the level of applications with an upper limit. Psychometric testing is included and will differentiate between those applicants who have academic qualifications and those who have practical skills.

4813.2

Mr. Wynne complimented the hard work of everyone involved in the introduction of the new timetable and services during December 2018. It went very well and helps to address the capacity constraints.

4814

DATE AND LOCATION OF NEXT MEETING

Tuesday 5th February 2019 at 9.30am in Heuston Station.

Chairman

Date

STRICTLY PRIVATE AND CONFIDENTIAL

**IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF CÓRAS IOMPAIR ÉIREANN) ACT, 1986**

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE THREE HUNDRED AND THIRTYSECOND
BOARD MEETING HELD ON TUESDAY 26TH MARCH 2019
AT 9.30 AM IN HEUSTON STATION**

PRESENT:	Mr. Frank Allen	Chairman
	Ms. Suzy Byrne	Director
	Ms. Carolyn Griffiths	Director
	Ms. Denise Guinan	Director
	Ms. Valerie Little	Director
	Mr. Mal McGreevy	Director
	Dr. Peter Mulholland	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director
	Mr. Don Cunningham	Director Infrastructure Manager
	Ms. Geraldine Finucane	Company Secretary
	Mr. Ronan Gill	Acting Chief Operating Officer, CIÉ
	Mr. Billy Gilpin	Director Railway Undertaking
	Mr. Ronan Glynn	Chief Risk Officer (part)
	Mr. Tony Graham	Chairman, Information Technology Advisory Group (part)
	Mr. Jim Meade	Chief Executive
	Mr. Peter Muldoon	Manager, Operations & New Works (part)
	Mr. Lorcan O'Connor	Chief Executive, CIÉ
	Mr. Colm Reynolds	Chief Procurement Officer (part)

MIN NO.

4827 INTRODUCTION

4827.1 The Chairman thanked Mr. McGreevy for chairing the last meeting and stated that the video link worked well.

4827.2 The Chairman welcomed Mr. Gilpin to his first meeting as the Director Railway Undertaking (RU). He stated that the board looked forward to working with him. He also thanked Mr. Reville for acting in the role in the interim.

4827.3 The Chairman welcomed the new CIÉ Chief Executive, Mr. O'Connor, to his first Iarnród Éireann board meeting. He stated that the board looked forward to working with him also

4828 CONFLICT OF INTERESTS

4828.1 Ms. Finucane stated that she is a member of the CIÉ 1951 Superannuation Scheme and a Trustee of both that scheme and the CIÉ Pension Scheme for Regular Wages Staff.

4829 MINUTES

4829.1 The Minutes of the meeting held on 5th February 2019 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings subject to the following amendment.

Minute 4817.3

Amend:

"Item 545 – Dr. Mulholland stated that he had met with the Chief Executive of the Institute of

Directors...”

to:

“Item 545 – Dr. Mulholland stated that he had spoken with the Chief Executive of the Institute of Directors...”

4829.2 Outstanding Action Items

The memorandum previously circulated was taken as read and noted.

4829.3 The following were noted:

Item 541 – A date has been set for a meeting between Mr. Murphy and Mr. Sowden during which they are to consider the governance structure for reporting on major capital projects to the board.

Item 546 - Mr. Sheldon Norton will be doing some work with Ms. [REDACTED], Deloitte, on the issue of board values and company values. The effectiveness of the current values will be examined first.

Item 547 – The issue of a business case for the DART Expansion Programme is covered in Mr. Muldoon’s report for consideration later in the meeting.

4830 STRATEGY

4830.1 Information Technology Advisory Group (ITAG) and IT Plan

Mr. Tony Graham, Chairman, ITAG, joined the meeting at this time.

4830.2 The Report from the Chairman of the ITAG, previously circulated was taken as read and noted.

4830.3 Mr. Graham gave a presentation which covered the following matters:

- The Advisory Group membership, meetings and progress to date.
- Key findings relating to the information and communications technology (ICT) function, the ICT strategy, management of ICT staff and areas where potential benefits lie.
- Suggested list of tasks including the appointment of a Chief Information Officer (CIO), the preparation of an ICT strategy for the company and the documentation of IT systems architecture and structures.

4830.4 Matters discussed included the following:

- The importance of the availability of quality information, such as the number of passengers per direction per hour, for transport planning purposes.
- The potential for development by the use of good quality information.
- Ascertaining what other companies around the world do with good quality passenger information.
- IT personnel need to take the initiative, understand what is available and bring forward suggestions for development without waiting for instruction.
- The development of an ICT strategy is a top priority.
- The need to access current ICT competency levels.
- IT has a critical role to play in knowledge management.
- The need for IT back-up systems to assist in condition monitoring of assets and determining priorities to address the maintenance backlog.
- The need to harness the potential of ICT systems to support people with disabilities.
- The need to take the experience of people with disabilities into account in the initial design of future developments.
- The company website is to be reviewed by the end of the year. The board asked for details of the outcome of this review which should take into account the full range of disabilities (including cognitive issues) and not just people with impaired vision. **Mr. Culligan**
- The need to dovetail ICT work in Iarnród Éireann with what the CIÉ Group is doing. While Iarnród Éireann should be proactive and develop its own strategy, it must be ensured that there is no duplication and there is full clarity over who is responsible for what.
- There are many priority projects competing for CIÉ resources at present. Iarnród Éireann should define its requirements for CIÉ. If CIÉ cannot meet these requirements, Iarnród Éireann can procure the necessary services elsewhere.
- Liaison is required with the National Transport Authority (NTA) to ensure that common ICT issues are resolved in an integrated way across public transport providers.

Mr. Graham left the meeting at this time.

4830.5 DART Expansion Programme Update

Mr. Peter Muldoon, Manager, Operations & New Works, joined the meeting at this time

4830.6

[Redacted]

4830.7

[Redacted]

4830.8

[Redacted]

4830.9

[Redacted]

Mr. Muldoon

4830.10

Update Report

The memorandum previously circulated was taken as read and noted.

4830.11

[Redacted]

4830.12

[Redacted]

4830.13

In response to Mr. McGreevy, Mr. Meade stated that the Chief Mechanical Engineer is having weekly meetings with Jacobs who are the NTA's advisors on fleet strategy. Mr. Muldoon advised that while the ITT includes the battery option, other decision gates will occur later at which times Iarnród Éireann can decide whether or not to continue to include battery operated EMUs in the

procurement. It will depend on the timing of planning approval and the cash availability of the NTA. [REDACTED]

4830.14 Mr. Meade stated that the NTA is locked into the fact that they have only one cash profile. Therefore, more lobbying for funding for electrification is required. The Chairman suggested that the climate change benefits of electrification should be emphasised. However, the board acknowledged that Brexit may have a negative impact on the NTA's overall funding.

4830.15 In response to the Chairman, Mr. Muldoon confirmed that Iarnród Éireann is about to award a contract to [REDACTED] to prepare a preliminary business case for the DART Expansion Programme. This proposal will be ready for the board meeting on 25th June 2019. In response to Mr. McGreevy, Mr. Muldoon advised that Iarnród Éireann wants to submit its comments first before the [REDACTED] study is finalised before its submission to the NTA.

4830.16 The Chairman concluded the discussion by stating that there needs to be realistic prospects of funding from the NTA becoming available. Only then can there be a realistic capital expenditure strategy. Therefore, the spreadsheet of the profile of capital expenditure funding received from the NTA needs to be thoroughly checked.

Mr. Muldoon left the meeting at this time.

4831 CHIEF EXECUTIVE'S REPORT

4831.1 The Chief Executive's Report previously circulated was taken as read and noted.

4831.2 Mr. Meade presented his report and referred to the following:

- Two signals passed at danger (SPADs) occurred in Period 2 2019. Both incidents are still under investigation.
- Track defects in the form of broken fishplates were identified on the Ballybrophy Line. This highlights the struggle to supply sufficient drivers to the infrastructure maintenance team.
- The level of infrastructure failures causing delays greater than 200 minutes is worse than target and is to be analysed for the Infrastructure Advisory Group (IAG). **Mr. Cunningham**
- The Chief Financial Officer is to review key performance indicators (KPIs) trends with Mr. Wynne. **Mr. Cronin**
- The Department of Transport Tourism and Sport (DTTAS) is still working towards a Brexit date of 29th March 2019. However, the UK still have to pass legislation in this regard.

4831.3 Infrastructure Manager (IM)

In response to the Chairman, Mr. Cunningham confirmed the following:

- An Garda Síochána have clarified the fit out works that they require for the National Train Control Centre (NTCC). These will be incorporated into the tender for the building contract.
- As the Railway Order expires this year, Iarnród Éireann has to act and place a contract for the construction of a 106 space car park and access road at Kishogue Station. Iarnród Éireann has been engaging with the developers whose hands are tied because they are stuck in a Strategic Development Zone (SDZ) and in An Bord Pleanála.
- While Iarnród Éireann is continuing to engage with Waterford City and County Council (WCCC) [REDACTED] regarding the Waterford North Quays development, no work will be carried out until funding is provided for the associated track and signalling works.

4831.4 Commercial Department

Mr. Culligan advised of the following:

- All outstanding matters relating to the Customer Front Line Equipment Upgrade Project are to be concluded within the next month. The 15 month delay on this project did not have an impact on the budget. While their equipment is good, the contractor is known for not being able to meet deadlines and always has reasons for any delays. However, Iarnród Éireann is committed to their technology.
- The results of the 2018 Market Research Census are to be provided to the board when available. **Mr. Culligan**

4831.5 **Finance**

Mr. Cronin advised of the following:

- The company generated a surplus of ██████████ during Period 2 2019 which was ██████████ better than budget.
- The positive variance was due to buoyant passenger and ancillary revenue and lower infrastructure capital activity which were partially offset by higher infrastructure maintenance expenditure.
- Cash generated to the end of Period 2 2019 was ██████████ better than forecast due mainly to the positive trading performance and lower working requirements of ██████████.
- The lower working capital requirement was driven mainly by the timing of the trade creditors and accruals and lower fuel stocks.
- The need for better forecasting of cash requirements especially in the RU area.

4831.6 The Chairman advised of a joint Iarnród Éireann / CIÉ Workshop on Transit Oriented Development which took place in February. It was attended by representatives from the Land Development Agency, the NTA, Ireland Strategic Investment Fund (ISIF) and two local authorities. It considered how transit oriented development should take place in the immediate vicinity of railway stations. There was strong support from the local authorities for liaison with the CIÉ Group. This matter is also being considered by the CIÉ Board Strategy Committee.

4832 **ADVISORY/POLICY**

4832.1 **Board Safety Committee (BSC)**

The Report from the Chairman of the BSC previously circulated was taken as read and noted.

4832.2 The Chairman of the BSC, Ms. Griffiths, advised of the following key areas of focus at the last BSC meeting on 14th March 2019:

- Some matters were deferred until the next meeting to allow staff time to deal with the potential impact of Brexit on the Enterprise service.
- Concrete learnings have been identified following the Safety Culture workshop.
- The Safety Policy was reviewed and no changes are recommended.
- Following the safety governance review, it was been decided to carry out deep dives into primary risk areas. The first topic to be trialled will be Bridge scour. Any learnings will be brought forward to the next BSC meeting.
- There has been a long outstanding problem with respect to the conduct of medical examinations for safety critical staff. As this is an IR issue it is being referred to the HR Advisory Group. The CRR is aware of this issue. However, the IR issue will not be an excuse in the event of a safety incident. It was noted that drivers are fully compliant with respect to medicals.
- It would be useful for the train protection system (TPS) risk profile to be made available to the board so that it will see the consequences of the decisions it signs up to. It should chart how the risk profile falls as TPS is rolled out. **Mr. Muldoon**

4832.3 The Chairman noted that one of the outcomes of the Safety Culture survey was that some frontline employees doubt management's response to anti-social behaviour concerns. Mr. Meade stated that this is because not all staff are aware of what is being done in this regard. It was agreed that this needed to be addressed. Management must communicate back to staff what they are doing and engage more with staff on the front line. **Mr. Meade**

4832.4 **Audit and Risk Committee (ARC)**

The Report from the Chairman of the ARC previously circulated was taken as read and noted.

4832.5 The Chairman of the ARC, Ms. Little, advised of the following:

- The main item addressed at the ARC meeting held on 11th March 2019 was the draft Financial Statements for 2018.
- The Auditors had no (rather than two, as per the report previously circulated) issues they wished to raise with the ARC.
- IT still remains a concern but the Auditors confirmed that progress continues to be made with the upgrading of systems.
- CIÉ has been informed by the DTTAS that a Letter of Support will not be issued to CIÉ this year. The ARC are not in position to recommend the 2018 Financial Statements for the

approval of the board without a Letter of Support from CIÉ because Iarnród Éireann relies on CIÉ for its banking facilities. In addition, Iarnród Éireann directors have no view of the finances of CIÉ or the other operating companies. Therefore, Iarnród Éireann would require similar assurance from CIÉ as received in previous years.

4832.6 It was confirmed that a draft Letter of Support from CIÉ has been circulated. It must go before the CIÉ Board Audit and Risk Committee for recommendation to the CIÉ Board. It was noted that the condition with respect to joint and several liability on banking matters is gone.

4832.7 **Draft Financial Statements 2018**

The draft Financial Statements for 2018 previously circulated were taken as read and noted.

4832.8 Mr. Cronin advised that there were no changes in the draft Financial Statements since the Period 13 Management Accounts which were presented to the board at the last meeting except for the following:

- A reduction in public service obligation (PSO) income from the NTA.
- Finalisation of tax figures.

No further changes are expected unless something material arises out of the BT arbitration.

4832.9 The Chairman thanked Mr. Cronin and his team for their hard work during the audit and in preparing the draft Financial Statements.

4832.10 It was proposed by Ms. Little and seconded by Dr. Mulholland and resolved:

(a) "That the Financial Statements for the year ended 31st December 2018 be approved by the board subject to:

- Receipt of a Letter of Support from CIÉ and
- Layout and minor reclassification changes which may be approved by the Chief Financial Officer and

(b) "That the Chairman of the board and the Chairman of the Board Audit and Risk Committee be authorised to sign the Financial Statements on the board's behalf."

4832.11 It was noted that the Annual General Meeting (AGM) of the company is planned to take place on 3rd April 2019 after the Financial Statements have been signed.

4832.12 **Draft Chief Executive's Comprehensive Report to the Chairman in respect of 2018**

The draft Chief Executive's Comprehensive Report to the Chairman in respect of 2018 previously circulated was taken as read and noted.

4832.13 A number of amendments were suggested and subject to these it was agreed that the Chief Executive should sign and issue the report to the Chairman.

4832.14 The Chairman asked that the ARC review any legal disputes to ensure that the company does not fight cases that it is not likely to win. Mr. Meade was asked to ensure that this matter is included on the ARC's agenda. **Mr. Meade**

4832.15 **Quarterly Risk Report**

Mr. Ronan Glynn, Chief Risk Officer, joined the meeting at this time.

4832.16 The Quarterly Risk Report as at March 2019 previously circulated was taken as read and noted.

4832.17 Mr. Glynn advised that since the last report was prepared a number of separate risks have been combined into a new Risk 501 entitled "Safety Incident as a result of Human Factors". This risk has been categorised as moderate principal risk.

4832.18 In response to Mr. Wynne, Mr. Glynn advised that any risks that are closed are removed from the register. Therefore, such improvements are not visible. Progress with other risks depends on their review dates.

4832.19 The Chairman noted that Mr. Gilpin will be reviewing all RU Risks with a fresh pair of eyes.

Mr. Gilpin

4832.20 Ms. Little confirmed that the Quarterly Risk Report was reviewed by the ARC.

4832.21 In response to the Chairman, Mr. Gill confirmed that the interface on risk management issues between Iarnród Éireann and CIÉ is going well.

Mr. Glynn left the meeting at this time.

4833 CAPITAL

Mr. Muldoon returned to the meeting at this time.

4833.1 Capital Expenditure Proposals

The four memoranda previously circulated were taken as read and noted.

4833.2 Cork Re-Signalling Project

The board gave its approval for expenditure of [REDACTED] to replace the life expired signalling system in Cork Station subject to funding from Revenue refunded VAT monies held by CIÉ. It was noted that:

- This will bring the total board authorised approval for this project to [REDACTED] and
- The total for all the Iarnród Éireann VAT refunded projects remains at the [REDACTED] agreed level.

4833.3 Train Protection System (TPS) - Development and Rollout Phase 2019

The board gave its approval for the 2019 funding allocation for the TPS to the sum of [REDACTED] for the design phase (Project Management Procedure – Phase 4).

It was noted that:

- This brings the total approvals on this project to date to [REDACTED]
- The total budget for the project is currently estimated at [REDACTED]
- Funding is provided for this project under the multi-annual contract (MAC).

4833.4 It was confirmed that while [REDACTED] will be involved in the trackside design development, Iarnród Éireann would be supervising the project.

4833.5 Car Park Expansion at Maynooth Station

The board gave its approval for expenditure of [REDACTED] (of which [REDACTED] is ineligible for NTA Funding) for the construction stage of an extension to the south side car park at Maynooth Station including an accessibility upgrade of the down side pedestrian ramp (Phases 5 and 6 of the New Works Projects Management Procedures).

It was noted that this project is funded by the NTA.

4833.6 In discussing this proposal, the board noted that the unit cost of each car parking space would be very high. However, there is a significant demand for car parking spaces. It was felt that the issue highlights the need for a long term strategy with respect to car parking and park and ride facilities. The board asked for a study to be carried out in this regard. **Mr. Meade**

4833.7 Connolly Vaults Redevelopment – Planning and Design

The board gave its approval for expenditure of [REDACTED] to progress concept design, option selection, site investigation, planning, detailed design and tender action (Phases 1 to 4 of the New Works Project Management Procedures) for the redevelopment of the Vaults premises at Connolly Station [REDACTED].

It was noted that this project is to be funded from within Iarnród Éireann's own resources.

4834 PROCUREMENT

4834 Mr. Colm Reynolds, Chief Procurement Officer, joined the meeting at this time.

4834.1 Procurement Report

The Procurement Report for Period 2 2019 previously circulated, was taken as read and noted.

4834.2 The Chairman noted that the recent National Childrens' Hospital controversy has focused attention on contracting strategies. State Bodies are looking at approaches to evaluating quotes such that tenderers are not driven to offering lowest cost quotes which subsequently lead to claims. Mr. Reynolds stated that a two stage process is adopted by Iarnród Éireann. This includes a prequalification step. It ensures that only those capable of providing the goods/services qualify. They are evaluated based on a qualitative tender submission. Their tender must reach a minimum acceptable score. Therefore, if a tender is at the lowest price but has not reached the minimum acceptable score, it will not be accepted. Mr. Reynolds confirmed that other alternative approaches to procurement are being examined.

4834.3 Contracts

The four memoranda previously circulated were taken as read and noted.

4834.4 Labour Hire Services Framework

The board gave its approval for the entry into a four year multi-party Framework Agreement for labour hire services with the companies outlined below:

- CWS Communications Ltd.
- Doyle Agri Service Ltd.
- Global Rail Services Ltd.
- SAF Building & Civil Engineering
- Carra Plant Hire Ltd.
- Seamus Duffy Plant Hire Ltd.
- Construction and Rail Solutions Ltd.
- CNS Ltd./Crowley Engineering Ltd.
- GPX Rail Ltd.
- Lokotraction
- MRSE/TXM Recruit
- David Rees Ltd.
- Conneely Builders
- Breffni Group

It was noted:

- That the estimated spend under this framework over the four year period will be in the order of [REDACTED]
- The funding source for this expenditure will be the MAC and individually approved capital projects.

4834.5 It was confirmed that the Drugs and Alcohol regime is followed up with each contractor.

4834.6 Traction Motor Overhaul

The board gave its approval to award the following contracts to:

- Associated Rewinds (Ireland) Ltd. for Lot 1 – The overhaul of the traction motors for the 201 fleet at an estimated annual cost of [REDACTED]
- Green Net Exports Ltd. for Lot 2 – The overhaul of the traction motors for the 071, 8100 and 8500 fleets at an estimated annual cost of [REDACTED]

It was noted that:

- The proposed duration of the contracts will be for an initial period of five years with an option to extend the term by a further two years giving a maximum contract duration of seven years.
- The total estimated spend over the two contracts for the maximum term is in the order of [REDACTED]
- The funding source for these contracts is the Chief Mechanical Engineering Heavy Maintenance Budget.

4834.7 Framework Agreement for the Painting of Bridges

The board gave its approval for the entry into a Framework Agreement with the companies listed below for the provision of railway bridge painting works:

- Conneally Painting & Sons Ltd.
- GABE Ireland Ltd.
- HBS Protective Coating Ltd.

It was noted that:

- This Framework Agreement will operate for a period of four years.
- The estimated value of the Framework Agreement over the proposed four year period is in

the order of [REDACTED] excluding VAT.

4834.8 Supply of Siemens PLC Signalling Equipment

The board gave its approval for the award of a contract to Douglas Control & Automation Ltd., without a call for competition, for the continued supply of Siemens PLC signalling equipment.

It was noted that:

- The aggregated cost under derogation since January 2013 has reached [REDACTED] with a further [REDACTED] expected until December 2021.
- The basis of proceeding without a call for competition is in line with EU Procurement Directives, given that the services or supplies can only be supplied by a particular economic operator due to “competition absent for technical reasons” (Article 50(c)(ii) of Directive 2014/25/EU)
- The funding source for the ongoing maintenance and repairs will be the MAC while requirements for resigalling projects will be subject to funding approval.

4834.9 Selection Criteria

The eight memoranda previously circulated were taken as read and noted.

4834.10 Supply of Electrical Multiple Units (EMUs) and / or Bi-Mode EMUs

The board gave its approval for the selection criteria as presented but to adapt them to a two lot basis as follows:

Lot 1 – Provision of EMUs only and

Lot 2 – Provision of EMUs and bi-modal fleet, with the bi-modal to be by either battery or diesel.

It was noted that the PQQ will make it clear that tenders will only issue for one Lot and that this decision would be made at a later stage.

4834.11 The board asked for assurance that this ITT would not narrow the procurement market. However, [REDACTED] advised that the response to the PQQ will be the only true assessment of market appetite rather than assurance by anyone else.

4834.12 Provision of Project Management and Design Consultancy and Related Professional Services

The board gave its approval for the selection criteria as presented (subject to amending the requirement for applicants to provide two examples of relevant contracts completed over the last seven years to five years) to be used in the establishment of a Framework Agreement for the for the supply of signalling, electrification and telecoms project management and design consultancy and related professional services.

It was noted that:

- This Agreement will operate for the period of five years with an option to extend up to a further three years.
- The estimated spend under this agreement is [REDACTED] excluding VAT.
- The funding source for this contract will be both the MAC and authorised capital projects.
- This will provide additional expert support to the Signalling, Electrical and Telecoms (SET) Department allowing for increased delivery capacity and supply chain partnering as set out in the SET Strategic Business Plan 2018-2023.

4834.13 DART Expansion – Kildare Line Consultancy Services (Work Package 4)

The board gave its approval for the selection criteria as presented for the procurement of consultancy services to:

- Prepare the design,
- Undertake the environmental impact assessment,
- Manage the Railway Order process,
- Tender preparation and evaluation and
- Option to be included for design support during the construction phase, for the Kildare Line, Work Package 4 (WP4), of the DART Expansion Programme.

It was noted that:

- This contract will operate for a period of approximately two years and for an additional three years if the option of extending for the design support is exercised.
- The estimated spend under this contract for the potential full term is [REDACTED] including VAT.
- The funding source for this contract will be the NTA as part of the National Development Plan Programme (NDP).

4834.14 In response to the Chairman, Mr. Muldoon stated that the onus and responsibility will be on the

consultant to prepare the Railway Order. However, in reality Iarnród Éireann will oversee this process. Iarnród Éireann will present the proposed Railway Order at the Public Inquiry, supported by the consultants. The consultants will lead the technical reports and supply of information.

Mr. McGreevy left the meeting at this time.

4834.15 Rail Mounted Crane

The board gave its approval for the selection criteria as presented for the proposed prequalification process for the purchase of a rail mounted crane.

It was noted that:

- The estimated value of this contract is [REDACTED] excluding VAT and
- The funding source for this contract is the MAC.

4834.16 On-Track Ballast Regulator

The board gave its approval for the selection criteria as presented for the proposed prequalification process for the purchase of an on-track ballast regulator.

It was noted that:

- The estimated value of this contract is [REDACTED] excluding VAT and
- The funding source for this contract is the MAC.

4834.17 Under Sleeper Pads

The board gave its approval for the selection criteria as presented for the proposed prequalification process for the purchase of under sleeper pads.

It was noted that:

- The term of the contract will be five years,
- The estimated value of this contract is [REDACTED] excluding VAT which would cover approximately 100,000 sleepers (40 track miles).
- The funding source for this contract is the MAC.

4834.18 On Board Catering

The board gave its approval for the selection criteria as presented to shortlist suitable candidates for the provision of on board catering services for Republic of Ireland services.

It was noted that:

- The initial period for this contract will be three years with an option to extend for an additional period of up to two years at Iarnród Éireann's discretion.
- It is anticipated that the total spend for a period of five years will be in the region of [REDACTED]

4834.19 In response to the board, Mr. Reynolds confirmed that this is an opportunity to look at the quality of the on board catering services that are being provided. This will be covered in the specification. Environmental issues will also be covered.

4834.20 Replacement of Transmission Equipment

The board gave its approval for the selection criteria as presented to facilitate the procurement of replacement voice, video and data transmission technology used to support train movements to new Internet Protocol (IP) based technology including associated design and maintenance support services.

It was noted that:

- The total estimated cost is [REDACTED] excluding VAT based on:
 - [REDACTED] for the supply, installation, commissioning and maintenance of the new equipment over a period of approximately six years from 2020 to 2026.
 - [REDACTED] to cover an eight year maintenance support services period commencing 2026-2034.
- The primary funding source for this contract will be the National Train Control Centre (NTCC) Project with further funding from the MAC.

4834.21 Award Criteria

The two memoranda previously circulated were taken as read and noted.

4834.22 National Traffic Control Centre (NTCC) – Building Construction

The board gave its approval for the award criteria as presented to facilitate the procurement of

the contractor for the NTCC Building.

It was noted that:

- The design is currently being updated to incorporate third party requirements previously excluded from the Iarnród Éireann scope as requested by the NTA.
- This design revision has increased the expected spend under this contract from [REDACTED] to [REDACTED] excluding VAT.
- The funding source for this contract will be the NTA.

4834.23 Maynooth Line (WP3) and City Centre Enhancement (WP2) Consultancy Services

The board gave its approval for the award criteria as presented for the procurement of consultancy services to:

- Prepare the design,
- Undertake the environmental impact assessment,
- Manage the Railway Order process,
- Tender preparation and evaluation and
- Option to be included for design support during the contraction stage,

for the Maynooth Line (WP3) and City Centre Enhancement (WP2) of the DART Expansion Programme.

It was noted that:

- This contract will operate for a period of approximately two years and for an additional three years if the option of extending for the design support is exercised.
- The estimated spend under this contract for the potential full term is [REDACTED] including VAT.
- The funding source for this contract will be the NTA as part of the NDP.

4834.24 List of Derogations during 2018

The memorandum previously circulated was taken as read and noted.

4834.25 Procurement Schedule for 2019

The memorandum previously circulated was taken as read and noted.

4834.26 Mr. Reynolds confirmed that four people will be joining the Procurement Department over the next four weeks.

Mr. Muldoon and Mr. Reynolds left the meeting at this time.

4835 **ADMINISTRATIVE ITEMS**

4835.1 Transactions for Approval, Sealing and Signing

The transactions (5) for approval and sealing at the meeting were approved and sealed.

Appendix I

The transactions (3) for approval and signing at the meeting were approved and signed.

Appendix II

4835.2 Corporate Governance Updates

The memorandum previously circulated was taken as read and noted.

4835.3

The board:

- (a) Gave its approval for the revised Schedule of Matters Reserved for Iarnród Éireann Board Decision as presented,
- (b) Noted the changes to the Code of Conduct for Board Members and Directors,
- (c) Noted the changes to the Code of Conduct for Employees and
- (d) Gave its approval for the update of the Directors' and Corporate Governance Manuals accordingly.

4835.4

The board asked that the revised Code of Conduct for Board Members and Directors be issued to consultants, particularly those who are members of Board Committees and Advisory Groups.

Ms. McCabe

4835.5 Amendment to the Authorised Signatories for Bank of Ireland

The memorandum previously circulated was taken as read and noted.

4835.6

The board gave its approval for:

- (a) The deletion of the name of [REDACTED] from the list of authorised signatories for Bank of Ireland No. 1 Account (including supplementary accounts).
- (b) The deletion of the name of [REDACTED] from the list of authorised signatories for Wages Drawing No. 1 Account (including supplementary accounts) and
- (c) That this authorisation take affect from 19th March 2019.

4835.7 Health and Safety Policy

The memorandum previously circulated was taken as read and noted.

4835.8 The board agreed that no amendments were required to the Health and Safety Policy at this time.

4836 ITEMS FOR NOTING

4836.1 Report to the Minister

The Report to the Minister following the board meeting on 5th February 2019 previously circulated was taken as read and noted.

4836.2 Committee/Advisory Group Minutes

The Minutes of the following Committee and Advisory Group meetings previously circulated were taken as read and noted:

- Audit and Risk Committee Minutes 26th November 2018
- Board Safety Committee Minutes 27th November 2018.
- Information Technology Advisory Group Minutes 14th January 2019.
- Strategy Advisory Group Minutes 4th December 2018.

4836.3 Rolling Agenda

The up to date Rolling Agenda for 2019 previously circulated was taken as read and noted.

4837 ANY OTHER BUSINESS

4837.1 The board asked for the board papers to be issued earlier if possible.

4837.2 It was suggested that sandwiches be provided at the end of board meetings. This would allow directors to network with management.

4837.3 It was suggested that stakeholders should be invited to some board meetings.

4838 DATE AND LOCATION OF NEXT MEETING

Tuesday 28th May 2019 at 9.30am in Heuston Station.

Chairman _____

Date _____

TRANSACTION FOR APPROVAL AND SEALING

1. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED], (a ward of court acting by [REDACTED] the Committee of his Estate) in relation to the closure of [REDACTED] on the Mullingar to Sligo Railway Line, for a consideration of [REDACTED]
2. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED], to purchase 2.25 acres of land and her agreement to the closure of [REDACTED] on the Limerick to Waterford Railway Line, for a total consideration of [REDACTED]
3. Licence in duplicate with the Health Services and Staff Credit Union Ltd., for part of the Valeting Plant at Connolly Station, Dublin 1, for a licence period from 1st October, 2018 until 28th February, 2019, for a licence fee of [REDACTED].
4. Licence in duplicate with St. Laurence O'Toole Diocesan Trust, relating to part of the Car Park adjoining Our Lady Mother of Divine Grace Church Car Park, Howth Road, Raheny, Dublin, to be used as a temporary construction compound, for a licence period from 16th March, 2018 until 31st December, 2020, for a licence fee as follows:
[REDACTED] from 16th March, 2018 – 31st December, 2018.
[REDACTED] per annum for years 2019 and 2020.
5. Deed of Renunciation with St. Laurence O'Toole Diocesan Trust, relating to part of the Car Park adjoining Our Lady Mother of Divine Grace Church Car Park, Howth Road, Raheny, Dublin, whereby Iarnród Éireann and CIÉ renounce any entitlement which may be acquired under the provisions of Landlord and Tenant Acts.

Company Secretary
Iarnród Éireann
26th March 2019

TRANSACTION FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED], for a mobile kiosk at [REDACTED] Station, Co. Dublin, for a licence period of [REDACTED] years, for a licence fee of [REDACTED] per annum.
2. Licence in duplicate with [REDACTED]) Ltd., allowing them erect a crane alongside the railway at [REDACTED] on the Ballybrophy to Killonan Junction Branch, for a term of 12 months for a licence fee of [REDACTED] per annum.
3. Licence in duplicate with [REDACTED], to allow for scaffolding to be placed near Bray Railway Station, for a licence period of 10 weeks, for a licence fee [REDACTED].

Company Secretary
Iarnród Éireann
26th March 2019

STRICTLY PRIVATE AND CONFIDENTIAL

IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF CÓRAS IOMPAIR ÉIREANN) ACT, 1986

IARNRÓD ÉIREANN - IRISH RAIL

MINUTES OF THE THREE HUNDRED AND TWENTYSEVENTH
BOARD MEETING HELD ON TUESDAY 28TH AUGUST 2018
AT 9.30 AM IN HEUSTON STATION

PRESENT:	Mr. Frank Allen	Chairman
	Ms. Suzy Byrne	Director
	Ms. Carolyn Griffiths	Director
	Ms. Denise Guinan	Director
	Ms. Valerie Little	Director
	Mr. Mal McGreevy	Director
	Dr. Peter Mulholland	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Ms. Sinead Clair	Head of Head & Safety, Infrastructure Manager (part)
	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director
	Mr. Don Cunningham	Director, Infrastructure Manager
	Ks. Kay Doyle	Strategic Safety Advisor (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. Ronan Gill	Acting Chief Operating Officer, CIE
	Mr. Jim Meade	Chief Executive
	Mr. Peter Muldoon	Manager, Operations & New Works (part)
	Mr. David Murton	Chief Investigator, Rail Accident Investigation Unit (part)
	Mr. John Reville	Acting Director Railway Undertaking
	Mr. Colm Reynolds	Chief Procurement Officer (part)
	Mr. Mike Sowden	Chairman, Infrastructure Advisory Group
	Mr. Joe Sullivan	Head of Health & Safety, Railway Undertaking (part)

MIN NO.

4765 INTRODUCTION

- 4765.1** The Chairman welcomed all Directors back after the summer break. In particular he welcomed the newly appointed Directors, Ms. Byrne and Ms. Guinan, to their first board meeting. Ms. Byrne has been appointed to the board with effect from 3rd August 2018 to 2nd August 2021. Ms. Guinan has been appointed to the board with effect from 25th July 2018 to 20th November 2020. The Chairman noted the equal female/male representation on the board for the first time.
- 4765.2** At the invitation of the Chairman, both Ms. Byrne and Ms. Guinan introduced themselves and gave details of their background. The Chairman noted their arrival at the board by different routes. However, he stated that they had no particular responsibility to represent any constituency more than anybody else on the board.
- 4765.3** The Chairman congratulated Ms. Griffiths who had been reappointed to the board until 5th November 2021 and Mr. McGreevy who had been reappointed until 28th October 2021. He stated that this continuity will add to the stability of the board which now has a good breadth of skills. There remains only one vacancy on the board now.
- 4765.4** The Chairman welcomed Mr. John Reville from the Railway Undertaking (RU), who would be in attendance for a number of board meetings.

4769.8 Infrastructure Manager (IM)

Mr. Cunningham outlined the key areas of focus for the IM as follows:

- It is intended that the final 2019-2023 Infrastructure Manager Multi Annual Contact (IMMAC) will be ready for signing in Quarter 4 2018 following receipt of comments from stakeholders.
- Following a detailed review, action plans are being finalised to provide a sustainable long term solution to the issues raised during the recent payroll audit.
- Progress is being made in the development of a structure to manage the governance and delivery of the [REDACTED] capital investment programme recently announced in the 2018-2027 NDP.
- The Department of Transport, Tourism and Sport (DTTAS) has formally requested Iarnród Éireann to arrange the preparation of a financial and economic appraisal on proposals for extending the Western Rail Corridor from Athenry to Claremorris.
- Iarnród Éireann has been notified that funding for the Accessibility Programme has been increased. This will allow work to commence on projects in this area.
- [REDACTED]
- [REDACTED]

4769.9 In response to Ms. Griffiths, Mr. Cunningham stated that when there is a risk of underfunding, Iarnród Éireann ensures that it operates in a safe manner and any cutbacks in expenditure are made in areas where there is no risk to passengers and safety. Mr. Sowden added that there is a good safety monitoring regime in place to ensure this. However, in time, performance may be affected.

4769.10 Ms. Griffiths stated that as the introduction of a full Train Protection System (TPS) would resolve a number of safety risks contained in the Risk Register, it was not acceptable to wait a long time for funding. She felt that the matter should be highlighted better (with details of what it would cost to get a quicker delivery date) and that we should proactively seek this funding. Mr. Meade responded that good work has been done to highlight the issue with the DTTAS and to explain the risk to them. He confirmed that they were aware that the lack of full TPS is a critical risk. Mr. Cunningham warned that the ability to release fleet to fit TPS would have to be addressed due to requirement to service the growth in demand. Ms. Griffiths stated that she was still uncomfortable with the position that the project can't be done because there is insufficient funding and that funding cannot be diverted from elsewhere because it would erode safety elsewhere. The Chairman stated that it was important for the board to ensure that enough has been done to highlight the issue and to clarify what will be the consequences if funding is not made available. He noted that the company cannot always react to the latest crisis. It must identify its highest priority items. Mr. Sowden added that it was also important to ensure that the base system is maintained. Mr. McGreevy cautioned that TPS is no longer viewed internationally as the latest technology.

4769.11 The Chairman referred to the recent collapse of a bridge in Genoa in Northern Italy. He asked if Iarnród Éireann is paying attention to risks associated with the railway infrastructure around the country. Mr. Meade stated that the collapse of the viaduct in Malahide in 2009 was a wakeup call. A significant amount of work to identify infrastructure risk was carried out at that time. Mr. Sowden stated that inspection levels are monitored by the Infrastructure Advisory Group (IAG) and warned against the danger of standards and expectations being lowered on lightly used lines. Mr. Cunningham confirmed that inspections had increased and noted that a number of collapsed culverts had been identified. It was agreed that a report on the matter would be brought back to the board.

Mr. Cunningham

4770 STRATEGY

4770.1 Visit by the Chief Investigator of the Railway Accident Investigation Unit (RAIU)

The Chief Investigator of the RAIU, Mr. David Murton, joined the meeting at this time. He was accompanied by Ms. Sinead Clair, Head of Health & Safety, IM, Ms. Kay Doyle, Strategic Safety Advisor and Mr. Joe Sullivan, Head of Health & Safety, RU.

4770.2 Mr. Murton gave a presentation which covered the following matters:

- Overview of enabling European and national legislation.

- Purpose of the EU Railway Safety Directive to improve safety and access to the market.
- Responsibilities of the different actors in each Member State.
- The role of Ireland's National Safety Authority i.e. the CRR (regulation, supervision and compliance).
- The role of Ireland's National Investigation Body i.e. the RAIU (investigation of accidents and incidents to determine cause).
- Independence of the RAIU.
- The RAIU's location, staff and panel of experts.
- The RAIU has a Memorandum of Understanding with the UK National Investigation Body (which is responsible for Northern Ireland), the Gardai, the Health and Safety Authority etc.
- Bodies subject to investigation.
- Examples of major investigations in the past.
- Current investigations.

- 4770.3 In response to queries from Directors, Mr. Murton advised that:
- The RAIU receives good cooperation from Iarnród Éireann.
 - There are cases where the cause of an accident cannot be determined, particularly if there are fatalities. However, CCTV evidence is helpful.
 - It is difficult to compare Iarnród Éireann with other railways due to the size of the network. However, its statistics indicate that it is a safe railway. However, one big incident could skew the statistics.
 - The level of passenger communications during an incident is considered by the RAIU in its investigations. This issue was not of major concern to the RAIU during the recent Dun Laoghaire deraiment incident. Otherwise it would have been referred to in the investigation report.

- 4770.4 Ms. Doyle confirmed the free flow of information between the RAIU and Iarnród Éireann. She noted that the outcomes of RAIU and Iarnród Éireann investigations are never too far apart.

- 4770.5 In response to Ms. Griffiths, Mr. Murton stated that no trends were developing that he needed to report to the board. However, matters that could be considered by the board are communications, competency and how third party contractors are managed.

Mr. Murton left the meeting at this time.

4771 ADVISORY / POLICY PAPERS

- 4771.1 Board Safety Committee (BSC)
The Report from the Chairman of the BSC previously circulated was taken as read and noted.

4772 ADMINISTRATIVE ITEMS

- 4772.1 Corporate Governance Manual Updates
The memorandum previously circulated was taken as read and noted.

- 4772.2 The board:
- Gave its approval for the revised Schedule of Matters Reserved for Iarnród Éireann Board Decision and
 - Noted the revised Charter and Terms of Reference of the CIE Board Audit and Risk Committee and
 - Gave its approval for the update of the Directors' Manual accordingly.

- 4772.3 Ms. Doyle was asked to:
- Bring the Annual Safety Report to the next board meeting and
 - Prepare an annual schedule for presentation of safety documents to the board. It was suggested that the Annual Safety Report should be brought to the board before the Safety Plan.

Ms. Doyle

- 4772.4 In response to Mr. Wynne, Ms. Doyle confirmed that the relationship with the CRR is going well now.

Ms. Clair, Ms. Doyle and Mr. Sullivan left the meeting at this time.

4773 STRATEGY (Contd.)

4773.1 Review of DART Accessibility Pilot

The memorandum previously circulated was taken as read and noted.

4773.2 Mr. Culligan outlined the following:

- Background to the pilot project.
- Key observations and findings from research.
- The emergence of two dominant themes i.e. Iarnród Éireann had a duty to improve and poor communication of key information causes anxiety.
- Review of the pilot project in July 2018.
- Next steps.

4773.3 Matters discussed included the following:

- A Transport for London (TFL) App is being reviewed by Iarnród Éireann.
- The four hour notice period does not work against the objectives of the Customer First Project. The ability to reduce Booking Office staff numbers due to technology, allows extra staff to be available to assist people on the concourse.
- Importance of considering passengers with non-physical disabilities e.g. those with autism.
- More research is to be carried out which will be guided and informed not just by User Groups but also by day to day customers.
- The cost of remodelling platforms should not be under-estimated.
- It should be ascertained whether the requirement for a technical solution could be included in the procurement specification for new fleet so that better standards could be achieved with respect to floor heights, the gap between a train carriage and the door, etc.

4773.4 Implementation Strategy for the Capital Investment Programme

Mr. Peter Muldoon, Manager Operations & New Works, joined the meeting at this time.

4773.5 Mr. Muldoon circulated a presentation on the Capital Investment Programme Implementation Plan.

4773.6 Matters discussed included the following:

- The need for the board to identify to management what the capital investment priorities are.
- Focus in the Ten Year Plan on the Kildare and Maynooth Lines.
- Proposed level of trains per hour per direction (tphpd) on the Northern Line.
- Capacity planning for north of Dublin where commuter growth is predicted.
- The need to deal with congestion on existing services first before focusing on the DART Underground Project.
- Consideration on whether capital investment in TPS should be given greater priority along with disability access.
- What would Iarnród Éireann's priorities be if a recession was to occur following Brexit?
- There will be a capacity gap up to 2022 / 2023.
- The NTA's transport modelling took MetroLink, future Luas lines and Bus Connect into account.
- The NTA's view is that MetroLink will address capacity issues in Fingal and North Dublin. Four tracking to Kildare should form part of an integrated public transport plan.
- Further passenger demand analysis is required.
- Even though others will determine our funding resources, the board should give more specific direction on our short term, medium term and long term priorities in terms of resource allocation.
- The NTA's remit does not extend to intercity services. Their priority is commuter services. However, Iarnród Éireann has a broader remit which includes intercity services and keeping lightly used lines safe.
- The introduction of eight car EMUs by 2022/2023 (subject to the procurement process) will bring more capacity into the existing system.
- Some projects are likely to require Railway Orders.

4773.7 It was agreed that the Chairman, Mr. Meade, Mr. McGreevy, Mr. Muldoon and Mr. Cunningham would examine the issue of prioritisation (to include maintenance requirements and the requirements of lightly used lines). A progress report will be brought to the next meeting.

Chairman, Mr. Meade, Mr. McGreevy, Mr. Muldoon and Mr. Cunningham

4774 ADVISORY/POLICY PAPERS (Contd.)

4774.1 Waterford Quays

The draft Heads of Agreement previously circulated was taken as read and noted.

4774.2 It was noted that this draft agreement was between Waterford City and County Council, CIE and Iarnród Éireann for the relocation of Plunkett Station to a new location on the North Quays. Mr. Muldoon outlined the various issues at Waterford Station and explained why this would be a good proposal.

4774.3 Matters discussed included the following:

- Project overrun risks.
- Risks associated with default by developers.
- Funding risks.
- The requirement for clarity between Iarnród Éireann's and CIE's responsibilities.
- The need to manage Iarnród Éireann's own expectations.
- Good business opportunity.
- Expectation for an increase in service levels.

4774.4 The board expressed its support for this project.

Mr. Muldoon left the meeting at this time.

4774.5 Trains Advisory Group (TAG)

The Report from the Chairman of the TAG previously circulated was taken as read and noted.

4774.6 The Chairman of the TAG, Mr. McGreevy, advised that fleet strategy was the main item discussed at its last meeting. Matters that need to be considered include the following:

- What will the decision criteria be and at what stage does the company say it should avoid bi-mode vehicles?
- How much under-carriage capacity (for diesel) would be acceptable on bi-mode vehicles given the possible restrictions on floor heights?
- High risk that the necessary infrastructure on the Maynooth Line will not be delivered by 2023 in time for electric vehicles.
- While there are risks of delivery of the fleet by 2023, there are other critical risks to consider such as obtaining timely Railway Works Orders.

4774.7 The Chairman stated that the sooner Iarnród Éireann goes to the market for new capacity the better as the funding is available now.

4774.8 Infrastructure Advisory Group (IAG)

The Report from the Chairman of the IAG previously circulated was taken as read and noted.

4774.9 The Chairman of the IAG, Mr. Sowden, advised of the following key areas of focus at its last meeting:

- The IAG is fully supportive of the proposals to address the requirements of the NDP and of the separate structure to be established for the management of this programme together with that for the multi-annual contract (MAC).
- Development of the next IMMAC 2019 – 2023 work programme which is likely to result in the civil engineering spend being curtailed in order to allow a catch up in signalling, electrical and telecoms expenditure. However, the growing level of underfunding with respect to steady state requirements may result in standards slipping. Now that lightly used lines are likely to remain open, more will have to be spent on them also in order to safely maintain service levels. This may impact on the funding available for the main lines.
- Verbal report from Mr. Bruce McDoughall, the independent expert on automatic train protection (ATP) code loops. He was complimentary of the SET Department's approach to the required work which is ongoing.
- Report on the lessons learned following the Bray SET Relay Room fire on 18th May 2018.
- The excellent level of preparation by staff prevented any safety related serious track failures during the recent hot weather.
- Review of the IM leading indicators.
- Review of IM Principal Risks.
- Review of capital expenditure proposals.

4774.10 Human Resources Advisory Group (HRAG)

The Report from the Chairman of the HRAG previously circulated was taken as read and noted.

4774.11 The Chairman of the HRAG, Mr. Mulholland, advised of the following:

- Engagement at the WRC on a range of outstanding issues has been productive and progress has been made.
- Discussions on a company-wide Joint Industrial Council (JIC) is a step in the right direction.
- Work is progressing on the finalisation of a contract with respect to the payroll system project plan.
- The next phase of the Leadership Development Programme has commenced.
- The selection process for the Institution of Railway Operators (IRO) scholarships is now complete.
- The Talent Management High Potential workshops have now been completed.
- An update on pensions was received from the CIÉ Group Head of Human Resources, Mr. Carlyle.

4774.12 Mr. Wynne acknowledged that a lot more progress is being made at the WRC than in the past. However, there are still a lot of outstanding problems that will hopefully reach a resolution.

4775 CAPITAL EXPENDITURE

The Chief procurement Officer, Mr. Colm Reynolds, joined the meeting at this time.

4775.1 Capital Expenditure Proposals

The seven memoranda previously circulated were taken as read and noted.

4775.2 Nation Train Control Centre (NTCC) – Implementation Phase

The proposal in respect of the implementation phase of the NTCC was deferred. The board asked to see a copy of the business case for this project. **Mr. Cunningham**

The Audit and Risk Committee was asked to consider the governance procedures (including presentations of business cases and the requirement for gateway reviews) around large investment decisions. **Ms. Little**

4775.3 Elimination/De-Manning of Seven Manned Level Crossings on the Dublin / Cork Line – Preliminary Design Stage

The board gave its approval for expenditure of a further [REDACTED] for the preliminary design stage of the elimination/de-manning of seven manned level crossings (XC187, XC201, XC209, XC211, XC212, XC215 and XC219) on the Dublin/Cork Line.

It was noted that:

- This will increase the approved project budget to date to [REDACTED]
- The estimated cost of the project is [REDACTED] subject to the completion of the design and statutory approval processes.
- This project does not require CIE Board approval because it has been included in the revised 2018 Forecast.

4775.4 Journey Time Improvement Project – Construction Stage of the Limerick Junction Down Platform

The board gave its approval for:

- (a) Expenditure of a further [REDACTED] to progress the construction stage for the provision of a new Down platform and associated infrastructure at Limerick Junction Station bringing the total budget to [REDACTED] and
- (b) Delegated authority to be given to the Chief Executive to sign the contract award, details of which will be brought to the next board meeting for noting.

It was noted that this project does not require CIE Board approval as it has been included in the revised 2018 Forecast.

4775.5 Proposed Station at Pelletstown – Detailed Design and Preparation of Tender Documents

The board gave its approval for an increase in expenditure, from an approved budget of [REDACTED] to [REDACTED] due to a project change in scope requested by Dublin City Council (DCC) and Waterways Ireland.

It was noted that the project is being funded by the NTA and DCC levies.

4775.6 Broombridge Station Works

The board gave its approval for an increase in expenditure, from an approved budget of [REDACTED] to [REDACTED] following a request from Transport Infrastructure Ireland (TII) to carry out additional landscaping works to the value of [REDACTED].

It was noted that:

- This request was received from TII after the 29th May 2018 board meeting when expenditure for this project was last approved.
- The project is being carried out on behalf of TII as part of the Luas Cross City Project.
- TII has confirmed that all costs incurred by CIE and Iarnród Éireann will be reimbursed.

4775.7 Class 22000 Hybrid Trial

The board gave its approval for expenditure with the Class 22000 engine manufacturer of up to [REDACTED] (excluding non-recoverable VAT) over three years to develop and convert a 3 car ICR set to a hybrid drivetrain and also to undertake a manufacturer led trial of the latest emissions development engines at no cost to Iarnród Éireann.

It was noted that funding for this project will be from the Chief Mechanical Engineer's Heavy Maintenance Budget for 2019-2021 as well as from applications to the Climate and Technology Funds recently announced by the DTTAS.

4775.8 Catering Equipment (On Board Trolleys and Urns)

The board gave its approval for expenditure of [REDACTED] (including non-recoverable VAT) to replace life expired on board catering equipment (trolleys and urns).

It was noted that:

- This project will be financed by own funds.
- This expenditure was budgeted and planned for with:
 - [REDACTED] included in the 2018 Budget (40% of the costs),
 - With the remaining [REDACTED] of the costs) included in the 2019 Plan and current draft 2019 Budget submission.

4776 **PROCUREMENT**

4776.1 Procurement Report

The Procurement Report for Period 7 2018 previously circulated was taken as read and noted.

4776.2 Contracts

The three memoranda previously circulated were taken as read and noted.

4776.3 Supply and Delivery of Rail

The board gave its approval to award a contract to Tenderer A [REDACTED] for the supply and delivery of rail at an estimated cost of [REDACTED] excluding VAT.

It was noted that:

- The estimated non-recoverable VAT is [REDACTED].
- This contract will operate for a period of four years with the option to extend for a further year.
- The funding source for this contract is the MAC.

4776.4 Signalling Equipment – Derogation

The board gave its approval to contract with [REDACTED] without a call for competition, for the supply of signalling equipment.

It was noted that:

- The aggregated cost under derogation since January 2015 has reached [REDACTED] with a further [REDACTED] expected until December 2021.
- The basis of proceeding without a call for competition is in line with EU Procurement Directives given that the services or supplies can only be supplied by a particular economic operator.
- Individual contract awards will be subject to funding approval for re-signalling and own funds for maintenance and repairs.

4776.5 Trial Hybrid Power Pack – Derogation

The board gave its approval to contract with [REDACTED] without a call for competition for the design, supply, installation and commissioning of a trial hybrid traction engine solution for the powerpacks on Class 22000 ICRs.

It was noted that:

- The Iarnród Éireann cost of this proposed trial over the three year period with MTU is [REDACTED] million excluding VAT.
- The basis of proceeding without a call for competition is in line with EU Procurement Directives given that the services or supplies can only be supplied by a particular economic operator.
- Funding for this project will be from the Chief Mechanical Engineer's Heavy Maintenance Budget 2019 – 2021 and, in addition, Iarnród Éireann will seek funding from the Climate Action Fund which is part of Project Ireland 2040.

4776.6 Selection and Award Criteria

The five memoranda previously circulated were taken as read and noted.

4776.7 Track Welding Services

The board gave its approval for the selection and award criteria as presented to facilitate the progression of the procurement process for the provision of track welding services.

It was noted that:

- The contract will operate for a period of four years with the option of extending for a further year.
- The estimated spend under this contract is [REDACTED] excluding VAT.
- The funding source for this contract will be the MAC.

4776.8 Railway Fencing and Associated Works

The board gave its approval for selection and award criteria as presented in order to facilitate the running of a tender process leading to the establishment of a multi-party Framework Agreement for railway fencing and associated works.

It was noted that the estimated value of the Framework Agreement over the proposed four year period is in the order of [REDACTED] excluding VAT.

4776.9 In response to the Chairman, Mr. Reynolds confirmed that the issue of the Drugs and Alcohol Policy is becoming a standard part of pre-qualification questionnaires and it would be specifically mentioned in the selection and award criteria for this Framework Agreement.

4776.10 National Train Control Centre (NTCC) Implementation Project Management Support Services.

The board gave its approval for the selection and award criteria as presented to facilitate the procurement of a project management support team to assist Iarnród Éireann in the management and delivery of the NTCC Project.

It was noted that:

- This contract will operate for a period of six years with the option of extending for a further one year.
- The estimated spend under this contract for the potential full term is [REDACTED] excluding VAT.
- The funding source for this contract will be the NTA.

4776.11 Supply of a Traffic Management System for the New NTCC

The board gave its approval for the award criteria as presented to tender for the supply and maintenance of services of a Traffic Management System (TMS) for the new NTCC.

It was noted that:

- The total estimated cost is [REDACTED] excluding VAT based on:
 - [REDACTED] for the supply and installation of the new TMS system over a period of approximately four years,
 - [REDACTED] for a backup TMS in a separate facility and
 - [REDACTED] to cover a 20 year maintenance support services period.
- The funding source for this contract will be the NTA.

4776.12 Traction Motor Overhaul Services

The board gave its approval for the award criteria as presented in order to facilitate the running of a tender process for the provision of traction motor overhaul services across a number of locomotive and EMU fleets.

It was noted that:

- The proposed contract duration will be for an initial period of five years with an option to extend the term by a further two years giving a maximum contract duration of seven years.

- The anticipated contract value will be in the order of €1.6 million p.a. giving an anticipated total contract value of [REDACTED]
- The funding source for this contract will be the Chief Mechanical Engineer's Heavy Maintenance Budget.

4776.13 Items for Noting

The two memoranda previously circulated were taken as read and noted.

4776.14 Security Services Contract

The board noted the utilisation of the available extension option for a period of two years, to the current security service provider [REDACTED]. It was also noted that:

- The total spend over the full term is currently estimated to be in the order of [REDACTED] against the original full term estimate of [REDACTED] as advised to the board at the time of the initial contract award in February 2015.
- The additional spend relates to the provision of additional ad hoc security hours, both incurred to date and forecast to satisfy business requirements during the contact term.

4776.15 2018 Procurement Timetable

The board noted the up to date Procurement Timetable for 2018.

Mr. Reynolds left the meeting at this time.

4777 ADMINISTRATIVE ITEMS (Contd.)

4777.1 Transaction for Approval, Sealing and Signing

The transactions (5) for approval and sealing at the meeting were approved and sealed.

Appendix I

The approval and sealing of two further transactions was deferred pending clarification about the length of leases.

The transactions (4) for approval and signing at the meeting were approved and signed.

Appendix II

The correction of the wording of a transaction approved and signed on 2nd June 2018 was noted.

Appendix III

4777.2 Property Proposal

The memorandum previously circulated was taken as read and noted.

4777.3 The board noted the proposal (requiring CIE Board approval) to grant a ten year Lease with a Renunciation to [REDACTED] at a minimum guaranteed annual rent of [REDACTED] or turnover rent, whichever is the greater. It was also noted that the turnover rent will be [REDACTED] for turnover in excess of [REDACTED] and that a rent revue will apply in Year 5.

It was also noted that a letting on one of the other two units in Heuston Station has been agreed (Unit 3 – Off Beat Donut Co.) at a rent of [REDACTED] whichever is the greater.

4777.4 Draft Board Meeting Schedule for 2019

The draft Board Meeting Schedule for 2019 previously circulated was taken as read and noted. It was also noted that an extra Strategy meeting would be required in January and that another meeting may also take place outside of Dublin.

4778 ITEMS FOR NOTING

4778.1 Report to the Minister

The Report to the Minister following the board meeting on 22nd June 2018 previously circulated was taken as read and noted.

4778.2 Advisory Group Minutes

The Minutes of the following Advisory Group meetings previously circulated were taken as read and noted:

- Human Resources Advisory Group Minutes 15th May 2018.
- Board Safety Committee Minutes 15th May 2018.
- Trains Advisory Group Minutes 21st May 2018.

- Infrastructure Advisory Group Minutes 17th May 2018.

4778.3

Rolling Agenda

The Rolling Agenda for 2018/2019 previously circulated was taken as read and noted.

A date for the Annual Safety Report is to be included in the Rolling Agenda.

Ms. Doyle

4779

DATE AND LOCATION OF NEXT MEETING

Tuesday 30th October 2018 at 9.30 a.m. in Heuston Station.

Chairman

Frank Hill

Date

30 October 2018.

TRANSACTIONS FOR APPROVAL AND SEALING

1. Licence in duplicate with [REDACTED], for the installation, testing, maintenance and use of one cluster cable in existing ESB ducting, in the Townland of [REDACTED] Co. Mayo, at [REDACTED] on the Athlone to Westport Railway Line, for a licence period of 40 years, for a licence fee of [REDACTED] per annum.
2. Licence in duplicate with [REDACTED] for the installation, testing, maintenance and use of 1 No. 450mm watermain and 2 No. 200mm foul sewers in a new footbridge on the Board's property at [REDACTED] Co. Dublin, at [REDACTED] on the Dublin to Belfast Railway Line, for a licence period of 250 years, for a licence fee of [REDACTED].
3. Bridge Agreement in duplicate with the Industrial Development Agency (Ireland) and Galway County Council permitting the construction of a new road bridge over the Athlone to Galway Railway Line at [REDACTED] Co. Galway, for the term of the construction, for a one-off payment of [REDACTED] in favour of CIE.
4. Bridge Agreement with Fingal County Council permitting the construction of a new road bridge, [REDACTED] at [REDACTED] over the Dublin to Belfast Railway Line, at [REDACTED] Co. Dublin, for the term of the construction, for a one-off payment of [REDACTED] in favour of CIE.
5. Widening Agreement with [REDACTED] in relation to the widening of Level Crossing [REDACTED] in the Townland [REDACTED] on the Wexford Line. The crossing is a field to field type crossing with gates 14 feet wide and these will be increased to 16 feet wide.

Company Secretary
Iarnród Éireann
28th August 2018

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] for a mobile kiosk outside Ennis Railway Station, Co. Clare, for a licence period of 2 years, at a licence fee of [REDACTED] per annum.
2. Licence in duplicate with [REDACTED] to allow them use a section of yard at Kent Railway Station, Cork, as a construction compound for a licence period of 1 year at a licence fee of [REDACTED] per annum.
3. Licence, single copy, with [REDACTED] for 0.5 acres of land at Spencer Dock, for their car rental business, for a licence period of 4 years, for a licence fee of [REDACTED] per annum.
4. Licence in duplicate with [REDACTED], to enable the erection and operation of 3 no. tower cranes, on lands adjacent to the Dublin to Cork Railway Line [REDACTED] Dublin 8, for a licence period of 18 months for a licence fee of [REDACTED].

Company Secretary
Iainród Éireann
28th August 2018

CORRECTION TO A PREVIOUSLY APPROVED AND SIGNED TRANSACTION

Correction to Item 2 on Appendix II of the Iarnród Éireann Board Minutes dated 22nd June, 2018 (Transaction for Approval and Signing). It should read as follows:

2. Supplemental Licence with [REDACTED] in relation to original Licence dated 5th July 2017, which granted permission to locate telecoms equipment at Wicklow, Arklow and Gorey. The Licence fee shall be increased to [REDACTED] per annum to a total licence fee of [REDACTED] per annum in order to also include telecoms equipment at Portarlinton.

**Company Secretary
Iarnród Éireann
28th August 2018**

STRICTLY PRIVATE AND CONFIDENTIAL

IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF CÓRAS IOMPAIR ÉIREANN) ACT, 1986

IARNRÓD ÉIREANN - IRISH RAIL

MINUTES OF THE THREE HUNDRED AND TWENTYEIGHTH
BOARD MEETING HELD ON TUESDAY 30TH OCTOBER 2018
AT 9.30 AM IN HEUSTON STATION

PRESENT:	Mr. Frank Allen	Chairman
	Ms. Suzy Byrne	Director
	Ms. Carolyn Griffiths	Director
	Ms. Denise Guinan	Director
	Ms. Valerie Little	Director
	Mr. Mal McGreevy	Director
	Dr. Peter Mulholland	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Ms. Éamonn Ballance	Chief Civil Engineer (part)
	Mr. Glenn Carr	General Manager Freight & Rosslare Europort (part)
	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director
	Mr. Don Cunningham	Director, Infrastructure Manager
	Ms. Geraldine Finucane	Company Secretary
	Mr. Ronan Gill	Acting Chief Operating Officer, CIE
	Mr. Ronan Glynn	Chief Risk Officer (part)
	Mr. Jim Meade	Chief Executive
	Mr. Willie Pierce	Manager, Energy & Environment (part)
	Mr. Michael Power	Head of Transformation (part)
	Mr. John Reville	Acting Director Railway Undertaking
	Mr. Colm Reynolds	Chief Procurement Officer (part)
	Mr. Peter Smyth	Chief Mechanical Engineer (part)
	Mr. Mike Sowden	Chairman, Infrastructure Advisory Group

MIN NO.

4780 CONFLICT OF INTERESTS

- 4780.1** Mr. Sowden stated that he carries out consultancy work for Balfour Beatty, one of the tenderers for the contract for the operation and maintenance of on track machines.
- 4780.2** Ms. Finucane stated that she is a member of the CIE 1951 Superannuation Scheme and a Trustee of both that scheme and the CIE Pension Scheme for Regular Wages Staff.

4781 MINUTES

- 4781.1** The Minutes of the meeting held on 28th August 2018 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.
- 4781.2** Outstanding Action Items
The memorandum previously circulated was taken as read and noted.
- 4781.3** The following were noted:

Item 517 – The Chairman stated that following discussions with Chief Executive and the CIE Group Property Manager, it was decided that, on balance, it would be better to proceed to arbitration on the BT fibre optic contract.

Item 519 – Work is ongoing with respect to prioritising investment taking into account the capital investment programme, maintenance requirements and the issue of lightly used lines.

4782 CHIEF EXECUTIVE'S REPORT

4782.1 The Chief Executive's Report previously circulated was taken as read and noted.

4782.2 Mr. Meade presented his report and referred to the following:

- Planning for Brexit.
- Expected passenger growth following the introduction of the new timetable on 10th December 2018.
- The estimated potential revenue loss as a result of the recent fares determination by the National Transport Authority (NTA) is [REDACTED]
- Separately, the NTA want to claw back [REDACTED]
- Full funding of €35 million has been confirmed for 2018 for the Heavy Maintenance (HM) Programme.
- [REDACTED]
- [REDACTED]
- The International Rail Safety Council Conference was held in Dublin last week. It went well and positive feedback was received from the Commissioner for Railway Regulation (CRR). The board asked for papers presented by Iarnród Éireann personnel to be circulated.

Mr. Meade

4782.3 In response to the Chairman it was confirmed that the main reason for the level of CRR and Railway Accident Investigation Unit (RAIU) open audits is because they have not yet been closed out by the CRR and the RAIU. They are expected to be closed out by the year end. This issue is monitored by the Board Safety Committee.

4782.4 Train Operations

Mr. Reville outlined the key areas of focus for the Railway Undertaking (RU). Matters discussed included the following:

- The public's understanding of low rail adhesion (LRA).
- PSO funding will continue to be reduced in the future if revenue continues to exceed target.
- The reduction in fares by the NTA is likely to make Iarnród Éireann more dependent on PSO funding. The reason the current capacity constraint problems are likely to be exacerbated leading to a fall in passenger numbers.
- Actions being taken to address the high levels of anti-social behaviour on train services are being discussed with the Gardaí, community groups and staff. While the presence of CCTV is publicised and subsequently used in court cases, it does not always act as a deterrent.
- The dip in performance on the Cork route has been reviewed. Performance issues between the Cork and Limerick Junction section are being specifically examined.

4782.5 Commercial Department

Mr. Culligan gave an update on marketing campaigns including the "Do More, DART More" campaign which will concentrate on the more frequent off peak services.

4782.6 Infrastructure Manager (IM)

In response to Mr. Wynne, Mr. Cunningham confirmed that the application for approval to place in service (APIS) a low cost technical solution for user worked level crossings is subject to CRR approval.

4783 STRATEGY

4783.1 Environmental Sustainability

Mr. Éamonn Ballance, Chief Civil Engineer, Mr. Willie Pierce, Manager, Energy & Environment and Mr. Peter Smyth, Chief Mechanical Engineer, joined the meeting at this time.

4783.2 Mr. Pierce gave a presentation outlining Iarnród Éireann's commitment to working in a manner that sustains the environment. He covered the following matters:

- The four pillars supporting the company's approach (plan, reduce, minimise and improve).
- Plan for sustainability (minimum standards, oil legacy issues, infrastructure deficits, rolling stock, new buildings, old buildings and railway infrastructure).
- Consumption of scarce resources.

- Traction energy (diesel, electric traction).
- Road diesel (fleet configuration).
- Construction materials.
- Minimising harmful emissions (fuel and oil spills, general and hazardous waste, exhaust emissions, construction noise and operation noise).
- Habitat improvement.
- Strategic objectives.
- Staff and public awareness.

4783.3 Matters discussed included the following:

- Oil contamination issues.
- Problems with the installation of wind turbines.
- The contract for the purchase of electricity is offering good value.
- Compared with other operators in the EU, Iarnród Éireann has an advantage in that the CIE Group owns its own property.
- Obligations of tenants to properly dispose of their waste.
- Obligations of the company providing catering services to properly dispose of its waste.
- The inclusion of waste handling obligations in procurement specifications.

4783.4 Mr Pierce referred to the draft Environmental Sustainability Policy and agreed to circulate it to the Chairman. Mr. Pierce

Mr. Ballance, Mr. Pierce and Mr. Smyth left the meeting at this time.

4783.5 Train Protection System (TPS)

The memorandum previously circulated was taken as read and noted.

4783.6 Mr. Cunningham outlined the background, history, current status and plans for the TPS Project. Matters discussed included the following:

- How the contract with Alstom fits in with Iarnród Éireann's responsibilities.
- [REDACTED]
- [REDACTED]
- Progress on the project will depend on funding, fleet availability and the speed of the CRR approvals process.
- The project management tender and the lineside equipment (design and supply) tender are being assessed at present.
- In order to facilitate implementation, preparations need to be made for issues such as staff resources, funding, depot space, fleet availability, weekend working, alternative bus services, etc. A timeline needs to be prepared outlining delivery dates. More information is required at board level due to the level of current risks in the absence of TPS. Mr. Cunningham
- An estimate of the cost to accelerate the project is to be prepared. Mr. Cunningham
- The level of risk will increase immediately following the transition from the old system to a new TPS.
- The board has previously decided not to move to an amalgamated European Railway Traffic Management System (ERTMS). Nothing has happened in the meantime to change this decision. [REDACTED]
- As over speeding incidents take place in different parts of the network and not in specific locations it is unlikely that there will be immediate improvements following the implementation of TPS. However, it was acknowledged that the level of monitoring and self-reporting of over speeding incidents has significantly improved following drivers' support.

4783.7 [REDACTED]

4783.8 [REDACTED]

4783.9 [REDACTED]

4783.10

Ma

4783.11

Mr. Carr and Mr. Power left the meeting at this time.

4783.12

National Development Plan (NDP) Programme – DART Expansion

The memorandum previously circulated outlining the current status of the DART Expansion Programme was taken as read and noted.

4784

ADVISORY/POLICY PAPERS

4784.1

Iarrród Éireann Annual Safety Report 2017

The Iarrród Éireann Annual Safety Report for 2017 previously circulated was taken as read and noted.

4784.2

The Chairman of the Board Safety Committee, Ms. Griffiths, advised that the Strategic Safety Advisor, Ms. Doyle and the Head of Health and Safety, RU, Mr. Sullivan, had confirmed that they will incorporate her comments into the Safety Report. The Chairman suggested that it should be

shorter and include more commentary about passengers. Subject to these amendments it was agreed that the report should be issued.

4784.3 Ms. Griffiths stated that the Report for 2018 should be completed early in 2019, focus on the customer and be prepared in a format for it to be issued on social media. The Chairman agreed stating that the public should be reassured that Iarnród Éireann is doing everything it can with respect to safety.

4784.4

4784.5

4784.6

it was agreed to delegate authority for the approval of the final plans to the Board Safety Committee.

4784.7

Trains Advisory Group (TAG)

The Report from the Chairman of the TAG previously circulated was taken as read and noted.

4784.8

Short Term Fleet Capacity Update

The memorandum previously circulated was taken as read and noted.

4784.9

Following discussion the board agreed not to refurbish the 14 x 2 Class 2700 DMU trains as the cost would be far more than could be justified. Mr. Wynne made the general point that the company should take better care of any fleet it puts into storage. Mr. McGreevy stated that the tender cost for the refurbishment of this fleet reflected the state of the industry and lack of market interest to repair the fleet rather than just the state of the fleet.

4784.10

4784.11

Infrastructure Advisory Group (IAG)

The Report from the Chairman of the IAG previously circulated was taken as read and noted.

4784.12

The Chairman of the IAG, Mr. Sowden, advised of the following key areas of focus at its last meeting:

- Multi annual contract (MAC) 2019 - 2023.
- Track Relaying Programme.
- East Coast Erosion Defence Strategy.
Effective short term stabilisation works continue to be carried out. The appointment of a consultant to assist Iarnród Éireann and Wicklow County Council is welcomed. A presentation will be given to the board in due course.
- Genoa Bridge Collapse.
The potential application to Iarnród Éireann of the lessons learned from this bridge collapse are limited as the structures on Iarnród Éireann's network are not the same as the Genoa Bridge.
- Low Rail Adhesion (LRA).
- TPS Project.
- Signalling, Electrical and Telecoms (SET) Strategy.
Progress with the implementation of this strategy has slipped slightly but is being monitored. It was noted that Mr. Peter Mason has announced his intention to leave Iarnród Éireann before the end of the year.
- Project Approval Gateway Process.

4784.13

Human Resources Advisory Group (HRAG)

The Report from the Chairman of the HRAG previously circulated was taken as read and noted.

4784.14

The Chairman of the HRAG, Mr. Mulholland, advised of the following:

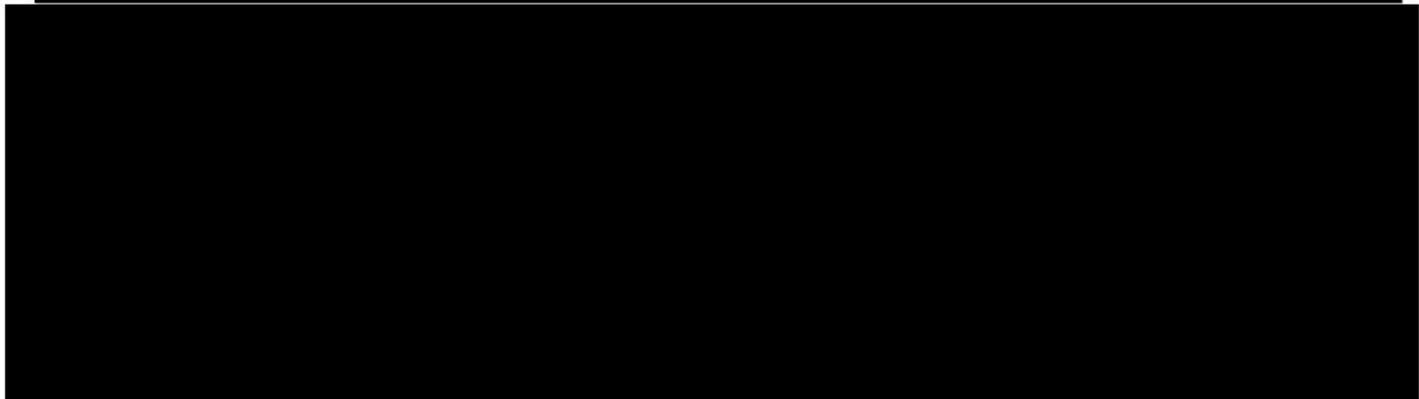
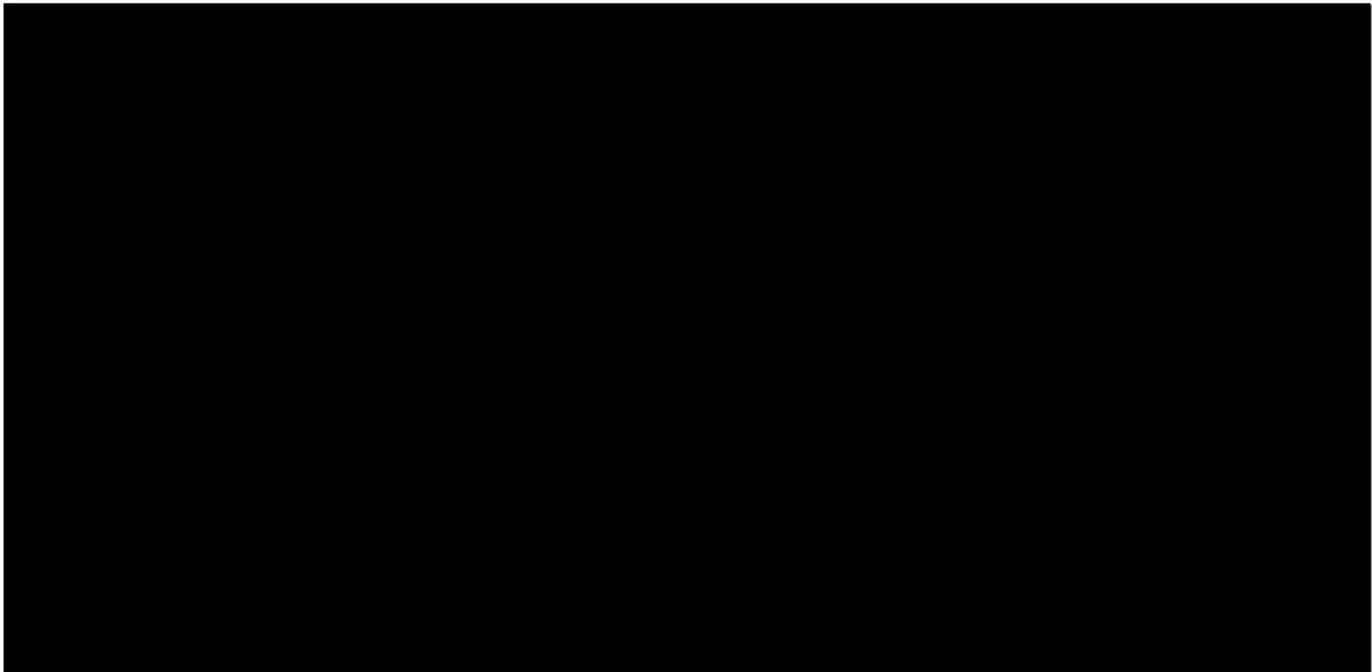
- IR Update.

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- A recent WRC adjudication confirmed a Labour Court decision last year. It ruled in favour of the company that "cost increasing claims cannot be entertained during the lifetime of the current agreement".
- Payroll Project.
Iarnród Éireann will sign the contract for this project only when it is satisfied that the contractor can deliver.

4784.15 In response to the Chairman, Mr. Mullholland advised that not as many matters are referred to third parties e.g. the WRC, as in the past. However, all final proposals have to go to ballot. Mr. Wynne agreed but stated that too many issues are still going to the WRC. Mr. Mullholland noted that a Joint Industrial Council providing a binding arbitration facility has been established in the Engineering Department.

4784.16 **Board Audit and Risk Committee (ARC)**
The Report from the Chairman of the ARC previously circulated was taken as read and noted.



4784.20 **Information and Communications Technology Advisory Group (ICTAG)**
The Report from the ICTAG previously circulated was taken as read and noted.

4784.21 It was noted that Mr. Tony Graham had been appointed as the independent Chairman of the ICTAG.

4785 ADMINISTRATIVE ITEMS

4785.1 **Draft Terms of Reference for a Strategy Advisory Group (SAG)**
The memorandum previously circulated was taken as read and noted.

4785.2 The board gave its approval for Terms of Reference as presented for the newly established Strategy Advisory Group.

4785.3 It was noted that Mr. Stephen Murphy from the UK would be appointed to the group.

4786 **ADVISORY / POLICY PAPERS (Contd.)**

4786.1 **Quarterly Risk Report**

Mr. Ronan Glynn, Chief Risk Officer, joined the meeting at this time.

4786.2 The Quarterly Risk Report previously circulated was taken as read and noted.

4786.3 Mr. Glynn presented his report and referred to the following matters:

- Positive findings arising out of the annual independent review of the Risk Management Framework completed by BDO.
- The board accepted three BDO recommendations to "help keep the framework fresh and therefore maintain its relevance within the organisation".
- The split of Risk 101 (major fire - station, on board train, depot) into three separate risks all of which have been categorised by the Executive team as non-principal. They will continue to be managed by the relevant Risk Owner but will not be reported to the board unless escalated by the Executive team.
- Two newly identified Principal Risks relate to the failure to achieve the scheduled expansion of the Medical Assessment Programme for safety critical staff and the failure to observe the correct procedure during shunting movements in depots and yards.

4786.4 Matters discussed included the following:

- The risk of losing a Rosslare customer is already included on the Risk Register.
- Brexit risks need to be reviewed.

Mr. Meade

4786.5 **Review of Risk Management Framework**

The BDO Report on its review of the Risk Management Framework previously circulated was taken as read and noted.

4786.6 It was noted that Risk Appetites need to be reviewed on an annual basis at the time of the preparation of the Five Year Plan. The next review is due in Spring of 2019. It was suggested that this should be put on the agenda of the Strategy themed board meeting in January 2019.

Mr. Glynn

4786.7 In response to the Chairman, Mr. Gill confirmed that liaison with CIE on risk matters is working well now.

Mr. Glynn left the meeting at this time.

4786.8 **Property Development Opportunities**

The memorandum previously circulated was taken as read and noted.

4786.9



4786.10 **Advisory Note on the Length of Leases**

The memorandum previously circulated was taken as read and noted.

4786.11 Mr. McGreevy asked for an indication of how many other similar long leases there are with small rents.

Mr. Cronin

4786.12 **Genoa Bridge Collapse**

The memorandum previously circulated was taken as read and noted.

4786.13 **Project Management Framework**

The memorandum on the Gateway Approval Process linked to the updated suite of project management procedures for the delivery of capital infrastructure projects previously circulated was taken as read and noted.

4786.14 The Chairman of the ARC, Ms. Little, advised that this document was discussed at its recent meeting. It was satisfied that a process is in place and is being followed.

4786.15 The Chairman was concerned that while a gateway system is in place in respect of major capital investment projects, it doesn't sufficiently involve the Iarród Éireann board. The board is only

formally involved at the initiation of the project. After that it appears that it is only the NTA that has control and gives approvals. However, Mr. Cunningham noted that the board has procedures requiring its involvement at various procurement stages depending on the capital expenditure threshold levels involved. The Chairman felt that these only related to compliance matters. His concern related to significant scope changes, significant risk changes, etc. While the board should not be involved at a granular level of detail, there are certain big projects when major matters of strategy, such as occasions when alternative options are being considered, when the board should have a greater role.

4786.16 Mr. Cunningham stated that the National Train Control Centre (NTCC) is a [REDACTED] project and the board was involved at every capital expenditure stage along the way. Costs, project changes, risk profile changes, etc. were escalated to the board. However, it was acknowledged that this may not have been clear from the board papers that had been submitted. The Chairman stated that at the various junctions of big projects the papers being presented to the board should be very clear and outline the history of the project when Phase 0 took place what the current phase is and the changes since the previous phase. Mr. Griffiths emphasised that management's perception of when matters need to be escalated to the board should be aligned to the board's perception of this. The Chairman agreed emphasising that board involvement should not be just at the start or at the end of a project but during the interim stages of projects when major alternative options are being considered.

4787 CAPITAL EXPENDITURE

4787.1 Capital Expenditure Proposals

The five memoranda previously circulated were taken as read and noted.

4787.2 National Train Control Centre (NTCC) - Implementation Phase

The board gave its approval for expenditure of [REDACTED] (of which [REDACTED] is ineligible for NTA funding) for the implementation phase (Phase 5 of the Project Management Procedures) of the NTCC Project.

It was noted that:

- This will bring the total board approved expenditure for this project to €135.3 million.
- The project is funded by the NTA.

4787.3 Galway/Dublin National Cycleway – Proposed New Underpass

The board gave its approval for expenditure of [REDACTED] to construct a new underpass on the Galway Line on [REDACTED]

It was noted that:

- This project will be carried out by Iarnród Éireann as enabling works to allow the local authority to extend the Galway/Dublin National Cycleway from the White Gates Level Crossing on the Ballymahon Road to Athlone Marina.
- [REDACTED]

Mr. Sowden left the meeting and Mr. Smyth returned to the meeting at this time.

4787.4 Chief Mechanical Engineering (CME) Heaving Maintenance (HM) 2019

The board gave its approval for the planned capital expenditure of [REDACTED] for heavy maintenance on the Iarnród Éireann fleet during 2019.

It was noted that:

- The project was included in the 2019 Net Financial Effect (NFE) application submitted to the NTA in June 2018.
- [REDACTED]
- [REDACTED]

4787.5 Replacement of On Board Passenger Fleet Wi-Fi System

The board gave its approval for planned capital expenditure of [REDACTED] replacement of the on board passenger Wi-Fi system on the Iarnród Éireann fleet (excluding the Enterprise fleet) [REDACTED] systems support and maintenance.

It was noted that:

- The total requirement is [REDACTED]

- [REDACTED]

- [REDACTED]

4787.6 Inchicore Running Shed Roof Replacement

The board noted that, mainly due to the disposal cost of asbestos roofing materials, the total project cost for the replacement of the Running Shed Roof at Inchicore [REDACTED]

4788 **PROCUREMENT**

Mr. Colm Reynolds, Chief Procurement Officer, joined the meeting at this time.

4788.1 Procurement Report

The Procurement Report for Period 10 2018 previously circulated was taken as read and noted.

4788.2 Contracts

The six memoranda previously circulated were taken as read and noted.

4788.3 Operation and Maintenance of the On Track Machine (OTM) Fleet

Mr. Sowden's conflict of interests with respect to one of the tenderers, [REDACTED], was noted.

The board gave its approval for the award of a contract to [REDACTED] for the operation and maintenance of OTMs at an estimated cost of [REDACTED] over the maximum term of seven years.

It was noted that:

- The estimated non-recoverable VAT is [REDACTED]

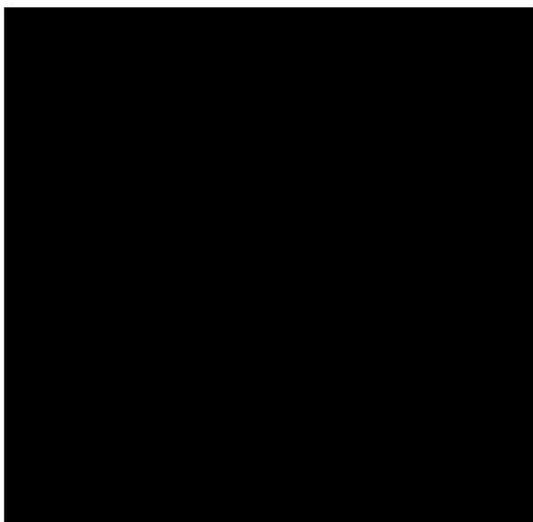
- The contract will operate for a period of five years at an estimated cost of [REDACTED] with the option to extend it for a further two years.

- The funding source for this contract is the [REDACTED]

4788.4 Building and Structures Maintenance Services

The board gave its approval for:

- (a) The establishment of a four year multi-party Framework Agreement for the provision of building and structures maintenance services covering the requirements of Lots 2 and 3 with the 16 companies set out below:



- (b) The award of two contracts under Lot 1 to:

(i) [REDACTED] who were successful for 7 of 11 areas, for a value of [REDACTED]

(ii) [REDACTED]

It was noted that:

- The estimated value of the Framework Agreement over the proposed four year period is in the order of [REDACTED]
- The funding source for the Framework Agreement is the [REDACTED]

4788.5 Project Management Support Services for TPS

The board gave its approval for the award of a contract for the provision of project management support services for the implementation of the TPS Project to [REDACTED] at an estimated cost of [REDACTED] over a seven year period.

It was noted that the funding source for this contract is the [REDACTED]

4788.6 Supply and Delivery of Points and Crossings

The board gave its approval for the award of a contract to [REDACTED] for the supply and delivery of points and crossings at an estimated cost of [REDACTED].

It was noted that:

- The estimated non-recoverable VAT is [REDACTED]
- This contract will operate for a period of four years with an option to extend it for a further year.
- The funding source for this contract is the [REDACTED]

4788.7 Provision and Maintenance of Rolling Stock Wi-Fi Equipment

The board gave its approval for the award of a contract to [REDACTED] for the provision and maintenance of Wi-fi equipment to the Iarnród Éireann fleet at a cost over the full contract seven year term of [REDACTED]

It was noted that:

- The non-recoverable VAT arising is estimated at [REDACTED] giving a total contract cost of [REDACTED] over the seven year period.
- The capital element of this contract, approximately [REDACTED] will be funded by the NTA with the balance being maintenance costs, [REDACTED]

4788.8 Signalling Equipment – Derogation

The board gave its approval to contract with [REDACTED] without a call for competition, for the supply of various parts used to maintain elements of Iarnród Éireann's network.

It was noted that:

- The aggregated costs under derogation since October 2015 has reached [REDACTED] with a further [REDACTED]
- The basis of proceeding without a call for competition is in line with EU Procurement Directives given that the services or supplies can only be supplied by a particular economic operator due to the absence of competition for technical reasons.
- Individual contract awards will be subject to the availability of own funds as these parts are primarily for maintenance and repairs.

4788.9 Selection and Award Criteria

The three memoranda previously circulated were taken as read and noted.

4788.10 Framework Agreement for Roofing Materials

The board gave its approval for the selection and award criteria as presented in order to facilitate the running of a tender process leading to the establishment of a multi-party Framework Agreement for roofing materials.

It was noted that the estimated spend under the Framework Agreement over the proposed four year period is in the order of [REDACTED]

4788.11 Framework Agreement for Painting of Bridges

The board gave its approval for the selection and award criteria as presented in order to facilitate the running of a tender process leading to the establishment of a multi-party Framework Agreement for the painting of bridges.

It was noted that the estimated value of the Framework Agreement over the proposed four year period is in the order of [REDACTED]

4788.12 NTCC Implementation Project Management Support Services

The board gave its approval for the selection and award criteria as presented to facilitate the procurement of a project management support team to assist Iarnród Éireann in the management and delivery of the NTCC Project.

It was noted that:

- This contract will operate for a period of six years with the option of extending it for a further one year.
- The estimated spend under this contract for the potential full term is [REDACTED] excluding VAT.
- The funding source for this contract will be the NTA.

4788.13 Selection Criteria

The two memoranda previously circulated were taken as read and noted.

4788.14 Construction of the NTCC Building

The board gave its approval for the selection criteria as presented to facilitate the procurement of the construction of the NTCC Building.

It was noted that:

- It is estimated that this contract will be for a period of 2½ years.
- The estimated spend under this contract for the potential full year term is [REDACTED]
- The funding source for this contract will be the NTA.

4788.15 DART Expansion Project – Maynooth Line and City Centre Enhancement Consultancy Services Contract

The board gave its approval for the selection criteria as presented for the procurement of consultancy services to:

- Prepare the design,
- Undertake the environmental impact assessment,
- Manage the Railway Order process,
- Tender preparation and evaluation and
- Option to be included for design support during construction the stage, for the Maynooth Line and city centre enhancement package of the DART Expansion Programme.

It was noted that:

- This contract will operate for a period of approximately two years and for an additional three years if the option of extending it for the design support is exercised.
- The estimated spend under this contract for the potential full term is [REDACTED]
- The funding source for this contract will be the NTA.

4788.16 Items for Noting

The two memoranda previously circulated were taken as read and noted.

4788.17 Limerick Junction Down Platform and Footbridge Works

Further to the board's previous decision to grant delegated authority to the Chief Executive to approve the award of a contract for the Limerick Junction Down Platform and Footbridge Works in between board meetings, the board noted that the award of the contract was to [REDACTED] at a cost of [REDACTED]

It was also noted that:

- The non-recoverable VAT is [REDACTED]
- The funding source for this contract is the [REDACTED]

4788.18 2018 Procurement Timetable

The board noted the up to date Procurement Timetable for the remainder of 2018.

4788.19 Internal Audit

Ms. Little advised that Group Internal Audit had given the Procurement Department a clean bill of health in its recent audit. The Chairman congratulated Mr. Reynolds and noted that the quality of his papers were excellent.

Mr. Reynolds and Mr. Smyth left the meeting at this time.

4789 ADMINISTRATIVE ITEMS (Contd.)

4789.1 Transactions for Approval, Sealing and Signing

The transactions (11) for approval and sealing at the meeting were approved and sealed.

Appendix I

The transactions (5) for approval and signing at the meeting were approved and signed.

Appendix II

4789.2 Half Year Report (including Half Year Accounts) for 2018

The Half Year Report (including Half Year Accounts) for 2018 previously circulated was taken as read and noted.

4790 ITEMS FOR NOTING

4790.1 Report to the Minister

The Report to the Minister following the board meeting on 28th August 2018 previously circulated was taken as read and noted.

4790.2 Advisory Group Minutes

The Minutes of the following Advisory Group meetings previously circulated were taken as read and noted:

- Audit and Risk Committee Minutes 22nd May 2018.
- Infrastructure Advisory Group Minutes 16th August 2018.
- Trains Advisory Group Minutes 20th August 2018.
- Human Resources Advisory Group Minutes 21st August 2018.

4790.3 Rolling Agenda

The Rolling Agenda for 2018/2019 previously circulated was taken as read and noted.

4791 ANY OTHER BUSINESS

4791.1 Mr, Meade advised that Translink would be holding a board meeting on 21st November 2018 in Connolly Station. There will be a lunch afterwards to which the Iarnród Éireann board has been invited.

4792 DATE AND LOCATION OF NEXT MEETING

Tuesday 4th December 2018 at 9.30 a.m. in Inchicore.

Chairman

Frank Allen

Date

4th December 2018

TRANSACTIONS FOR APPROVAL AND SEALING

1. Licence in duplicate with [REDACTED] under which Iarnród Éireann occupies his lands as a temporary works compound in relation to the Ballast Cleaning Project 2018 and general maintenance works on the Dublin to Cork Railway Line, at Yeomanstown, Caragh, Co. Kildare, for a licence period of two years, for a licence fee of [REDACTED] per annum.
2. Licence in duplicate with [REDACTED] for the installation, testing, maintenance and use of 1 No. 125mm duct containing a telecommunications cable in the deck of OBW38 at 44 miles 1,355 yards on the Carlow Branch Line at Athy Railway Station, Co. Kildare, for a licence period of 40 years, for a licence fee of [REDACTED] per annum.
3. Licence in duplicate with [REDACTED] for the installation, testing, maintenance and use of a fibre optic telecoms cable in an existing ESB duct at Level Crossing XR161 at 6 miles 260 yards on the Dublin to Rosslare Railway Line, in the Townland of Townparks, St. John's, Co. Wexford, for a licence period of 40 years, for a licence fee of [REDACTED] per annum.
4. Licence in duplicate with [REDACTED] for the installation, testing, maintenance and use of a fibre optic telecoms cable in an existing ESB duct at Ruskin, Dunboyne, Co. Meath, at 9 miles 1,480 yards on the Clonsilla to Pace Railway Line, for a licence period of 40 years, for a licence fee of [REDACTED] per annum.
5. Lease in duplicate with Holstein Investments Ltd. and Tetrarch Capital Ltd., for 219 square metres of development land at Mark Street, Dublin 2, for a term of 200 years for a rent of [REDACTED] per annum, to be reviewed every 5 years, in accordance with the Consumer Price Index.
6. Lease in duplicate with [REDACTED] and [REDACTED] for a premises comprising three railway arches with access from Shaw Street, Dublin, for a term of 80 years, for a rent of [REDACTED] per annum, to be reviewed every 5 years, in accordance with the Consumer Price Index.
7. Licence in duplicate with [REDACTED] for the installation, testing, maintenance and use of 2 No. 500mm watermains in concrete sleeves at 91 miles 361 yards on the Dublin to Cork Railway Line, in the Townland of Cloghane, Holycross, Co. Tipperary, for a licence period of 250 years, for a licence fee of [REDACTED]
8. Licence in duplicate with [REDACTED] for the installation, testing, maintenance and use of 2 No. 500mm watermains in concrete sleeves at 86 miles 775 yards on the Dublin to Cork Railway Line, at Thurles Railway Station, Co. Tipperary, for a licence period of 250 years, for a licence fee of [REDACTED]
9. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XM260 at 155 miles 530 yards on the Athlone to Westport Railway Line for a consideration of [REDACTED]
10. Lease in duplicate with [REDACTED] for a term of 10 years, for a rent of [REDACTED] subject to review every 5 years.
11. Rental Guarantee with [REDACTED]

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED], in respect of their telecoms equipment on the Irish Rail Signal Mast at Kilcock, Co. Kildare, for a licence period of 5 years, for a licence fee of [REDACTED] subject to review after 5 years in accordance with the Consumer Price Index.
2. Licence in duplicate with [REDACTED] in respect of their telecoms equipment on the Irish Rail Signal Mast at Sallins, Co. Kildare, for a licence period of 5 years, for a licence fee of [REDACTED] subject to review after 5 years in accordance with the Consumer Price Index.
3. Licence in duplicate with [REDACTED], in respect of their telecoms equipment on the Irish Rail Signal Mast at the Public Road Level Crossing, Ardrahan, Co. Galway, for a licence period of 5 years, for a licence fee of [REDACTED] subject to review after 5 years in accordance with the Consumer Price Index.
4. Licence in duplicate with [REDACTED], to place telecoms equipment on the Irish Rail Signal Mast at Shankill DART Station, Co. Dublin, for a licence period of 5 years, for a licence fee of [REDACTED] per annum.
5. Licence in duplicate with [REDACTED] for a mobile kiosk at Mullingar Railway Station, Co. Westmeath, for a licence period of 1 year, for a licence fee of [REDACTED] per annum.

Company Secretary
Iarnród Éireann
30th October, 2018

STRICTLY PRIVATE AND CONFIDENTIAL

IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF CÓRAS IOMPAIR ÉIREANN) ACT, 1986

IARNRÓD ÉIREANN - IRISH RAIL

MINUTES OF THE THREE HUNDRED AND TWENTYNINTH
BOARD MEETING HELD ON TUESDAY 4th DECEMBER 2018
AT 9.30 AM IN INCHICORE

PRESENT:	Mr. Frank Allen	Chairman
	Ms. Suzy Byrne	Director
	Ms. Carolyn Griffiths	Director
	Ms. Denise Guinan	Director
	Ms. Valerie Little	Director
	Mr. Mal McGreevy	Director
	Dr. Peter Mulholland	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. Glenn Carr	General Manager, Freight & Rosslare Europort (part)
	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director
	Mr. Don Cunningham	Director Infrastructure Manager
	Ms. Geraldine Finucane	Company Secretary
	Mr. Ronan Gill	Acting Chief Operating Officer, CIE
	Mr. Jim Meade	Chief Executive
	Mr. Michael Power	Head of Transformation (part)
Mr. John Reville	Acting Director, Railway Undertaking	
Mr. Colm Reynolds,	Chief Procurement Officer (part)	
Mr. Mike Sowden	Chairman, Infrastructure Advisory Group	

MIN NO.

4793 CONFLICT OF INTERESTS

4793.1 Ms. Finucane stated that she is a member of the CIE 1951 Superannuation Scheme and a Trustee of both that scheme and the CIE Pension Scheme for Regular Wages Staff.

4794 MINUTES

4794.1 The Minutes of the meeting held on 30th October 2018 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings subject to the following amendment:

Minute 4783.6

Amend:

"...it is unlikely that there will be immediate improvements following the implementation of TPS."
to:

"...there will be progressive improvements following the implementation of TPS."

4794.2 Outstanding Action Items

The memorandum previously circulated was taken as read and noted.

4794.3 The following were noted:

Item 503 – Ms. Griffiths confirmed that the relationship with the CRR is very good. A meeting with the CRR took place on 28th November 2018. Matters discussed included overcrowding, outstanding CRR approvals, future changes that will require CRR approvals and the resources that will be required as a result of the National Development Plan (NDP).

Item 526 – Talks are taking place with National Development Finance Agency (NDFA) regarding funding for developments in [REDACTED] will be discussed at the next CIE Board meeting on 12th December 2018. Mr. Meade

Item 527 – A formal request has been received from the Department, Tourism and Sport (DTTAS) for a plan for a hard Brexit to be prepared. Liaison will take place with Northern Ireland Railways (NIR) and the Commissioner for Railway Regulation (CRR). [REDACTED]

4795 CHAIRMAN'S COMMENTS

4795.1 There is still one vacancy on the board. An advertisement has been published seeking applicants for all the board vacancies across the CIÉ Group. Persons with commercial, financial sustainability and consumer advocacy expertise are being sought.

4975.2 Good practice requires a Chairman to meet with directors and the chairmen of Advisory Groups/Committees individually. This will take place over the next few weeks and will also cover a review of board performance (including the conduct of the board, use of time, quality of submissions and discussions on operations –v- strategic matters). The structure and membership of Advisory Groups/Committees will also be reviewed along with anything else that directors wish to discuss.

4796 CHIEF EXECUTIVE'S REPORT

4796.1 The Chief Executive's Report previously circulated was taken as read and noted.

4796.2 Mr. Meade presented his report and referred to the following:

- Thanks from the CRR for Iarnród Éireann's support at the recent International Railway Safety Council event.
- Iarnród Éireann is now an affiliate member of the Railway Safety Standards Board (RSSB).
- Visit by members of the Joint Oireachtas Committee (JOC) on Transport to Connolly Station Head Office and Central Traffic Control on 21st November 2018.
- Attendance at a meeting of the JOC on Rural and Community Development to discuss the issue of flooding at Ballycar. It is intended that a permanent solution will be brought to Government for funding. This is a welcome development.
- Driver resource issues.
- Increase in the number of complaints due to timetable changes and overcrowding.
- InterCity and Commuter punctuality was below target in Period 11 2018. However, DART punctuality was ahead of target thus demonstrating that the recent change to the DART timetable has worked.

4796.3 Finance

Mr. Cronin advised of the following:

- The Financial Results for Period 11 2018 indicate a net surplus of [REDACTED] which is [REDACTED] better than forecast. The year to date net surplus is [REDACTED] better than forecast.
- The favourable variance in the period arises mainly from buoyant passenger revenue and lower than planned infrastructure expenditure.
- The DTTAS has advised of an increased allocation for multi annual contract (MAC) funding of [REDACTED]. The budget has been adjusted to reflect this.

- Iarnród Éireann implemented the EU Council Directive on the separation of accounting for railway businesses in 2013. Some 2013 consolidated balances can now be shown in their deconsolidated format within the appropriate businesses. These will be shown where possible in the 2018 Financial Statements. [REDACTED]

4796.4

Train Operations

Mr. Reville outlined the key areas of focus for the Railway Undertaking (RU). Matters referred to included the following:

- Additional carriages/capacity on the DART since 14th November 2018.
- Timetable enhancements for off peak commuter services to be introduced on 9th December 2018.
- Anti-social behaviour at Broombridge has almost disappeared. This is due mainly to increased passenger through put.
- Signal passed at danger (SPAD) at BN21 in Sandymount on 25th October 2018.
- The methodology used by the National Transport Authority (NTA) for setting punctuality targets is being discussed with them. Historical data is used but additional service requests should also be taken into account.

4796.5

Commercial Department

Mr. Culligan outlined the key areas of focus for the Commercial Department. Matters referred to included the following:

- [REDACTED]
- In respect of the Customer First Programme, the pilot for portable devices will not now be rolled out before Christmas due to outstanding defects. These need to be resolved before the robustness of the system can be assured.

4796.6

Infrastructure Manager (IM)

Mr. Cunningham outlined the key areas of focus for the IM. Matters referred to included the following:

- A coastal erosion study is being carried out by ARUP on behalf of Wicklow County Council and Iarnród Éireann. The scope of the study includes parts of Wexford. Early indications are that due to the high level of coastal erosion, a strategy should cover the next 20 years rather than the next 30 years. This matter is to be brought back to the board in 2019.
Mr. Cunningham
- [REDACTED] However, it was noted that the IMMAC for 2018 still needs to be signed.
- The low rail adhesion (LRA) season has been positive to date.
- Information being sought by an unsuccessful tenderer may lead to a delay in the roll out of the or [REDACTED] However, Mr. Meade stated that Iarnród Éireann will not allow the delay to go on indefinitely. He and Mr. Cunningham will make the final decision in this regard.

4797

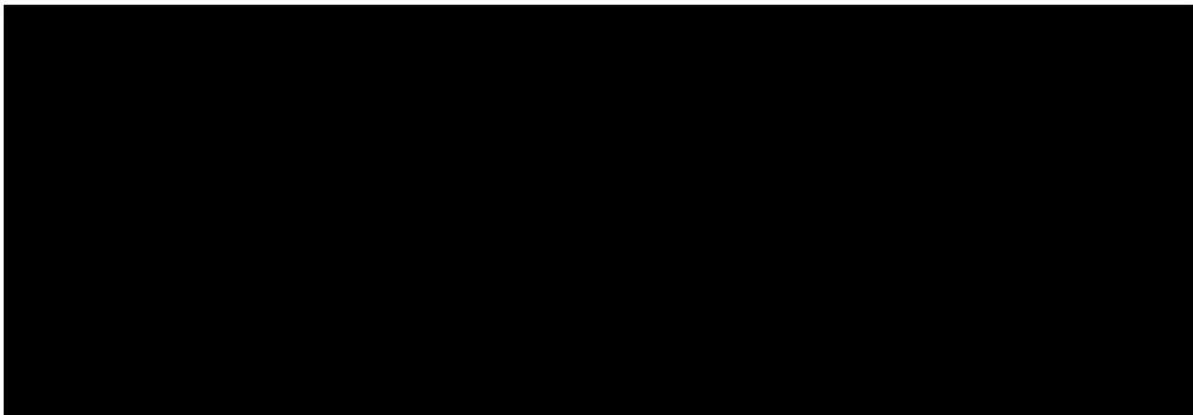
STRATEGY

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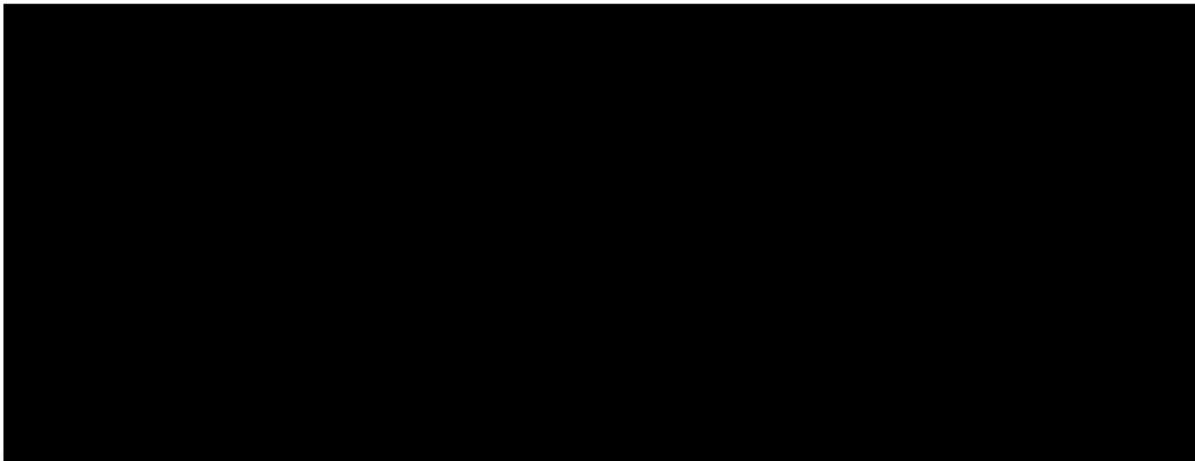
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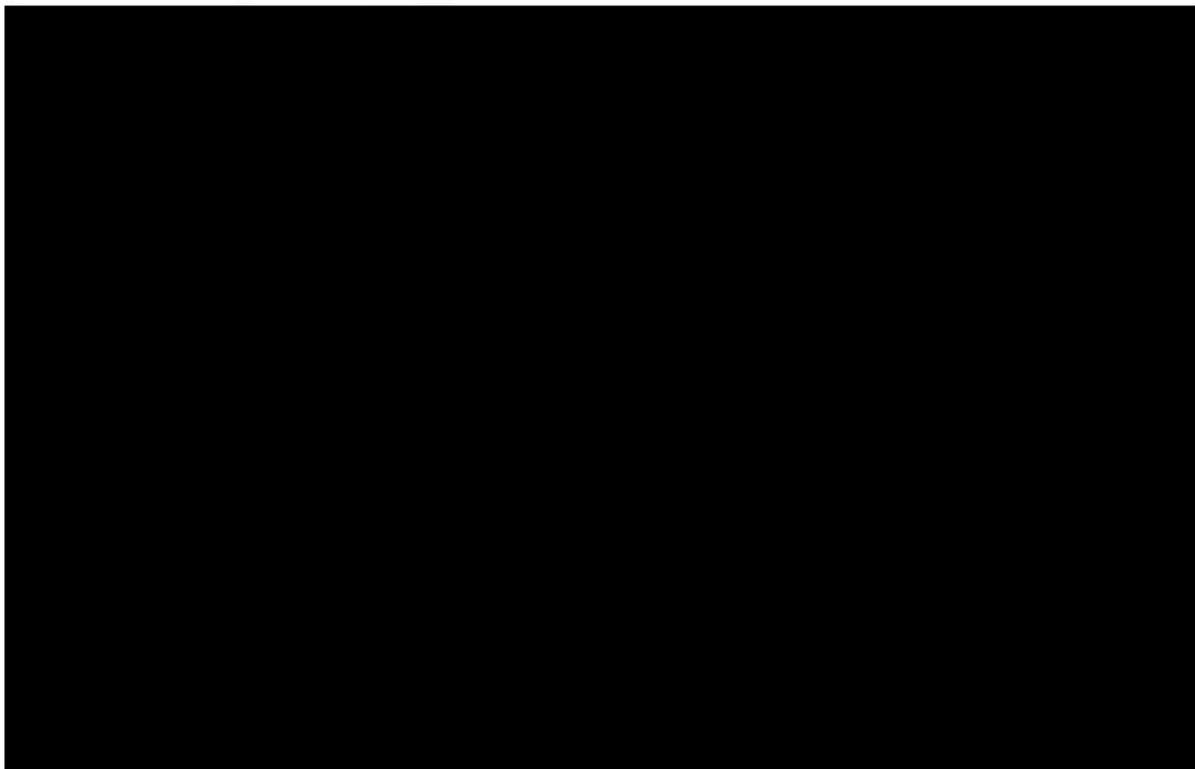


4797.5



4797.6

4797.7



4797.8

4798

ADVISORY/POLICY PAPERS

4798.1

Board Safety Committee

The Chairman of the Board Safety Committee, Ms. Griffiths, gave a verbal report on the following key areas of focus at its last meeting:

- Incidents of drivers bypassing/overriding the DART automatic train protection (ATP) system. While there are locations or "blackspots" where this is operationally necessary, an assessment is to be carried out of the prevalence of blackspot associated overrides and other instances of overriding the system. The assessment will include an analysis of why these take place so that more mitigations and controls can be implemented.
- Overspeeding incidents of which one appears to have been either incorrectly reported or was not reported at the Board Safety Committee meeting (70mph in a 40mph zone). The

board asked for this issue to be followed up.

Mr. Meade

- [REDACTED]
- The 2019 Safety Plans for the IM and the RU were approved by the Committee subject to resources for deep dive reviews of risks and for the examination of forward looking issues.
- The Safety Culture Review provided good insights and suggested areas for consideration which will be overlaid onto the Safety Plans. A report is to be presented to the board meeting in due course.

4798.2 Trains Advisory Group (TAG)

The Report from the Chairman of the TAG previously circulated was taken as read and noted.

4798.3 The Chairman of the TAG, Mr. McGreevy, advised of the following key areas of focus at its last meeting:

- Fleet strategy.
The NTA has accepted that the planned refurbishment of Class 2700 vehicles is no longer a viable option. Procurement/leasing of second hand fleet and procurement of additional intermediate Intercity railcars (ICRs) Class 29000 vehicles remain as available options. Intermediate ICR vehicles offer the opportunity of a fully future-proofed option.
- Inchicore

[REDACTED]

A master plan for the site should be developed only when future fleet demands for the site are better understood. The Chairman stated that the Inchicore site is on the Land Development Agency's list of state properties that may be suitable for social housing.

[REDACTED]

4798.4 Short Term Fleet Capacity Update

The memorandum previously circulated was taken as read and noted.

4798.5

[REDACTED]

4798.6

4798.7 Infrastructure Advisory Group (IAG)

The Report from the Chairman of the IAG previously circulated was taken as read and noted.

4798.8 The Chairman of the IAG, Mr. Sowden, advised of the following key areas of focus at its last meeting:

- IMMAC 2019 – 2023.

[REDACTED]

- The issue of signalling, electrical and telecoms (SET) resourcing capability must remain on the radar. Progress with electrification works was reviewed. However, it appears that activity levels in this area were low again during 2018.

[REDACTED]



4798.9 Board Audit and Risk Committee (ARC)

The Report from the Chairman of the ARC previously circulated was taken as read and noted.

4798.10 The Chairman of the ARC, Ms. Little, advised of the following key areas of focus at its last meeting:

- 

- Three completed Internal Audit Reports were discussed.
- Group Internal Audit (GIA) is fully resourced and it was noted that some information systems (IS) audits are being outsourced to EY who have a particular expertise in that area.
- GIA reviewed arrangements and structures relating to the Companies Act 2014 requirement for a Directors' Compliance Statement. They found that Iarnród Éireann is in compliance with the relevant legislation in this regard. Comprehensive work had been carried out by Iarnród Éireann to ensure compliance.
- A comprehensive report from the Chief Procurement Officer was well received.
- The Committee carried out an annual review of compliance with its Terms of Reference. In addition, a review of the Terms of Reference was carried out and no amendments were proposed.
- A revised reporting mechanism will be adopted by GIA in 2019 which will rank audit recommendations. The Committee asked that outstanding top ranking recommendations be brought to its attention by exception.

4798.11 Annual Report from the Chairman of the ARC to the CIE Board Audit and Risk Committee

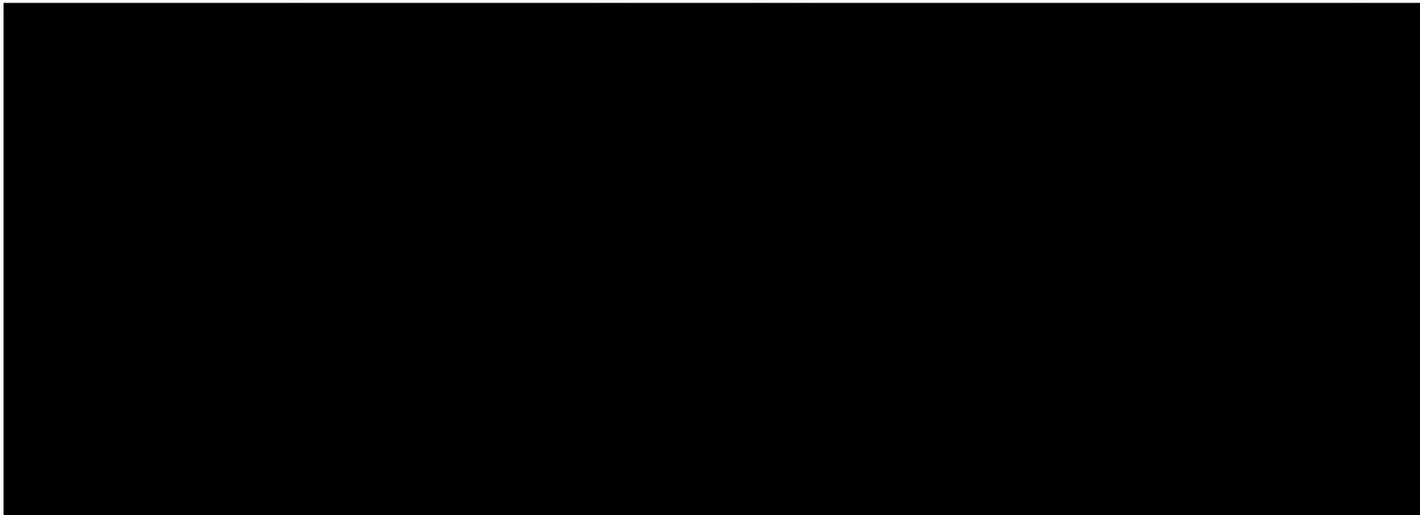
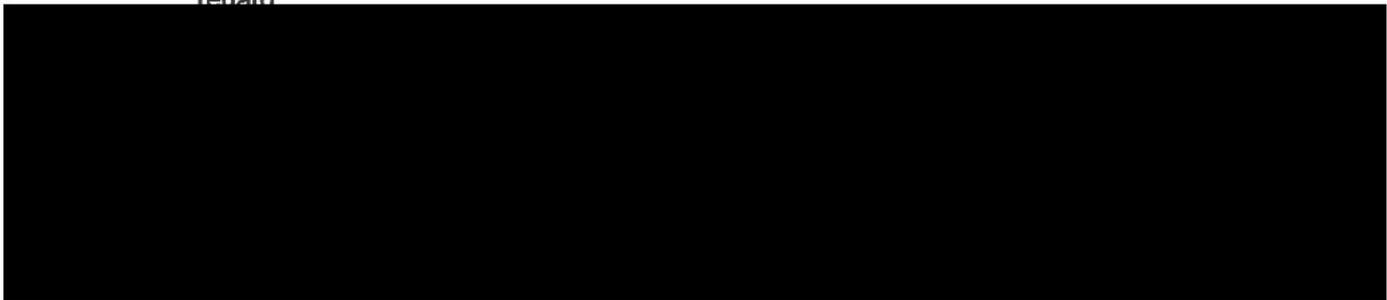
The memorandum previously circulated was taken as read and noted.

4798.12 Property Items

The two memoranda previously circulated were taken as read and noted.

4798.13 BT Arbitration

The board gave its approval for the delegation of authority, in the absence of a board meeting, to the Chairman of CIE, the Chairman of Iarnród Éireann, the Acting Chief Operating Officer of CIE and the Chief Executive of Iarnród Éireann to consider and accept, if appropriate, any proposal which may emerge to settle the BT arbitration. It was noted that they are to act collectively in this regard.



4798.19 **Recommendations of the JOC Report on Accessibility of Public Transport for People with Disabilities**

The memorandum previously circulated was taken as read and noted.

4798.20 **Matters discussed included the following:**

- While a lot of investment is being put into the proposed Disability App, the company may be relying too heavily on the App to fulfil all requirements. More is required in the area of soft skills e.g. disability equality training.
- There is a need to develop the complaints system to make it more accessible to people with disabilities other than vision impairment.
- Discussions need to take place with the NTA on whether each company should have its own complaints system or whether there should be an overall public transport complaints system.
- 
- Key discussions need to take place with the NTA regarding funding into the future.
- Disability equality training is provided as part of ongoing operational training for staff. This includes a specific module during on board customer services training.
- People with cognitive impairments must also be considered in any future accessibility plans.

4799 **CAPITAL EXPENDITURE**

4799.1 **Capital Expenditure Proposals**

The three memoranda previously circulated were taken as read and noted.



4799.9

Closeout Reports

The two memoranda previously circulated were taken as read and noted.

4799.10

The board gave its approval for the closeout of the following projects:

- Automation of 16 level crossings on the Mayo and Portarlinton/Galway Lines to full barrier CCTV controlled crossings (66% of the scope was completed).



4800

PROCUREMENT

Mr. Colm Reynolds, Chief Procurement Officer, joined the meeting at this time.

4800.1

Procurement Report

The Procurement Report for Period 11 2018 previously circulated was taken as read and noted.

4800.2

Contracts

The three memoranda previously circulated were taken as read and noted.

4800.3

Supply of Diesel Fuel

The board gave its approval to award a contract to [REDACTED] the incumbent, for the supply of our diesel fuel requirements over the maximum term of five years at an estimated cost of [REDACTED]

It was noted that the funding source for this contract is the respective operational budgets of the three operating companies.

4800.4

It was noted that the contract contains a "termination for convenience" clause. The Chairman asked that consideration be given to this issue after two years. **Mr. Reynolds**

4800.5

Framework Agreement for Bus Hire Services

The board gave its approval for the entry into a four year multi-party Framework Agreement for bus hire services with the 23 companies listed below:

Lot Descriptions	Lot Members
Lot 1 Greater Dublin Area	
Lot 2 Kildare, Laois, Offaly, Tipperary	
Lot 3 Limerick, Clare	
Lot 4 Cork	
Lot 5 Kerry	
Lot 6 Carlow, Waterford, Kilkenny, Wexford, Wicklow	

Lot 7 Meath, Louth, Westmeath, Longford	
Lot 8 Galway, Mayo, Sligo, Leitrim, Roscommon	

It was noted that the estimated spend under this Framework over the four year period is [REDACTED] the funding source for which is primarily the operational budget of the RU.

4800.6 Track Welding Services

The board gave its approval to award a contract to GPX Rail for the supply of track welding services at an estimated cost over the maximum term of [REDACTED] million excluding VAT.

It was noted that:

- [REDACTED]
- The contract will operate for a period of four years with the option of extending for a further year.
- The funding source for this contract will be [REDACTED]

4800.7 Selection and Award Criteria

The memorandum previously circulated was taken as read and noted.

4800.8 Framework Agreement for the Supply of SET Cable

The board gave its approval for the selection and award criteria as presented for the proposed pre-qualification and tender process for the establishment of a Framework Agreement for the supply of SET cable.

It was noted that:

- This Agreement will operate for a period of four years with an option to extend it for a further year.
- The estimated spend under this Agreement is [REDACTED]
- The funding source for this contract will be [REDACTED]

Mr. Reynolds left the meeting at this time.

4801 ADMINISTRATIVE ITEMS

4801.1 Transactions for Approval, Sealing and Signing

The transactions (9) for approval and sealing at the meeting were approved and sealed.

Appendix I

The transactions (4) for approval and signing at the meeting were approved and signed.

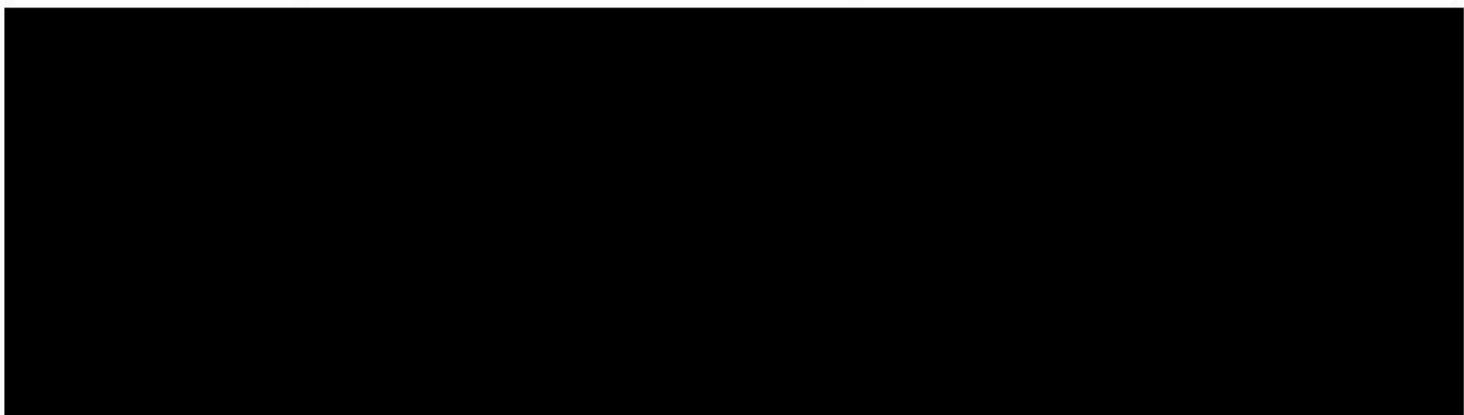
Appendix II

4801.2 Board Remuneration Committee

The memorandum previously circulated was taken as read and noted.

4801.3 The board gave its approval for:

- (a) Terms of Reference for a Board Remuneration Committee and
- (b) The update of the Corporate Governance Manual accordingly.



4802 ITEMS FOR NOTING

4802.1 Report to the Minister

The Report to the Minister following the board meeting on 30th October 2018 previously circulated was taken as read and noted.

4802.2 Advisory Group Minutes

The Minutes of the following Advisory Group meetings previously circulated were taken as read and noted:

- Audit and Risk Committee Minutes 22nd October 2018.
- Infrastructure Advisory Group Minutes 19th October 2018.
- Trains Advisory Group Minutes 22nd October 2018.
- Board Safety Committee Minutes 21st August 2018.

4803 ANY OTHER BUSINESS

The Chairman wished everyone a very happy and peaceful Christmas.

4804 DATE AND LOCATION OF NEXT MEETING

Tuesday 17th January 2019 at 9.30am in Portlaoise.

Chairman

Frank Allen

Date

17 January 2019

1. Licence in duplicate with [REDACTED] for the installation, testing, maintenance and use of 1 No. sewer pipe in the road surface beneath Underbridge UBL7 at 2 miles 1.468 yards, at Ballysimon, Limerick, for a licence period of 40 years, for a licence fee of [REDACTED]
2. Lease in duplicate with [REDACTED] for a premises at Greystones Railway Station, Co. Wicklow, for a term of 5 years, at a rent of [REDACTED] per annum or [REDACTED]
3. Lease in duplicate with [REDACTED] for a term of 15 years, for a rent of [REDACTED] subject to review year 5 and year 10.
4. Guarantee in duplicate with [REDACTED]
5. Agreement in duplicate with [REDACTED] land from them to improve the views at public road Level Crossing XM160 at 121 miles 1.670 yards on the Athlone to Westport Railway Line at Ballyhaunis, Co. Mayo, [REDACTED]
6. Agreement in duplicate and [REDACTED] in order to close Level Crossing XS030 at 64 miles 650 yards on the Dublin to Sligo Railway Line, for a consideration of [REDACTED]
7. Lease in duplicate with [REDACTED] for a retail unit at Carlow Railway Station, for a term of 5 years, subject to Renunciation, for a rent of [REDACTED]
8. Lease in duplicate with [REDACTED] for a rental period of 10 years, at a rent of [REDACTED] per annum or [REDACTED] every 5 years.
9. Lease in duplicate with [REDACTED] for a rental period of 10 years, at a rent of [REDACTED], with a rent review every 5 years, The turnover rent will be [REDACTED]

Company Secretary
Iarnród Éireann
4th December 2018

1. Licence in duplicate with [REDACTED] at Skerries Railway Station, Skerries, Co. Dublin, for a licence period of 2 years, for a licence fee of [REDACTED] annum.
2. Licence in duplicate with [REDACTED] for an area to [REDACTED] at Connolly Station, Dublin 1, for a licence period of 3 years, for a licence fee of [REDACTED].
3. Seating Licence in duplicate with [REDACTED] for a licence period of 10 years, for a licence fee of [REDACTED] per annum.
4. Seating Licence in duplicate with [REDACTED] for a licence period of 10 years, for a licence fee of [REDACTED] per annum.

Company Secretary
Iarnród Éireann
4th December 2018

Freedom of Information Request:
Schedule of Records for [IE_FOI_258](#) : Summary for Decision Making

Record No.	Date of Record	Brief Description	No. of Pages	Decision: Grant/Part Grant/Refuse	Section of Act if applicable	Record Edited/Identify Deletions
1	05-Feb-19	2.1 IE Minutes 20190205_Redacted	12	Part Grant	S36 - Commercially Sensitive Information & Schedule 1 Part 1 (p) - Partially Included agencies	
2	17-Jan-19	3.1 IE Minutes 20190117_Redacted	6	Part Grant	S36 - Commercially Sensitive Information & Schedule 1 Part 1 (p) - Partially Included agencies	
3	26-Mar-19	3.1 IE Minutes 20190326_Redacted	14	Part Grant	S36 - Commercially Sensitive Information & Schedule 1 Part 1 (p) - Partially Included agencies	
4	28-Aug-18	IE Brd Mins 20180828 signed_Redacted	15	Part Grant	S36 - Commercially Sensitive Information & Schedule 1 Part 1 (p) - Partially Included agencies	
5	30/10/2018	IE Brd Mins 20181030 signed_Redacted	14	Part Grant	S36 - Commercially Sensitive Information & Schedule 1 Part 1 (p) - Partially Included agencies	
6	04/12/2018	IE Brd Mins 20181204 signed_Redacted	12	Part Grant	S36 - Commercially Sensitive Information & Schedule 1 Part 1 (p) - Partially Included agencies	

Signed

Freedom of Information / Data Protection Executive