



29th July 2021

Email: [REDACTED]

Re: FOI request IE_FOI_492

Dear [REDACTED],

I refer to your request dated 25th June 2021 made under the Freedom of Information Act 2014, which was received on by my office on the 28th June 2021, for records held by Iarnród Éireann.

Request:

- Copy of Irish Rail's board meeting minutes between April and June 2021

The decision maker handling your request is Mr. Dave McCabe

Response:

I, Mr. Dave McCabe, Decision Maker have now made a final decision to part grant your request on 29th July 2021.

April 2021 minutes – There was no board meeting in April 2021

May 2021 minutes - attached

June 2021 minutes – These minutes are still at draft stage as they have not been approved yet. They will be approved at the August board.

Attached please find May 2021 board minutes and schedule of records detailing redactions of same.

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 foi@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 87-2017267 or by email at foi@irishrail.ie

Yours sincerely,

A handwritten signature in blue ink, appearing to be 'Sue Stanley'.

Ms. Sue Stanley, FOI/DP Officer, Iarnród Éireann

Freedom of Information Request:
Schedule of Records for IE_FOI_492 : 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	18.05.2021	May Board Minutes 2021	10	Part		See page 2020

Signed:

Freedom of Information / Data Protection Executive

Redactions			
IE Board Minutes 18.05.2021			
Page #	Minute #	Section of Act Applicable	Reason
1	Attendees	Section 37 - Personal Information	Personal Information relating to others
2	5059.2	Exempt Agencies	Information relating to CIÉ which does not fall within the FOI legislation
2	5059.3	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
2	5059.5	Section 37 - Personal Information	Personal Information relating to others
3	5060.1 - 5060.7	Section 37 - Personal Information	Personal Information relating to others
4	5060.8 - 5061.2	Section 37 - Personal Information	Personal Information relating to others
4	5061.4	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a fin loss
4	5061.5	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of its freight function
5	5061.7 - 5061.11	Section 37 - Personal Information	Personal Information relating to others
5	5061.7	Section 29 - Deliberative Process	material contained within concerns the “thinking processes” of Iarnród Éireann
5	5061.8	Section 36(1)(c) - Commercially Sensitive Information	Commercially sensitive information which could prejudice the conduct of negotiations
5	5061.10	Section 36(1)(c) - Commercially Sensitive Information	Commercially sensitive information which could prejudice the conduct of negotiations
5	5061.11	Section 29 - Deliberative Process	material contained within concerns the “thinking processes” of Iarnród Éireann
6	5062.2	Section 36(1)(c) - Commercially Sensitive Information	Commercially sensitive information which could prejudice the conduct of negotiations
6	5063.5 - 5063.6	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
6	5064.1	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a fin loss
7	5065.1 - 5066.3	Section 37 - Personal Information	Personal Information relating to others
7	5065.2 - 5065.6	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a fin loss
10	Appendix 2 (1-3)	Exempt Agencies	Information relating to CIÉ which does not fall within the FOI legislation
10	Appendix 2 (4-7)	Section 37 - Personal Information	Personal Information relating to others

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
(the "COMPANY")**

**MINUTES OF THE THREE HUNDRED AND FIFTIETH
BOARD MEETING HELD ON TUESDAY 18th MAY 2021
AT 9.30AM VIA MICROSOFT TEAMS
(the "MEETING")**

PRESENT:

Mr. Frank Allen

Chair
Director
Director
Director
Director
Director
Director
Director
Director

(collectively referred to as the "board and/or "Directors")

IN ATTENDANCE:

[REDACTED]

Mr. Jim Meade

[REDACTED]

Management Accounting Manager
Commercial Director
Director Infrastructure Manager
Chief Civil Engineer
Company Secretary
Director Railway Undertaking
Acting Chief Procurement Officer*
Chief Executive
Director Capital Investments
Chief Executive, CIÉ
Head of Talent Management*
CTC & Train Performance Manager*

**for part of the Meeting*

MIN NO.

5055 CONSTITUTION OF THE MEETING

5055.1 It was noted that notice of the Meeting had been given to all Directors, that a quorum was present and that the Meeting was validly constituted in accordance with the Company's Constitution and that Mr Allen would act as Chair.

5055.2 It was further noted that due to the pandemic, the Meeting was to take place virtually via Microsoft Teams. Each participant of the Meeting confirmed that they could hear each other.

5056 DIRECTORS' INTERESTS

5056.1 It was noted that no Director had any conflicts of interest to declare as pursuant to Section 231, 261, 262 and 263 of the Companies Act, 2014.

5057 MINUTES

5057.1 The Chair presented to the Meeting for consideration and, if thought fit, approval of the minutes of the board meeting of the Company held on 30th March 2021 which had been circulated in advance

of the Meeting (the “**Previous Minutes**”). **IT WAS RESOLVED** that the Previous Minutes be and are hereby approved and that the signing of same by the Chair of the meeting be and is hereby approved.

5058 ACTION POINTS OF PREVIOUS BOARD MEETINGS

- 5058.1** The board reviewed the updated schedule of action points which had been circulated by the Company Secretary in advance of the Meeting. The board noted that the majority of the action points were closed or would be discussed during the Meeting.

5059 CHAIR’S COMMENTS

- 5059.1** The Chairperson advised that the Directors may be able to hold an in-person board meeting on 31st August 2021 due to Directors having received vaccinations. He noted that no attendee would be obliged to turn up physically to the meeting and an in-person meeting would be dependent on government guidelines which would be reviewed closer to the date.

- 5059.2** The Chairperson reported that his term of chair had ended in December 2020 and advised that the Minister of Transport had written to him of the intention to reappoint him, and the other chairpersons of the CIÉ Group companies, for another term which was subject to attendance at the Oireachtas Transport Committee (“**OTC**”). [REDACTED]

[REDACTED]. The Chairperson noted that the OTC had raised queries on the potential for free travel for all passengers, as in Luxembourg, , high speed rail in Ireland, capacity issues and post-pandemic incentives to attract people back on to public transport. The Chairperson advised that concern was raised about walk-up fares but noted that the Company offered excellent value when tickets are pre-booked. He further noted the OTC raised the lack of early morning trains from Belfast to Dublin and noted to the OTC that advanced stage in the procurement of rolling stock that would offer greater capacity for the Northern and other lines.

- 5059.3** The Chairperson reported that he attended a meeting with the five county council chief executives (“**CCCE**”) of the South Eastern region, [REDACTED]

- 5059.4** Mr Meade referred to the recent anti-social behaviour (“**ASB**”) incident at Howth Junction and advised that the Board Safety Committee (“**BSC**”) was provided with a detailed security presentation from the Company’s head of security that provided an overview of the Company’s joint operation with Gardaí. Mr Meade advised that the leaked footage of the ASB incident that had been shared widely on social media suggested that there had been a data breach within Iarnród Éireann.. Mr Meade advised that the Company could control staff that could make copies of such footage but noted that people could now film whilst watching footage which presented a risk. Mr Meade noted that a detailed investigation was underway and that all staff had been reminded of data protection obligations.

- 5059.5** Ms [REDACTED] advised that there was an international issue with regards to the safety of women on public transport and noted that it must have been traumatic for victim from data breach and sharing of the video via social media. Ms [REDACTED] noted that a communications campaign to the public about Company’s security would be required. Mr Meade advised that the Company was reviewing how to make data more secure and on-going campaign to note the Company’s increased security was part of getting people back to public transport strategy. Ms [REDACTED] queried if the Company had met with residents of the community and had school engagement programmes. Mr Meade confirmed that such engagements were undertaken by the Company and noted that to combat ASB behaviour at Broombridge, the Company sponsored local sports team and had community/school engagement which helped reduce ASB.

Ms [REDACTED] joined the Meeting

5060 STRATEGY

Talent Management

- 5060.1 Ms [REDACTED] introduced herself to the board and noted that she had worked with the Company for 30 years and had been selected for the first woman in leadership programme at Dublin City University in 2001. Ms [REDACTED] noted that her team managed employees in their whole life cycle at the Company and helped to ensure that talent remained within the organisation. Ms [REDACTED] advised that Company ran high potential programmes, Institution of Railway Operators (“IRO”) Scholarships, the women in leadership roles, role exposure programmes and ran both graduates and apprenticeship programmes.
- 5060.2 Ms [REDACTED] reported that Talent Team had developed an understanding of the critical roles within the organisation and the existing talent pool which minimised transition risk and maximised responsiveness to role change to ensure that the Company had sufficient succession planning in place.
- 5060.3 Ms [REDACTED] noted that the Company had received CIMA Training and Development accreditation and Engineers Ireland had awarded the status of CPD Approved Graduate Development Programme to the Company. Ms [REDACTED] queried if development programmes focused on technical focused people in addition to manager positions. Ms [REDACTED] replied that leadership programmes focused on both aspects and would be tailored for the individual. Mr Meade added that the Company had reviewed all critical positions for the Company to ensure that the requisite skills and expertise were in place for each role. Mr [REDACTED] noted that the Ms [REDACTED] and the HR team had developed an excellent Talent Management framework and advised that the HCM system would be an asset to assist with further development. Mr [REDACTED] noted that job sculpturing can be an important feature for certain key talent to ensure proper alignment and fit between organisation requirements and individual development and retention.
- 5060.4 Ms [REDACTED] advised that 18% of the Irish population were not Irish born and noted that the Company needed to ensure that it is inclusive, and the role of managers was key to this goal. Ms [REDACTED] noted that the Company had created more diverse advertisements that included more ethnic diversity and women which had increased the number of diverse applications. She further noted that the Open Doors Initiative would assist the Company with being an inclusive organisation. Mr [REDACTED] noted that it was important to support IRO participants whilst they are working full time. He further noted that the management of expectations and timeframe for people to wishing progress to different roles needed to be in place.
- 5060.5 Mr [REDACTED] noted that 17% to 18% recruitments of the Company are women and queried if any benchmarking against comparable organisation had been undertaken. Ms [REDACTED] replied that researchers in the rail industry had advised that 11 to 15% was the industry average but advised that the Company did not set targets based on benchmarking. Ms [REDACTED] noted that sometimes technically talented people could only progress by managing people and queried if a specialised pay grade for technical focused staff was in place at the Company. Ms [REDACTED] confirmed that there was.

Ms [REDACTED] left the Meeting

Mr [REDACTED] entered the Meeting

National Train Control Centre (“NTCC”): Transition to Operations

- 5060.6 Mr [REDACTED] presented on the progress of the NTCC. Mr [REDACTED] reported that the NTCC construction is to be completed by May 2022 and operational training is to begin by January 2023. He explained that the NTCC migration would occur from October 2023 to 2024.
- 5060.7 Mr [REDACTED] reported that the GSM-R roll out would improve communications and would modernise and transform business through the innovation of a Traffic Management System (“TMS”) that enabled safe, efficient and consistent delivery while supporting capacity growth. Mr [REDACTED] advised

that currently it was a manual process to make public service announcements but a more integrated centralised source of information would create efficiency and brings a more consistent approach to the TMS that would announce services automatically.

5060.8 Mr [REDACTED] explained that the TMS would automate manual tasks and that the NTCC was a purpose-built facility that can control current network and is scalable to manage future growth and would be the first time that the Company would manage the whole rail network in a centralised control network. Mr [REDACTED] advised that the NTCC would have eight signalling workstations, in-house training simulation and the NTCC would allow proactive planning and enhanced decisions making supported by the TMS. Mr [REDACTED] noted that Connolly Station was at capacity and thus the NTCC was so very important to develop the Company's business.

5060.9 Mr [REDACTED] queried if a cyber security incident occurred, would the NTCC have backup centre that could be used. Mr [REDACTED] advised that Connolly station would have a full replica of NTCC. Ms [REDACTED] commented that traffic controllers in automated environment can lose competence when required to be manual and queried if this had been factored in. Mr [REDACTED] advised that had been factored in the team composition and the Company had a former Network Rail person involved who had brought experience from Network Rail's transition and would help ensure that manual competencies remained in staff through training.

5060.10 Mr [REDACTED] queried if there was an interdependency of NTTC and DART+ and if there was a delay in NTTC would this cause delays in the Company's expansion projects. Mr [REDACTED] confirmed that it would and advised that there were integrations between DART+ teams and NTTC teams. Ms [REDACTED] queried if the new technology was to have an impact on the staff workload. Mr [REDACTED] confirmed that it would as the Company currently had a reactive TMS and advised that the NTTC would usher in a proactive approach to the TMS. The Chairperson asked if the COVID-19 pandemic had caused any delays for the NTCC. Mr [REDACTED] responded that the NTCC timeline had some very minor delays but was very close to the schedule of building works and that the software works were on schedule.

Mr [REDACTED] left the Meeting

5061 CHIEF EXECUTIVE'S REPORT

5061.1 Mr Meade presented the Chief Executive's report ("CEO Report") and KPI Dashboard for the Company's reporting period 4 ("P4 and/or Period") that had been included in the board pack.

5061.2 Mr Meade reported that there had been eleven bridge strikes during the Period across the network at a number of level crossings and advised that no pattern to these strikes had been identified. Mr [REDACTED] queried the majority cause of these incidents. Mr Meade replied that they mainly had been caused by vehicles failing to adhere to stop lights.

5061.3 Mr Meade noted that the Group wide CEOs and Chief Information Officers had met to discuss the recent HSE cyber-attack. He noted that on 14th May 2021, Conti human-operated ransomware attack had forced a HSE system shut and advised that the attack had been instigated via a phishing e-mail and had spread throughout the network when activated. Mr Meade confirmed that the Company and Group IT systems were continuously monitored and that the Company's IT system continued to be developed and upgraded.

5061.4

[REDACTED]

5061.5

[REDACTED]

Financial Report

5061.6 The board noted the contents of the Financial Report included in the board pack.

Train Operations (“TO”) Report

5061.7

[REDACTED]

Commercial Report

5061.6 The board noted the contents of the Commercial Report included in the board pack. The Chair queried if NaviLens was to be put in place across the network. Mr [REDACTED] responded that the six-month pilot would commence from July-December 2021 on the Maynooth line and following this, it could be expanded for other routes.

Infrastructure Manager Report (the “IM Report”)

5061.7

[REDACTED]

5061.8

[REDACTED]

5061.9 The Chairperson noted that the Company had been requested to confirm that the Company does not plan to use the Waterford to Rosslare line and that the alignment could be made available for recreation and tourism. Mr [REDACTED] advised that this route would be reviewed as part of the strategic rail review and that the Barrow Bridge would be left in the open position, negating the need for the Company to maintain 24 / 7 staffing to facilitate shipping into New Ross.

Capital Investments Report

5061.10 The board noted the contents of the Capital Investments Report included in the board pack. [REDACTED]

[REDACTED] Ms [REDACTED] questioned when the final plan of cost/timeline would be provided. Mr [REDACTED] replied that baseline contract was in place with prices included and any changes would need to be justified in the final contract.

5061.11

[REDACTED]

5062 5-YEAR PRESENTATION

5062.1 Mr Meade presented the Company’s Forecast and 5-Year Plan 2022 to 2026 (the “**5-Year Plan**”) and highlighted that the Company had a weak balance sheet. Mr Meade advised that the Company was to transfer to a gross-cost contract in 2023 which meant that fare-box revenue would be for NTA’s risk, who would fund the Company’s operating costs.

5062.2 Mr Meade reported that exchequer funding for 2021 was to result in break-even for the Company and that the 2022 forecast would return a [REDACTED]. Mr Meade confirmed that the Company's risk appetite had not changed since previous year.

5062.3 The board **HEREBY NOTED** that the 5-Year Plan would be submitted to the Department of Transport and the NTA for discussion and would then be presented to the board for formal approval at the next board meeting.

5063 **ADVISORY/POLICY PAPERS**

Board Safety Committee Report

5063.1 The Board noted the contents of the BSC Report.

Audit and Risk Committee Report

5063.2 The Board noted the contents of the ARC Report.

Service Delivery Advisory Group ("SDAG") Report

5063.3 The Board noted the contents of the SDAG Report. The Board noted that revised SDAG terms of reference and been included in the board pack. **IT WAS RESOLVED** that the SDAG terms of reference be and are hereby approved.

Human Resource Advisory Group ("HRAG") Report

5063.4 The Board noted the contents of the HRAG Report.

Rosslare Europort Off-Shore Wind ("OSW") Energy update

5063.5

[REDACTED]

[REDACTED]

5064 **CAPITAL EXPENDITURE**

Capital Expenditure Proposals

5064.1 The board noted that the approval was sought for the expenditure of [REDACTED] for the purchase of welfare facilities to be installed at locations nationwide and used by Permanent Way staff as canteen, office and storage facilities. ("**Per Way Proposal**") It noted that it was funded by the Infrastructure Manager Multi-Annual Contract. **IT WAS RESOLVED** that the Per Way Proposal be and is hereby approved.

Close-out Reports

5064.2 The board **HEREBY ACKNOWLEDGED** the following close-out reports pack.

- i. CIRU01085 - Asset Renewal programme to enhance customer environment and interface
- ii. CIRI01041 Western Rail Corridor (WRC) between Athenry and Claremorris, Business Case review
- iii. CIR00812 Customer First Programme

Ms [REDACTED] entered the Meeting

5065 PROCUREMENT

- 5065.1 Ms [REDACTED] presented the Procurement Report and KPI dashboards included in the Board pack circulated in advance of the Meeting.

Procurement Proposals

- 5065.2 Ms [REDACTED] noted that it was proposed that the Company establish a framework agreement with the seven companies, listed within the proposal paper, for the production and delivery of washed ballast. The total estimated next expenditure over four years was [REDACTED] (the “**Ballast Proposal**”). **IT WAS RESOLVED** that the Ballast Proposal be and is hereby approved in the form presented to the Meeting.
- 5065.3 Ms [REDACTED] presented the procurement proposal for selection and award criteria for a contract to eliminate/upgrade seven existing level crossings on the Dublin to Cork Line between Limerick Junction and Mallow Stations. The estimated value was [REDACTED] (the “**Level Crossings Proposal**”). **IT WAS RESOLVED** that the Level Crossings Proposal be and is hereby approved in the form presented to the Meeting.
- 5065.4 Ms [REDACTED] presented the procurement proposal for selection and award criteria for the supply and installation of micro-piles to stabilise the track bed at Lisduff, Co. Tipperary with an estimated value of the contract being [REDACTED] (the “**Lisduff Proposal**”). **IT WAS RESOLVED** that the Lisduff Proposal be and is hereby approved.
- 5065.5 Ms [REDACTED] presented the procurement proposal for selection and award criteria for the provision of consultancy services for the coastal infrastructure protection with an estimated value of the contract being [REDACTED] (the “**CIPP Proposal**”). **IT WAS RESOLVED** that the CIPP Proposal be and is hereby approved.
- 5065.6 Ms [REDACTED] presented the procurement proposal paper for the award criteria for the long term supply of friction products for the Company with an estimated value of the contract being [REDACTED] (the “**Friction Products Proposal**”). **IT WAS RESOLVED** that the Friction Products Proposal be and is hereby approved.

Procurement Schedule for 2021

- 5065.7 The Board noted the updated Procurement Schedule for 2021 which had been circulated in advance of the Meeting.

Ms [REDACTED] left the Meeting

5066 ADMINISTRATIVE ITEMS

Transactions for Approval, Sealing and Signing

- 5066.1 Mr [REDACTED] presented the transactions that were required to be approved, executed and sealed (details of such had been appended to the Meeting minutes at appendix I and appendix II together being the “**Transactions**”) to the Meeting. **IT WAS RESOLVED** that the Transactions be and are hereby approved and that the Transactions be executed and sealed as soon as was practicable.

Protection Disclosures 2020 Annual Report

- 5066.2 The board **HEREBY NOTED** Protection Disclosures 2020 Annual Report (“**PDR**”) circulated in advance of the Meeting and requested that the PDR published on the Company’s website.

Eurail Governance Change Proposal

- 5066.3 **IT WAS RESOLVED** that the execution of the Eurail members agreement and the adoption of new Articles of Association in relation to Company’s continued participation in the Eurail group be and is hereby approved and that Mr Meade and Mr [REDACTED] be authorised to execute Eurail members agreement and associated documentation on behalf of the Company.

Notice of Extraordinary General Meeting (“EGM Notice”)

5066.4 **IT WAS RESOLVED** that the EGM Notice in the form presented to the Meeting be and is hereby approved.

5064 **APPENDICES FOR NOTING**

5064.1 The board **HEREBY NOTED** the 2021 Forward Agenda. The Chairperson requested that an in-person board meeting outside of Dublin be held once permissible under the COVID-19 guidelines.
Action Point – Secretary

5064.2 Mr Meade advised that the Company was set to return employees to the Company's offices in September 2021 and noted that all government guidelines would be adhered to facilitate the return of employees to the office.

5065 **ANY OTHER BUSINESS**

5065.1 The the next board meeting is scheduled to be held on Tuesday, 29th June 2021 at 9:30am in Connolly Station and via Microsoft Teams.

5065.2 There being no further business, the Chair called the Meeting to a close.

Chair _____

Date _____

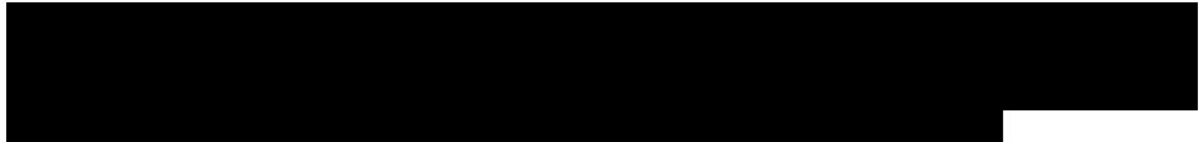



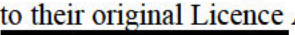


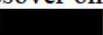


TRANSACTION FOR APPROVAL AND SIGNING

Approval for signing and sealing

- None

**Company Secretary
Iarnród Éireann
18th May 2021**

TRANSACTIONS FOR APPROVAL AND SEALINGSigning only

1. 
2. 
3. 
4. Supplemental Licence in duplicate with , in relation to their original Licence Agreement dated 1st July, 2020, in respect of office and car parking space at , to allow the licence period to be extended by four calendar months from 31st October, 2020 until 28th February, 2021, for a monthly fee of  per month.
5. Licence in duplicate with  to allow Iarnród Éireann's CCE Dept., use land at Bishopsland, Kildare, as a temporary works compound in relation to the construction and installation of a replacement track crossover on the main Dublin to Cork Railway Line, for a licence period of 7 months, for a licence fee of .
6. Licence in duplicate with The County Council of the County of Wexford, to allow them to construct a greenway for use by the public as a cycleway and walkway, from Abbey Road, Waterford City to the South Boundary of the Mountelliott Lane, for a licence period from date of Licence until 31st July, 2020, for a licence fee of  demanded.
7. Supplemental Licence in duplicate with Galway City Innovation District Co. Ltd., in respect of the former Guinness Offices and adjacent Yard at Ceannt Railway Station, Galway to extend their original Licence Agreement dated 8th April, 2020, by 3 calendar months from 1st March, 2021 until 31st May, 2021, or such later date as may be agreed by CIÉ and abate the monthly licence fee as and from 1st July, 2020 to  per month.

Company Secretary

Iarnród Éireann

18th May 2021