

10th January 2020

[REDACTED]

[REDACTED]

Re: Response - FOI request IE_FOI_333

Dear [REDACTED]

I refer to your request dated 27th November made under the Freedom of Information Act 2014, which was received by my office on that date, for records held by Iarnród Éireann.

Request:

- Please could you send me the minutes of all Iarnród Éireann board meetings since January 2019.

Response:

You have sought access to the records outlined above and I consider this an appropriate form of access in this case. Accordingly a copy of the records is now enclosed 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 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 01, 7034293.

Yours sincerely,



Hayley Durnin

Freedom of Information Office

Freedom of Information Request:
 Schedule of Records for [IE_FOI_333](#) : 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	N/A	IE board Minutes 2019_Redacted	74	Part Grant	redaction list on sheet 2	

Hayley Durnin
 Freedom of Information Office

IE Decision Maker: Bidina Mc Cabe

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11	4819.4, 5, 6, 7	Section 36(1)(b) - Commercially Sensitive Information
12	4820.9, 4820.10	Section 36(1)(b) - Commercially Sensitive Information
13	4821.2	Section 36(1)(b) - Commercially Sensitive Information
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13	4821.4, 5, 6, 7	Section 36(1)(b) - Commercially Sensitive Information
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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]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

This data will be presented to the Strategy Advisory Group for discussion and can also be presented to the Infrastructure Advisory Group if necessary. **Mr. Meade**

4810.7 Mr. Meade stated that much of 2019 was already planned out as part of the budget process. In addition, actual plans are available on a year by year basis up to 2022. Much of this work has been carried out by [REDACTED] (Operations Train Planning Manager) team and has fed into the strategic vision. The Chairman stated that while the board is supportive of the strategic direction of the company and is encouraged that plans are available for 2019, it has not seen these plans yet and needs to from a governance point of view. He added that the NDP does not give project approval. At best it is just a framework for future approvals. Choices will have to be made by the board on what the priorities will be given the constrained resources. Management needs to come back with a document containing more specifics. Mr. Meade acknowledged that more information regarding the reasoning and justification for the plans, especially with respect to the NDP, should have been provided. This will be provided along with information on how management reached its decisions regarding plans for 2020 onwards. They will be presented to the Strategy Advisory Group for discussion and can also be presented to the Infrastructure Advisory Group if necessary. **Mr. Meade**

4810.8 There then followed a discussion on the respective roles of the Strategy Advisory Group and the Infrastructure Advisory Group and the oversight of major capital projects in general. It was noted that any risks to projects should be recorded on the risk register which is reviewed by the Audit and Risk Committee. Also discussed was whether a Director of Capital Investment should be appointed. The importance of bringing bad news to the board without fear of repercussion was emphasised. It was suggested that the current structure of Advisory Groups and Committees should be tested to ensure that it is fit for purpose and that general risks, such as a lack of critical skills, would be reported through that structure to the board. This may also involve a review of the Gateway process to ensure that it is also fit for purpose. The Chairman agreed stating that a robust governance system needs to be in place to avoid future criticism that the board wasn't aware of things going wrong. It was agreed that Mr. Murphy and Mr. Sowden would consider the matter and come back to the board with a proposition. **Mr. Murphy and Mr. Sowden**

4810.9 With respect to the Gateway process, the Chairman stated that relying on the NTA and the NDP for authority dilutes the board's governance responsibility. If there are changes to the NDP the board should consider whether it agrees to those changes. Even though scope changes are currently brought to the board for approval, there are additional Gateway steps that should be introduced at an earlier stage.

4810.10 Mr. Murphy stated that problems and action plans to resolve them must be brought to the board as early as possible whether through the Advisory Group structure or by Executives. In addition, the procurement strategy can be applied in a manner which ensures going to the market early because this enables the early identification of pinch points. He also emphasised the importance of bringing staff along with you i.e. the People strategic pillar.

4811 RISK MANAGEMENT

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

4811.1 The Chairman advised Mr. Glynn of the board's previous discussion on the scale up to implement future capital projects under the NDP. For the board to be comfortable it needs to be made aware of any risks to projects such as cost overruns. It will be relying on the structure of Advisory Groups and Committees and on the risk management system for the reporting of such risks.

4811.2 Quarterly Risk Report

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

4811.3 Mr. Glynn presented his report and referred to the following matters:

- The company's Risk Appetite has been reviewed by the Executive team. No changes were

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 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 IMAC 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 [REDACTED] 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:

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

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 [REDACTED] 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 [REDACTED], to be reviewed every 5 years in accordance with the CPI.
2. Licence in duplicate with [REDACTED], 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 [REDACTED], to be reviewed every 5 years in accordance with the CPI.
3. Lease in duplicate with [REDACTED] 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 [REDACTED].
4. Closure Agreement in duplicate with [REDACTED] 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 [REDACTED].
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 [REDACTED] 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 [REDACTED].

Company Secretary
Iarnród Éireann
5th February 2019

TRANSACTION FOR APPROVAL AND SIGNING

Crane Licence in duplicate with [REDACTED] 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 [REDACTED]

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 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 ██████████ 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 ██████████ and
- The total for all the Iarnród Éireann VAT refunded projects remains at the ██████████ 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 ██████████ for the design phase (Project Management Procedure – Phase 4).

It was noted that:

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

4833.4 It was confirmed that while ██████████ 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 ██████████ (of which ██████████ 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 ██████████ 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 ██████████.

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:

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

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 THIRTYTHIRD
BOARD MEETING HELD ON TUESDAY 28TH MAY 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
	Ms. Sarah Roarty	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director
	Mr. Don Cunningham	Director Infrastructure Manager
	Supt. Kevin Daly	An Garda Síochána (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. Billy Gilpin	Director Railway Undertaking
	Mr. Jim Meade	Chief Executive
	Mr. Peter Muldoon	Manager, Operations & New Works (part)
	Mr. Lorcan O'Connor	Chief Executive, CIE
	Mr. Colm Reynolds	Chief Procurement Officer (part)
	Mr. Mike Sowden	Chairman, Infrastructure Advisory Group

MIN NO.

4839 PRIVATE SESSION

4839.1 The Board discussed concerns about procurement being reported as delaying work in relation to Safety and Engineering advice for Rosslare Europort. Board members discussed the adequacy of KPIs and who sets them. Questions were asked about the adequacy of contractual requirements for maintenance and repair of lifts at stations.

Ms. Roarty joined the meeting during the private session.

Management joined the meeting at this time.

4840 INTRODUCTION

4840.1 The Chairman welcomed Ms. Roarty to her first board meeting and stated that it had been a long time since the board had a full complement of directors. It was noted that Ms. Roarty had been appointed to the board on 5th April 2019 for a period of three years.

4841 CONFLICT OF INTERESTS

4841.1 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.

4842 CHAIRMAN'S COMMENTS

4842.1 The Chairman stated that he had joined the recent Cycle against Suicide event which was

supported by Iarnród Éireann. He stated that it was a great initiative and that he would encourage others to fully support it also.

4843 MINUTES

4843.1 The Minutes of the meeting held on 26th March 2019 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4843.2 Outstanding Action Items

The memorandum previously circulated was taken as read and noted.

4843.3 Item 547

The Chairman stated that he had a concern about the company's business case approach. He was concerned that the company is taking a minimalist approach e.g. Preliminary Appraisal Reports should go beyond just being compliance with the Stage 1 requirements of the Common Appraisal Framework for Transport Projects and Programmes. The company is competing for funding under the National Development Plan (NDP) with others who are presenting business cases that make compelling arguments for their investments. Therefore, Iarnród Éireann needs to argue its case more vigorously rather than taking an approach that merely meets governance requirements.

4843.4 The Chairman then went on to advise management of the issues which had been raised during the private session relating to:

- Procurement delays despite board reports showing good procurement compliance KPIs.
- The need to bring various plans and strands together in a coherent way and tie them into the company's strategy.
- The need to review the adequacy of response times to repairing lifts at train stations and whether their reliability meets customers' expectations.

4843.5 Mr. Meade advised of the following:

- Measures being taken to address the staff resource issue in the Procurement Department. This should address the turnaround time which has been lengthening. A KPI for this matter will be contained in future board reports.
- Management had deliberately kept the Five Year Plan and the 75X25 Plan separate until clarity on funding is received. The Five Year Plan is based on what the company believes it can deliver based on confirmed funding. The Chairman noted that the level of funding will depend on how well the company argues for it.

4844 STRATEGY

4841.1 Anti-Social Behaviour

Supt. Kevin Daly, An Garda Síochána, joined the meeting at this time.

4844.2 The memorandum previously circulated was taken as read and noted.

4844.3 Mr. Gilpin referred to the following:

- Statistics on anti-social behaviour incidents across the Iarnród Éireann network.
- Location trends.
- Past and anticipated expenditure to address anti-social behaviour and how this is spent.
- Plans for the future e.g. enhancement of CCTV coverage, alert systems, increased liaison with the Gardaí (protocols for major events and for responding to self harm incidents, emergency incident plans etc.).

4844.4 The Chairman welcomed Supt. Daly and asked for his views on the following:

- How Iarnród Éireann is doing given the level of its expenditure on addressing anti-social behaviour,
- Transport Police and
- Mobility for major events.

4844.5 Supt. Daly stated that Iarnród Éireann is doing well. Its plans will improve security. It has a good working relationship with An Garda Síochána and both are working to improve this. He then referred to the following:

- Garda response times.

- Feedback and follow-up after events such as assaults.
- Transport Safety Forum (and the need for confidentiality to be respected).
- Garda district boundaries.
- The need for greater visibility at hotspots and the role of Community Gardaí to target these areas.
- The sharing of intelligence e.g. movement of drugs.
- The availability of crime prevention advice, particularly in the area of environmental design (lights and cameras).
- The availability of Gardaí to meet with Iarnród Éireann staff e.g. at training days.
- The importance of Iarnród Éireann's meetings with Local Authorities on event planning matters e.g. licence conditions for concerts.
- The emphasis on diversity in the new Community Policing Framework which covers such matters as hate crime definition and assault reduction strategy.
- Rail Safety Advisory Council.
- Liaison with other organisations such as retailers and the Public Vintners Association to prepare for such occasions as Leaving Cert results night.
- The need to educate Gardaí on the impact of incidents on Iarnród Éireann's business and staff. An Garda Síochána would welcome short videos from Iarnród Éireann demonstrating this. These could be used during Garda training.
- Emergency incident protocols.
- Possible joint training at the Garda College on such matters as how to preserve evidence etc.
- Ongoing liaison between the Gardaí and Iarnród Éireann personnel.

4844.6 In response to Ms. Little, Supt. Daly stated that there were no plans for Transport Police within An Garda Síochána. However, if the Minister chooses to establish same, this would not pose a problem for the Gardaí. He added that even though the Gardaí are unarmed, increased visibility, increased community policing and increased liaison would all have a positive impact.

4844.7 In response to Dr. Mulholland, Supt. Daly stated that he did not know how many of the prosecutions for assault had been successful but could find out. He could also find out the status of outstanding cases and ascertain if he could assist in progressing them. However, he added that many victims are not willing to bring cases forward to court even though reassurance is given that victims are rarely intimidated afterwards.

4844.8 In response to Ms. Griffiths, Supt. Daly stated that it is the Chief Superintendents of divisions and Superintendents of districts who decide the allocation of resources. This is based on the analysis of data relating to crime levels, hotspots, the number of telephone calls, the outcome of Community Gardaí meetings etc. He emphasised the importance of reporting incidents as this gives the Gardaí a better indication of criminal activity. He also referred to the importance of liaising with other transport providers after incidents such as at the Transport Safety Forum.

4844.9 Mr. Wynne welcomed the idea of the Gardaí talking directly to staff at training sessions. He asked for Supt. Daly's view on the idea of staff working on their own. However, Supt. Daly stated that he could not comment on company policy. He added that members of An Garda Síochána operate both in pairs and on their own. They too get assaulted. He stressed the importance of good training, getting to know your environment and being alert to risks.

4844.10 Mr. Meade concluded by stating that there is a lot of good day-to-day interaction between the Gardaí and Iarnród Éireann personnel. The aim now is to move to the next level and this will involve better communications and the education of staff. He also added that consideration is being given to recruiting in-house expertise.

Supt. Daly left the meeting at this time.

4844.11 **DART Expansion Programme**
Mr. Peter Muldoon, Manager, Operations & New Works joined the meeting at this time.

4844.12 **DART Expansion Progress Report**
The memorandum previously circulated was taken as read and noted.

4844.13 In response to the Chairman, Mr. Muldoon confirmed that a draft business case would be presented at the next board meeting. The Chairman asked for a copy of it in advance so that he could provide comments. He stated that it should be a comprehensive case which goes further than just meeting minimal requirements. It must be borne in mind that Iarnród Éireann has to

compete with others who are presenting excellent business cases for NDP funding.

Mr. Muldoon

- 4844.14** Other matters discussed included the following:
- The recruitment of a Scope and Integration Manager.
 - Short term fleet strategy.
 - Issues with Mitsui, the sole supplier of intermediate railcars who are having problems with their sub-contractors.
- 4844.15** Electrification Strategy
The memorandum previously circulated was taken as read and noted.
- 4844.16** Mr. McGreevy stated that the findings of the recent Electrification Assessment Report for DART expansion were a logical outcome. The Chairman of the Infrastructure Advisory Group (IAG), Mr. Sowden, agreed stating that the IAG supported this.
- 4844.17** DART Expansion Delivery Roll Out
The memorandum previously circulated was taken as read and noted.
- 4844.18** Mr. Muldoon advised that the National Transport Authority (NTA) gave details of the cash flow that would be available for DART expansion up to 2027. However, this will not result in the delivery of the DART Expansion Programme as envisaged because the total funding available is less than required and that funding is end loaded. Therefore, two options have to be considered:
- Let the fleet delivery dictate the roll out of DART expansion in accordance with the NDP or
 - Delay fleet delivery for 12 months.
- Within each option two scenarios were also considered as follows:
- Procurement of electrical multiple units (EMUs) only and
 - Procurement of bi-mode (battery) EMUs (BEMUs) and EMUs.
- The main conclusions are:
- A funding deficit on the DART Expansion Programme should be recognised (known since the NDP was announced),
 - DART expansion including electrification of the Maynooth Line will not be completed by 2027 as originally envisaged; and
 - The cash flow and funding will be at further risk with the passage of time.
- 4844.19** Mr. Muldoon then went on to explain the procurement options further and recommended that Iarnród Éireann seek the funding profile for delivering EMUs only but that the risk and available funding levels be reassessed prior to ordering fleet.
- 4844.20** Matters discussed included the following:
- The implications for the financial sustainability of the project, given that the cost is likely to increase further, the more that funding is delayed.
 - The need for additional rolling stock gets more critical every day as passenger demand increases.
 - Following an exercise carried out by the Chief Mechanical Engineer (CME), Mr. Smyth, on the availability of competent suppliers, it was demonstrated that there were sufficient suppliers in the market to supply EMUs and BEMUs. Therefore, Iarnród Éireann put a Notice in the OJEC for EMU/BEMU. Mr. McGreevy stated that following discussions and correspondence he was now satisfied that by including the hybrid option Iarnród Éireann would not be excluding any potential suppliers.
 - For many of the suppliers, BEMUs have only been in service, or trial mode for the last year. The associated technical risk will need to be considered as part of the procurement process.
 - Capital cost of hybrids, whose battery capability would become redundant after a relatively short period.
 - Whether pursuing a tender for both options would be deferring the argument (for EMUs only) with the NTA or strengthen Iarnród Éireann's argument.
 - The fundamental issue is funding availability for the project.
 - Whether the "green wave" indicated by the recent Local and European election will result in funding profile changes / increases in the years to come.

- The information that will emerge during the procurement process will allow for a more firm discussion with the NTA.
- Whether additional Intercity rail cars should be ordered now knowing that they can be deployed across the network at a later stage.
- There may be an increasing divergence between announcements about public transport investment and the funding that is realistically available. Investment in public transport in Cork is one example.
- Delaying major funding decisions to solve short term cash flow problems will result in Iarnród Éireann incurring additional maintenance costs in the short term.

4844.21 The Chairman concluded by stating that the information provided by bidders during the procurement process will inform future decisions. However, there is a high risk that sufficient funding will not be available when it is needed. Therefore, business cases that meet minimum compliance requirements will not be sufficient in this environment. Iarnród Éireann needs to do a lot more to compete for any funding that does become available.

4844.22 Regional Strategic Rail Developments
The memorandum previously circulated was taken as read and noted.

4844.23 Matters discussed included the following:

- Developments in Galway
Plans drawn up with Galway County Council and the NTA include provision for a transport hub. As the station is being squeezed in between two commercial developments there is scope for better integration.
- Car Park Strategy.
The car park strategy includes provision for bicycles.
- Cork Metropolitan Area
A draft transport strategy was published for the Cork metropolitan area recently by the NTA. However, it appears that there is limited funding available in the NDP. The analysis in the draft strategy is based on estimates for capacity of different modes that seriously underestimates the capacity of heavy rail. Similarly, there is opportunity to increase capacity on the Midleton Line, within Iarnród Éireann's footprint and serving areas where population growth is planned. Iarnród Éireann needs to submit a detailed response to the NTA's draft strategy, outlining these issues. **Mr. Muldoon**
- Accessibility
Plans in this area require more detail. It must be ensured that in an environment of tight funding, this issue does not fall off the list of priorities.

Mr. Muldoon left the meeting at this time.

4844.24 Rosslare Europort Strategic Plan
[Redacted]

4844.25
[Redacted]

4844.26
[Redacted]

4844.27
[Redacted]

4844.28 [REDACTED]

4844.29 [REDACTED]

4844.30 [REDACTED]

4844.31 [REDACTED]

4844.32 [REDACTED]

Mr. Culligan

4844.33 [REDACTED]

4844.34 [REDACTED]

4845 CHIEF EXECUTIVE'S REPORT

4845.1 The Chief Executive's Report previously circulated was taken as read and noted.

4845.2 Mr. Meade presented his report and referred to the following:

- KPIs for Period 4 2019.

- [REDACTED]. Ms. Doyle

4845.3 Finance

Mr. Cronin advised of the following:

- The company generated a surplus of [REDACTED] during Period 4 2019 compared to a forecast of [REDACTED]. The year to date surplus was [REDACTED] compared to a forecast of [REDACTED].
- Total passenger revenue was [REDACTED] better than forecast in the period reflecting a continuation of the positive trends.
- There was [REDACTED] less capital expenditure than planned during the period. However, there was [REDACTED] more maintenance expenditure than planned.
- Cash generated was [REDACTED] better than forecast. This is due to lower working capital requirements.
- Both NTA capital and public service obligation (PSO) audits for 2018 are now complete. Both received the highest rating of substantial assurance and no issues were raised.

4845.4 The Chairman asked that the Risks and Opportunities Schedule be amended to include a target for one more freight customer. Mr. Cronin

- 4845.5** **Railway Undertaking**
Mr. Gilpin advised of the following:
- Anti-social behaviour statistics.
 - A wrong side failure occurred on the Belmond Grand Hibernian train on 16th April 2019. Iarnród Éireann should be careful as to how involved it becomes in these incidents as responsibility lies with the operator.
 - The CME strategy day took place on 2nd May 2019.
- 4845.6** In response to Ms. Roarty, Mr. Gilpin promised to provide her with details of the top three reasons for train delays. **Mr. Gilpin**
- 4845.7** **Commercial Department**
Mr. Culligan advised of the following:
- There are only four outstanding matters to be worked through with Cubic regarding the new booking office machines (BOMs). These are expected to be resolved by mid June following which a handover will take place.
 - Following the recent survey it was noted that customer satisfaction on InterCity routes has reduced. This is not unexpected given journey comfort issues on busier trains. The Chairman commented that the capacity constraint is now kicking in. It was confirmed that customers are advised on a station by station basis if they are likely to be standing during their journey.
- 4845.8** **Infrastructure Manager (IM)**
Mr. Cunningham advised of the following:
- The IM multi annual contract (IMMAC) for 2014 – 2018 has been extended for 2019. The board agreed that this should be signed and sealed.
 - The next IMMAC will be for 2019 to 2023 and the Department of Transport, Tourism and Sport (DTTAS) envisage that this will need to be signed and sealed only once rather than each year.
 - Two management appointments have been made: Chief Engineer Signalling Electrical and Telecoms (SET) and Assistant Director of Capital Investments, New Works (to support the Chief Engineer SET).
 - A significant amount of major engineering works was carried out over the Easter bank holiday weekend.
- 4845.9** It was noted that at the last steering group meeting with Waterford City and County Council (WCCC) on 24th April 2019, WCCC had advised that there were questions from the funders of the project as to the necessity of constructing a new railway station as part of the Waterford North Quays Development. The Chairman stated that he would not be supportive of the project if Iarnród Éireann had to contribute to the cost of the new railway station out of the MAC.
- 4846** **ADVISORY/POLICY**
- 4846.1** **Board Safety Committee (BSC)**
The Report from the Chairman of the BSC previously circulated was taken as read and noted.
- 4846.2** **Trains Advisory Group (TAG)**
The Report from the Chairman of the TAG previously circulated was taken as read and noted.
- 4846.3** **Infrastructure Advisory Group (IAG)**
The Report from the Chairman of the IAG previously circulated was taken as read and noted.
- 4846.4** Mr. Sowden advised that at its recent meeting the IAG had considered the following:
- Recruitment,
 - Asset management principles,
 - IMMAC 2019- 2023,
 - Bridge bash mitigation processes,
 - Analysis of IM incidents and
 - Electrification Asset Plan.
- 4846.5** **Audit and Risk Committee (ARC)**
The Report from the Chairman of the ARC previously circulated was taken as read and noted.

- 4846.6** It was confirmed that legal disputes with other third parties (and not just with other State companies) are being monitored and that nothing had been heard from the National Oil Reserves Agency (NORA) lately.
- 4846.7** **Forecast 2019 and Five Year Plan 2020-2024**
The Forecast for 2019 and the draft Five Year Plan for 2020 – 2024 previously circulated were taken as read and noted.
- 4846.8** Mr. Cronin advised of the following:
- Context (new [REDACTED] contract and new [REDACTED]).
 - [REDACTED]
 - NDP funding totalling [REDACTED] covering the period 2018 to 2027 (no funding for projects outside the greater Dublin area).
 - Risk appetite, principal risks to the delivery of the plan and mitigating actions.
 - Key assumptions.
- 4846.9** Matters discussed included the following:
- The draft Five Year Plan was reviewed by the ARC and recommended for the approval of the board.
 - The key input to the plan is the level of funding that has been advised by the NTA.
 - The plan contains conservative passenger growth assumptions. There is a view that the country is approaching the top of the economic cycle.
 - Despite increased volumes included in the plan, it includes less revenue than one would expect due to the NTA fares policy, capping and downward pressure on fares (evidenced by no fares increase in 2019). As a consequence, the company will be carrying more people for the same amount of money.
 - Capacity constraints are manifested not only by space on trains but by frequency of service.
 - The recent customer survey has identified a perceived deterioration in value for money due to a deterioration in quality of service.
 - The Brexit issue still needs to be resolved.
- 4846.10** Following further discussion the Forecast for 2019 and the draft Five Year Plan for 2020 - 2024 was approved.
- 4846.11** **Public Service Contract (PSC) Status Update**
The memorandum previously circulated was taken as read and noted.
- 4846.12** Mr. Meade advised that the PSC is still being negotiated. There is still a concern that because the NTA is not fully ready, the clock will be run down and then a PSC may be imposed on the company at the last minute.
- 4846.13** **Property Items**
The two memoranda previously circulated were taken as read and noted.
- 4846.14** **Athy /Wolfhill Line Abandonment Order**
The board gave its approval to complete the process to abandon the Athy/Wolfhill railway line from 0 miles 277 yards along its spur from Athy Station to 0 miles 1,506 yards at the junction with Fortbarrington Road, Athy, County Kildare, by executing the Abandonment Order as presented.
- 4846.15** **Waterford City North Quays Development**
The board noted that the authority of the CIE Board will be sought to enter into negotiations with Waterford City and County Council (the Council) regarding lands required by the Council for the Waterford City North Quays Strategic Development Zone (SDZ).
- It was noted that the Council proposal involves the replacement of Plunkett Railway Station within the SDZ and associated infrastructure improvement works.
- 4846.16** **Information Technology Advisory Group (ITAG)**
The Report from the Chairman of the ITAG previously circulated was taken as read and noted.

4847 CAPITAL

4847.1 Capital Expenditure Proposals

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

4847.2 Dublin/Cork Track Relaying Project

The board gave its approval for expenditure of ██████████, funded from the current CIE cash surplus for the undertaking of track relaying works on the Dublin/Cork route as part of the overall project for the upgrading of the track infrastructure on this key route subject to:

- (a) Finalisation of the funding methodology in consultation with the DTTAS, the NTA and CIE and
- (b) Submission of a comprehensive business case proposal to CIE.

Mr. Cronin and Mr. Cunningham

It was noted that:

- This represents the first phase of a ██████████ multi-annual project, running from 2019 to 2025 and will in this phase involve the relaying of 155 miles of track (or 47% of the total route and 70% of the total renewals required).
- The balance of the project work will be funded from the MAC.
- This paper would be forwarded for the information of the CIÉ Board at its meeting on 5th June 2019.

4847.3 Ticket Barcode Readers

The board gave its approval for expenditure of ██████████ in addition to a previously approved amount of ██████████ to upgrade 100 gate lines with barcode readers to optimise the customer experience and maximise the benefits of the Customer First Programme.

It was noted that this additional expenditure of ██████████ and the original expenditure of ██████████ are both included in the own funded 2019 Forecast and 2020-2024 Capital Expenditure Plan.

4847.4 Journey Planner System

The board gave its approval for expenditure of up to ██████████ to replace the existing journey planner system (which allows customers to plan their journey when purchasing a ticket on the Iarnród Éireann website) and provide an enhanced level of service in terms of availability.

It was noted that NTA funding of ██████████ has been secured for this project in 2019.

4847.5 The Chairman asked Mr. Culligan to find out when the Seat Reservation System will be able to show the correct spelling of passengers' names with the Irish language "fada", rather than a string of ASCII code. **Mr. Culligan**

4847.6 Closeout Report

The memorandum previously circulated was taken as read and noted.

4847.7 The board gave its approval for the closeout of the 2017 Accessibility Programme.

4848 PROCUREMENT

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

4848.1 Procurement Report

The Procurement Report for Period 4 2019 previously circulated was taken as read and noted.

4842.2 The Chairman advised Mr. Reynolds that the board had not been getting a sense of the delays being encountered in the procurement process. The Procurement Report needs to reflect this. In response, Mr. Reynolds advised that this matter had been discussed at a recent ARC meeting. At that meeting it was noted that there are also other additional items that are not captured in the Procurement Report. He confirmed that the request for quotes (RFQ) turnaround time has increased from 12 days last year to 16 days this year due to resource issues. The Chairman stated that he would speak to Mr. Reynolds separately on the matter. **Chairman**

4848.3

Contracts

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

4848.4

Overhead Line Equipment (OHLE) Maintenance and Repair Services

The board gave its approval for the entry into a Framework Agreement with Neopol – Sociedade de Estudos e Construcoes SA (the incumbent) for the provision of maintenance, repair and renewal services for Iarnród Éireann's OHLE.

It was noted that:

- This would be a single party Framework Agreement which will operate for a period of five years.
- The estimated costs to be incurred under this agreement are:
 - [REDACTED]
 - [REDACTED]
- The estimated non-recoverable [REDACTED].
- The funding source for this contract will be the MAC.

4848.5

Intercity Railcar (ICR) Pneumatic Brake Overhauls

The board gave its approval for the award of a contract to Knorr-Bremse Rail Systems (UK) Ltd. for the overhauls of the brake pneumatic and electro-pneumatic systems on the 22000 fleet at an estimated cost of [REDACTED] over the maximum terms of five years.

It was noted that the funding source for this contract is the Chief Mechanical Engineering heavy maintenance budget.

4848.6

SPX Clamplock and Barrier Machines

The board gave its approval to contract with SPX Rail Systems, without a call for competition, for the continued supply of barrier machines, clamplock point machines and associated components.

It was noted that:

- The aggregated cost under derogation since January 2015 has reached [REDACTED] with a further [REDACTED] expected until December 2022.
- Iarnród Éireann falls within Article 50 of the Utilities Directive 2014/25/EU whereby contracting entities may use the negotiated procedure to procure goods or services without a prior call for competition.
- The funding source for ongoing repairs and maintenance will be the MAC while requirements for re-signalling projects will be subject to funding approval.

4848.7

Provision of Recycling and Waste Management Services

The board gave its approval to award a contract to Starrus Eco Holdings Ltd. T/A Panda for the provision of recycling and waste management services.

It was noted that:

- The initial term of this contract is three years with an option to extend for up to two additional years.
- The estimated cost, based on increased volume usage over the previous contract, over the five year period is [REDACTED].
- The funding source for this contract is the operational budget.

4848.8

Award Criteria

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

4848.9

DART Expansion – Kildare Line (Work Package (WP) 4) 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 construction stage, for the Kildare Line 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]
- The funding source for this contract will be the NTA as part of the NDP.

4848.10 Framework Agreement for the Supply and Installation of Lifts and Escalators

The board gave its approval for the award criteria as presented to facilitate the establishment of a Framework Agreement for the supply, installation and commissioning of lifts and escalators.

It was noted that the funding source for the contracts to be awarded under the Framework Agreement will be a mixture of capital funding and own resources.

4848.11 In response to [REDACTED] concern about the servicing of equipment that can no longer be made, Mr. Cunningham stated that mitigating measures would be taken such as the build up of a better level of stocks.

4848.12 On-Track Ballast Regulator

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

It was noted that:

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

4848.13 Rail Mounted Crane

The board gave its approval for the award criteria as presented to continue the tender process for the purchase of a rail mounted crane.

It was noted that:

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

4848.14 On-Train Catering Services

The board gave its approval for the award criteria as presented to continue the tender process for the contract for the provision of on-train catering services.

It was noted that:

- The initial period of the contract is three years with an option to extend it for up to two years.
- It is anticipated that the total spend for a period of five years will be in the region of [REDACTED] and will be funded from own resources.

4848.15 Selection Criteria

The memorandum previously circulated was taken as read and noted.

4848.16 Supply of EMUs and BEMUs

The board gave its approval for the selection criteria as presented to shortlist suitable candidates for the establishment of:

- A 10 year single party Framework Agreement for the supply of EMUs and BEMUs and
- A technical services and supply of spare parts agreement covering a maintenance period from the first vehicle to 15 years from the delivery of the final vehicle.

It was noted that

- It is envisaged that 600 vehicles may be procured over the life of the Framework Agreement.
- The external funding source for this Framework Agreement will be through the NDP and
- The estimated maximum expenditure under the Framework Agreement is [REDACTED].

4848.17 Procurement Schedule for 2019

The updated Procurement Schedule for 2019 previously circulated was taken as read and noted.

4849 ADMINISTRATIVE ITEMS

4849.1 Transactions for Approval, Sealing and Signing

The transactions (16) 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

4849.2 Protected Disclosures Annual Report 2018

The memorandum previously circulated was taken as read and noted.

4849.3 It was noted that no Protective Disclosures were made to Iarnród Éireann during 2108.

4850 ITEMS FOR NOTING

4850.1 Report to the Minister

The Report to the Minister following the board meeting on 26th March 2019 previously circulated was taken as read and noted.

4850.2 Committee and Advisory Group Minutes

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

- Audit and Risk Committee Minutes 11th March 2019
- Board Safety Committee Minutes 14th Mach 2019
- Infrastructure Advisory Group Minutes 24th January 2019
- Information Technology Advisory Group Minutes 7th March 2019
- Human Resources Advisory Group Minutes 22nd January 2019
- Trains Advisory Group Minutes 28th January 2019
- Strategy Advisory Group Minutes 25th March 2019.

4850.3 Rolling Agenda

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

4851 ANY OTHER BUSINESS

In response to Mr. Wynne and Ms. Guinan, Mr. Meade confirmed that the mechanism for charging people for the use of the facility to charge their electric cars in Iarnród Éireann carparks is to be reviewed.

Mr. Culligan

4852 DATE AND LOCATION OF NEXT MEETING

Tuesday 25th June 2019 at 9.30am in Heuston Station.

Chairman _____

Date _____

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with [REDACTED], for a retail unit at Lansdowne Road DART Station, for a term of 5 years, at a rent of [REDACTED] or [REDACTED], whichever is greater.
2. Leases x 2, in triplicate with [REDACTED], for two premises at Portlaoise Sleeper Depot and Kildare Station at nominal [REDACTED] for a term of 5 years to operate and maintain Iarnród Éireann's fleet of On-Track Machines in relation to the On-Track Machines Contract.
3. Lease in duplicate and Agreement for Lease in duplicate with [REDACTED] for Unit 6 at Connolly Station, for a term of 10 years, for a rent of [REDACTED], whichever is greater.
4. Lease in duplicate with [REDACTED], for unit 1 B, Heuston Station, Dublin 8, for a term of 20 years, [REDACTED], whichever is greater, subject to review every 5 years.
5. Sub Lease in duplicate with [REDACTED] to renew a lease for part of an area of ground at the Fuel Storage Depot, Alexandra Road, Dublin 1, for a period of 5 years, for a rent as follows:

Year 1	[REDACTED]
Year 2	[REDACTED]
Year 3	[REDACTED]
Year 4	[REDACTED]
Year 5	[REDACTED]
6. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Pedestrian Crossing XC210 at 131 miles 500 yards on the Dublin to Cork Railway Line for a consideration of [REDACTED]. [REDACTED] is the sole user of the crossing and his lands are on both sides of the crossing.
7. Licence in duplicate with Siro Ltd., for the installation, testing, maintenance and use of fibre optic telecoms cable in existing ESB ducts at the following locations on the Howth Junction to Howth Railway Line, for a licence period of 40 years, for a licence fee of [REDACTED] per location, subject to review in accordance with CPI every 5th year:
 - Level Crossing XQ001, Baldoyle Road, Dublin, 1 mile 652 yards.
 - UBQ2, Claremont Road, Dublin, 2 miles 1,047 yards.
8. Licence in duplicate with Siro Ltd., for the installation, testing, maintenance and use of fibre optic telecoms cable in existing ESB ducts at the following five locations on the Ballybrophy to Killonan Junction Railway Line, for a licence period of 40 years, for a licence fee of [REDACTED] per location, subject to review in accordance with CPI every 5th year:
 - 47 miles 10 yards – Townland of Castleconnell, Stradbally, Co. Limerick.
 - OBN55 at 29 miles 800 yards – Townland of Nenagh, Co. Tipperary.
 - 29 miles 180 yards – Townland of Nenagh, Co. Tipperary.
 - OBN13 at 10 miles 162 yards – Townland of Roscrea, Co. Tipperary.
 - OBN15 at 10 miles 660 yards – Townland of Roscrea, Co. Tipperary.
9. Licence in duplicate with Siro Ltd., for the installation, testing, maintenance and use of 1 cluster cable to existing ESB poles at 12 miles 1,050 yards on the Limerick to Athenry Railway Line in the Townland of Sixmilebridge, Kinfinaghta, Co. Clare, for a licence period of 40 years, for a licence fee of [REDACTED], subject to review in accordance with CPI every 5th year.
10. Licence in duplicate with Siro Ltd., for the installation, testing, maintenance and use of fibre optic telecoms cables at the following four locations on the Limerick Junction to Waterford Railway Line, for a licence period of 40 years, for a licence fee of [REDACTED] per location, subject to review in accordance with CPI every 5th year:
 - 49 miles 490 yards – Townland of Burgagery, Lands West, St. Mary's, Clonmel, Co. Tipperary.
 - XL122 at 48 miles 1,447 yards – Townland of Burgagery, Lands West, St. Mary's, Clonmel, Co. Tipperary.
 - 47 miles 540 yards – Townland of Ballingarrane, Kiltegan, Co. Tipperary.
 - 49 miles 1,055 yards - Townland of Burgagery, Lands East, St. Mary's, Clonmel, Co. Tipperary.

11. Licence in duplicate with Siro Ltd., for the installation, testing, maintenance and use of fibre optic cable under railway bridge UBL3 at 1 mile 152 yards on the Limerick to Waterford Railway Line, Townland of Crossagalla, St. Nicholas, Co. Limerick, for a licence period of 40 years, for a licence fee of [REDACTED], subject to review in accordance with CPI every 5th Year.
 12. Closure Agreement with [REDACTED], in relation to the closure of Level Crossing XE048 at 19 miles 1,580 yards on the Limerick to Ennis Railway Line, for a consideration of [REDACTED].
 13. Lease in duplicate with Raynemill Ltd., T/A Sbarro Ireland for unit 1A Heuston Station, Dublin 8, for a term of 10 years, at a rent of [REDACTED], whichever is greater, subject to review every 5 years.
 14. Closure Agreement in duplicate with [REDACTED] for a consideration of [REDACTED] [REDACTED] in order to close Level Crossing XT064 at 29 miles 1,495 yards on the Mallow to Tralee Railway Line
 15. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XG131 at 97 miles 132 yards on the Athlone to Galway Railway Line in consideration of the [REDACTED], his agreement to the closure of the crossing and transfer of property to the Board.
- NON-PROPERTY ITEM**
16. 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.

Company Secretary
Iarnród Éireann
28th May 2019

TRANSACTION FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] for a mobile Kiosk at Malahide Railway Station, Co. Dublin, for a licence period of 2 years, for a licence fee of [REDACTED].
2. Licence in duplicate with Bennett (Construction) Ltd., to allow them to operate a crane adjacent to CIÉ property at Sheriff Street Freight Yard, Dublin 1, for a term of 7 months from 1st December, 2018, for a consideration of [REDACTED].
3. Greenway Licence in triplicate with Dublin City Council to operate and carry out works on a pedestrian and cycle track on IÉ/CIÉ property adjoining the Royal Canal between Newcomen Bridge and Sheriff Street, Dublin 1, for a licence period of 40 years, for a licence fee of [REDACTED].
4. Licence in duplicate with [REDACTED], to retain a water pipe and electrical cable which traverse beneath the railway line and service his agricultural lands adjacent to Pedestrian Crossing XC210 at 131 miles 540 yards on the Dublin to Cork Railway Line, for the period of his ownership of his property, for a licence fee of [REDACTED]. [REDACTED] has already agreed to the closure of the crossing.

Company Secretary
Iarnród Éireann
28th May 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 THIRTYFOURTH
BOARD MEETING HELD ON TUESDAY 25TH JUNE 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
	Ms. Sarah Roarty	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 Kay Doyle	Strategic Safety Manager (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. Billy Gilpin	Director Railway Undertaking
	Mr. Ronan Glynn	Chief Risk Officer (part)
	Mr. Jim Meade	Chief Executive
	Mr. Peter Muldoon	Manager Operations & New Works (part)
	Mr. Lorcan O'Connor	Chief Executive, CIE
	Mr. Colm Reynolds	Chief Procurement Officer (part)
	Mr. Peter Smyth	Chief Mechanical Engineer (part)
	Mr. Joe Sullivan	Head of Safety, Railway Undertaking (part)
	Mr. Peter Tuohy	Head of Safety, Infrastructure (part)

MIN NO.

4853 **CONFLICTS OF INTERESTS**
No conflicts of interests were declared.

4854 **CHAIRMAN'S COMMENTS**

4854.1 The Chairman advised that an external review of board performance is required once every three years under the Code of Practice for the Governance of State Bodies. This will be commissioned shortly. He asked Directors to forward any suggestions they may have regarding areas of focus or approach that should be taken by the independent reviewer.

4854.2 In response to Ms. Roarty, Ms. Finucane stated that any third party queries received by Directors should be referred to the Corporate Communications Manager, [REDACTED], as per the Guidelines on the Release of Information contained in the Directors' Governance Manual.

4855 **MINUTES**

4855.1 The Minutes of the meeting held on 28th May 2019 previously circulated were taken as read noted. They were signed by the Chairman as a true record of the proceedings.

4855.2 **Matters Arising**

Minute No. 4844.34

In response to Ms. Griffiths, Mr. Meade confirmed that the new Commercial Manager in Rosslare does not have any marine competence. Ms. Griffiths stated that the Board Safety Committee felt

that the [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

4855.3 The Chairman stated that he would have expected more in the board papers [REDACTED]
[REDACTED]
[REDACTED], [REDACTED]
[REDACTED]
[REDACTED]

4855.4 **Outstanding Action Items**
The memorandum previously circulated was taken as read and noted.

4855.5 **Item 566**
In response to Ms. Griffiths, Mr. Meade confirmed that details of the full programme of what will be audited in Rosslare would be provided to her. **Ms. Doyle**

4855.6 **Item 569**
Mr. Meade advised that a comprehensive business case for the Cork Track Relaying Project would be presented at the CIE Board meeting on 3rd July 2019.

4855.7 **Item 570**
The Chairman stated that passengers who use an Irish language “fada” have their names printed as a string of ASCII code on printed tickets as well as over their seats and that this needs to be resolved. Mr. Culligan stated that he would follow up on this issue and on how the Customer First system would be integrated with the on-board system. The Chairman asked for this to be completed by September. **Mr. Culligan**

4855.8 **Item 572**
The Chairman stated that the car park strategy should cover the issue of e-charging. **Mr. Muldoon**

4856 **CHIEF EXECUTIVE’S REPORT**

4856.1 The Chief Executive’s Report previously circulated was taken as read and noted.

4856.2 Mr. Meade presented his report and referred to the following:

- Key performance indicators (KPIs) for Period 5 2019.
Ms. Roarty asked for a specific KPI for the freight business. **Mr. Culligan**
- At a meeting on 21st June 2019 to discuss how outstanding issues could be closed out, the Commissioner for Railway Regulation (CRR) stated that he was happy with progress and impressed with how Iarnród Éireann does its business.
- While the train driver licensing issue and approval of Translink’s safety case are expected to be resolved by October 2019, Translink does not appear to be giving priority to agreeing a backup plan in the event of a hard Brexit and delay to the licensing and safety case approval. The Department of Transport, Tourism and Sport (DTTAS) are pushing for a contract to be completed covering this scenario. A draft contract has been sent to Translink and comments received back. However, a face to face meeting is now required in order to finalise the matter.

4856.3 **Finance**
Mr. Cronin advised of the following:

- The company generated a surplus of [REDACTED] during Period 5 2019 compared to a forecast surplus of [REDACTED]. The year to date surplus was [REDACTED] compared to a forecast surplus of [REDACTED].
- The positive variance of [REDACTED] [REDACTED] [REDACTED]. In addition, there was less multi-annual contract (MAC) capital expenditure than forecast which resulted in a favourable MAC income effect in the Profit and Loss Account during the period. However, these are all timing issues which are expected to come back in line over time.
- The National Transport Authority (NTA) adjusted the public service obligation (PSO) funding downwards during the period due to the strong passenger revenue performance to date in 2019 compared with 2018.
- The Risk and Opportunities Schedule now includes an opportunity in respect of the BT arbitration for an amount of [REDACTED]. However, this is subject to a decision of the arbitrator on legal costs.

4856.4 Railway Undertaking

Mr. Gilpin advised of the following:

- A list of anti-social hotspots has been forwarded to [REDACTED] as requested.
- Procurement of a text alert system is in the final stages.
- The finalisation of an Interface Protocol with the Gardaí for accidents, fatalities and incidents etc. is almost complete.
- A lot of work is being carried out to prepare for the additional capacity expected due to the huge amount of summer events that are planned.

4856.5 Mr. O'Connor advised that the bus companies are noticing a reduction in anti-social behaviour incidents. Mr. Gilpin stated that this may be due to the high level of Garda presence over the past month.

4856.6 Ms. Byrne stated that she was concerned that members of the public believe that security on the railway is Iarnród Éireann's responsibility. They do not appear to be aware that any complaints in this regard need to be made to the Gardaí. Mr. Gilpin stated that the impact of social media is behind this view. Security on the railway is the collective responsibility of the stakeholder and of society itself. Mr. Meade agreed and stated that members of the public are encouraged to report incidents to the Gardaí. However, a more holistic approach at a policy level is required. He noted that when the text alert system is deployed over the summer it is likely that the number of complaints will increase.

4856.7 In response to Ms. Griffiths, Mr. Gilpin provided details of a recent over speeding incident involving a Waterford train.

4856.8 Commercial Department

Mr. Culligan advised of the following:

- The campaign to encourage more customers to travel during the shoulder of the peak will be rolled out in September. The business engagement aspect of the project will involve the creation of a business forum. In response to Ms. Roarty, Mr. Culligan explained that the business forum will cover Dublin only at present because it is the Dublin commuter service that is facing the greatest capacity challenge. Mr. Roarty asked for the business forum to be extended to other cities also in due course.
- [REDACTED]
- [REDACTED]
- A fix for problems arising with the Customer First system relating to device connectivity and credit card processing is being reviewed and tested. Therefore, full deployment is on hold until the issues are resolved. A pilot will be carried out next before full deployment.
- Potential new rail freight traffic has been identified with Iarnród Éireann's customer, IWT, for services from Ballina to Waterford, as a "proof of concept" to promote the use of rail freight as an alternative to road freight. However, the track access charge issue needs to be finalised.

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

Mr. Culligan

4856.9 In response to Ms. Roarty's suggestion that more lobbying of stakeholders should take place on the rail freight issue, Mr. Culligan stated that it would be inappropriate to do so if the track access charge and "proof of concept" issues have not been resolved. Iarnród Éireann must be in a position to prove that a move from road freight to rail freight is commercially viable.

4856.10 Infrastructure Manager (IM)

Mr. Cunningham advised of the following:

- Favourable BT interim arbitration award due to the excellent work of the Property and Legal Departments. The final binding award in the arbitration process is expected in September 2019.
- The public consultation process has commenced in respect of the development of a Western Rail Corridor business case. Ms. Roarty asked why additional bus capacity would be considered as an option for the Western Rail Corridor unless buses can carry product as well as people. Mr. Cunningham stated that the business case is looking at all alternatives. Bus substitutes have been put in place in the past when previous railway lines were closed.
- A significant disruption took place on 28th May 2019 as a result of the work being carried out on the Mainline Central Traffic Control (CTC) Signalling Upgrade Project when the mainline system failed. While control was returned to CTC, the cause of the failure is still being

addressed. Therefore, the Phase 4 commissioning planned for 22nd June 2019 was deferred until the issue is resolved.

- Progress on the project for low cost level crossing technical solutions is going well with the installation of new equipment being rolled out to eight locations by October 2019 (subject to CRR approval). The Chairman and Mr. Wynne asked for the list of the eight level crossing locations to be provided to them. **Mr. Cunningham**
- Fingal County Council have advised that they intend applying for planning permission for a Greenway between the Malahide and Newbridge Demesnes to be known as the Broadmeadow Way. Iarnród Éireann is supportive of this proposal. Ms. Roarty asked why Iarnród Éireann would entertain a proposal for a Greenway on the Waterford/Rosslare Line rather than encouraging rail freight given the current climate action agenda. Mr. Cunningham explained that if they are of community benefit, the policy is to be supportive of Greenways on closed lines. However, Iarnród Éireann retains the right to take the line back provided there is a business case supporting the reopening of the line.
- In response to Ms. Griffiths, Mr. Cunningham confirmed that all outstanding technical issues which have already been identified with respect to the Train Protection System (TPS) Project are being addressed and will be on the agenda for the next Infrastructure Advisory Group (IAG) meeting in August.

4857 SAFETY

Ms. Kay Doyle, Strategic Safety Manager, Mr. John Sullivan, Head of Safety, RU and Mr. Peter Tuohy, Head of Safety, IM, joined the meeting at this time.

4857.1 Safety Report

The Safety Report previously circulated was taken as read and noted.

4857.2 Ms. Doyle presented her report and referred to the following:

- Development of a Human Factors Strategy which will cover the following:
 - Support for investigations.
 - Support for human factors training.
 - Support for operations.
 - Integration of human factors in the design and delivery of major projects.
 - Promotion of the safety culture.
 - The integration of human factors in the current Safety Management System (SMS) and in the development of new SMS standards.
- The development of a comprehensive strategy that provides progressive support to all employees in managing their health and wellbeing. The key project steps include:
 - Developing an understanding of the current state.
 - Engagement with employees.
 - Research of other organisations.
 - The drafting of a strategy.

4857.3 Matters discussed including the following:

- The need for a programme identifying where and when platform train interface (PTI) changes are to be made. This will be an agenda item for the September meeting of the Board Safety Committee. **Ms. Doyle**
- Increase in slips, trips and falls due to the increase in passenger numbers.
- The identification of vulnerable groups as part of the process to reduce the incidents of slips, trips and falls.
- Lone working App.
- The on-line facilities to obtain Irish and British accident investigation reports.
- Track worker safety initiative statistics are to be provided at the next Board Safety Committee meeting. **Ms. Doyle**
- The Board Safety Committee is to engage in a more focused review of the Safety Risk Register as some updates are needed.

Ms. Doyle, Mr. Sullivan and Mr. Tuohy left the meeting and Mr. McGreevy joined the meeting at this time.

4858 STRATEGY

Mr. Peter Muldoon, Manager Operations & New Works and Mr. Peter Smyth, Chief Mechanical Engineer, joined the meeting at this time.

4858.1 DART Expansion Progress Report

The memorandum previously circulated was taken as read and noted.

4858.2 Mr. Muldoon presented his report and referred to the following:

- Mobilisation of staff resources.
- Discussions with the NTA on:
 - The findings of the Jacob's Report on the Connolly Capacity Enhancement Study.
 - The Docklands Station and Environs Study (AECOM Report).
 - Rolling stock funding.

4858.3 The Chairman stated that there was a gap between the NTA's ambition to have the best possible proposals with the best technical solutions and the actual funding that may be available. Mr. Muldoon stated that the discussions with the NTA have included:

- The widening funding gap,
- Problems with the proposed cash flow profile,
- Delays in NTA decision making and
- Options relating to the deferral of the electrification of the Kildare and Northern Lines etc.

4858.4 Matters discussed included the following:

- While cash flow problems can be managed (even by borrowings if necessary) the total forecast for the cost of the project ([REDACTED] [REDACTED])
- Status of the board decision on 5th February 2019 (Minute No.4818.13) [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
- Whether a revised scope of work for the project as a whole should be considered to fit in with the amount of funding that is likely to be available.
- Interdependency between the scope/design decisions by Iarnród Éireann and NTA decisions and the lack of clarity between the role of the NTA and the role of Iarnród Éireann on such matters.
- The impact on project costs of delays in decision making.
- The need for a quality business case to include a clear definition of scope, cost breakdown, risk assessment, governance arrangements, etc.
- The need to avoid delaying projects which would address capacity issues.
- Mr. Smyth confirmed that there was no impact on the procurement process for rolling stock of the delay in the board's decision on that matter (Minute No. 4848.16 on 28th May 2019).

4858.5 Following further discussion it was agreed that the board's decision of 5th February 2019 (Minute No. 4818.13) [REDACTED] for a certain scope of work was now superseded because that scope of work would not be delivered and because of the findings of the AECOM Report which has now been received.

4858.6 Appraisal of the DART Expansion Network Arrangement as contained in the National Development Plan 2018 – 2027 (AECOM Report)

The memorandum previously circulated was taken as read and noted.

4858.7 Mr. Muldoon advised of the following:

- Iarnród Éireann's appointment of AECOM to:
 - Conduct a review of the transportation study prepared by Systra for the NTA and
 - Prepare an economic appraisal of the DART Expansion network arrangement.
- Consideration of six options leading to two short listed options:
 - Full DART Expansion with DART Underground and
 - DART Expansion with maximised use of existing infrastructure (i.e. without the tunnel).
- DART Expansion without the tunnel is proposed.

4858.8 The Chairman stated that DART Expansion will be the most important decision the board is going to take for many years. Therefore, a business case of the highest quality is required. He felt that while the AECOM Report met the minimum requirements of the Department of Public Expenditure

and Reform (DPER) for an economic appraisal of a project at this stage of its development, it did not deal with critical project issues such as:

- What options are available if the full project is not deliverable within the funding envelope that is likely to be available for it?
- What are the consequences for the project if there is a funding shortfall i.e. will it take longer and will the scope change, both of which will lead to an increase in costs?
- Provision for contingencies and cost escalation.
- Details of risk assessment and risk mitigation measures and how any cost escalation would be funded.
- How transformative the project could be.
- What should be the project management and governance arrangements of the project? The Chairman queried whether the board should take such an important decision in the absence of a proper analysis of these funding issues and governance arrangements.

4858.9 Other matters discussed included the following:

- Risk levels in a project of this scale and the board's responsibility to ensure that any such risk is managed and mitigated.
- The need to identify what is achievable (i.e. a revised scope of work) if funding is restricted to the [REDACTED] allocated in the National Development Plan (NDP).
- The board is not being asked yet to make a decision on whether to approve a [REDACTED] or a [REDACTED] project. Current proposals only progress the project to preliminary design, pre-tender and Railway order stage.
- [REDACTED]
- [REDACTED]
- Whether there is a need to spend as much as [REDACTED] in order to ascertain what the scope of the project would be if only [REDACTED] was available i.e. could this be ascertained at an earlier interim point.
- Whatever is determined to be deliverable will influence the board's decision regarding the EMU/BEMU options in the procurement of rolling stock.
- Onus on Iarnród Éireann to address capacity constraints as early as possible.

4858.10 Mr. Meade stated that Iarnród Éireann has been asked by the NTA to carry out this work. The NTA has been advised by Iarnród Éireann and are aware of the funding gap. Mr. Muldoon confirmed this stating that he had always highlighted the funding gap issue to the board and to the NTA (in writing). Discussions are continuing with the NTA in order to define what can be delivered for the [REDACTED] that is available and to agree a final scope.

4858.11 Mr. O'Connor stated that given the overall size of the project the funding gap is still sufficiently small to enable the current phase of the project to proceed so that scope changes and risks can be identified. However, if the funding gap widens then the board will reach the point where a decision will have to be made regarding the project as a whole.

4858.12 Mr. McGreevy stated that in his view the confidence which the board requires regarding costs and what can be delivered for only [REDACTED] cannot be provided without further significant planning and optioneering work and further discussions with the NTA.

4852.13 Ms. Griffiths asked for the consultancy contract for Phases 2 and 3 to be constructed in such a way that critical interim points could be identified at which more mature scoping of costs could be carried out to enable the board to make option decisions before committing fully to the [REDACTED] required for these phases of the project. Mr. Muldoon stated that quarterly reports can be prepared providing up to date information on costs, engineering options and scope deliverables.

4858.14 The board agreed to proceed on this basis but suggested that there should be close liaison between the Chairman and Mr. Muldoon. The Chairman agreed to meet Mr. Muldoon in this regard and also to discuss governance issues with him. **Chairman and Mr. Muldoon**

4858.15 **Fleet Strategy Update**

The memorandum previously circulated was taken as read and noted.

4858.16 Mr. Smyth gave an update on fleet strategy and capacity enhancement in the short to medium term. He advised that there were two separate work streams in progress as follows:

- The purchase of 41 additional intermediate Intercity railcar (ICR) vehicles to lengthen existing trains and
- The purchase of new DART trains as part of DART Expansion.

- 4858.17 Matters discussed included the following:
- Feedback from the first tender quotes in respect of the supply of EMUs and BEMUs would be available for the next board meeting in August.
 - Expected life of batteries.
 - The design of the ICR fleet does not allow for unpowered ICRs or the sharing of auxiliary power.

4858.18 **Capital Expenditure - 41 Intercity Rail Cars (ICRs)**

The memorandum previously circulated was taken as read and noted.

- 4858.19 The board gave its approval for expenditure of [REDACTED] for the purchase of 41 intermediate class 22000 ICRs from Mitsui and the associated project costs (Stages 1 to 6 of the New Works Project Management Procedures).

It was noted that:

- This project is being funded by the NTA.
- The signing of a contract for this project is subject to the agreement of a business case with the NTA.
- The cost of this project comes out of the [REDACTED] budgeted for rolling stock contained in the [REDACTED] of funding available for the DART Expansion Project.

- 4858.20 Ms. Byrne asked for a briefing on the accessibility aspects of this project including standards, future proofing, toilet facilities etc. **Mr. Smyth**

Ms. Byrne left the meeting at this time.

4858.21 **Definition of DART Expansion**

Mr. McGreevy emphasised the importance of the definition of DART Expansion. The relevant documentation should be date stamped and used as one of the key reference points in the project. It can be changed subsequently following any optioneering. It was agreed that the definition should also refer to passenger carrying capacity and fleet.

4859 **CAPITAL**

4859.1 **Capital Expenditure Proposals**

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

4859.2 **DART Expansion – Preliminary Design and Statutory Approval (Phases 2 and 3)**

The board gave its approval for expenditure of up to [REDACTED], for the preliminary design, statutory approval and tender preparation phases of DART Expansion (non-tunnel elements) (Phases 2 and 3 of the New Works Project Management Procedures).

It was noted that:

- This sum will bring the total board approved expenditure on this proposal to [REDACTED] to date.
- Funding will be provided by the NTA.
- Regular updates will be provided to the board so that account can be taken of changes to scope due to cost issues.
- Management is to submit a high-quality business case to the board.
- This expenditure covers the preliminary design, statutory planning and tender preparation phase of all the elements of the DART Expansion, which will be designed and submitted for statutory approvals as a series of integrated work packages undertaken at overlapping times with staggered start dates.

4859.3 **New Station at Pelletstown – Construction Stage**

The board gave its approval for expenditure of [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

It was noted that:

- [REDACTED]
[REDACTED]

4859.4 National Carparks Strategy – Phase 1 Project Concept and Feasibility Stage
The board gave its approval for expenditure of [REDACTED] for the project and feasibility stage (Phase 1 of the Project Management Procedures) of a national carparks strategy for Iarnród Éireann, subject to funding from the NTA.

4859.5 Customer Information Systems Strategy
The Board gave its approval for expenditure of [REDACTED] is ineligible for NTA funding) for the preparation of a Customer Information Systems Strategy (Phase 1 of the Project Management Procedures).

It was noted that funding for this project will be provided by the NTA.

4859.6 Scope Change for the Third Party Fit Out of the National Train Control Centre (NTCC)
The board gave its approval to increase the scope of the NTCC Project to include the third party fit out of the NTCC building which comprises the fit out for both An Garda Síochána and Dublin City Council.

It was noted that:

- This will increase the NTCC approved [REDACTED].
- This project is funded by the NTA.

4859.7 Closeout Report
The memorandum previously circulated was taken as read and noted.

4859.8 The board gave its approval for the closeout of project works at UBR139 at the Dargle River in Bray carried out on behalf of Wicklow County Council.

4860 **PROCUREMENT**
The Chief Procurement Officer, Mr. Colm Reynolds, joined the meeting at this time.

4860.1 Procurement Report
The Procurement Report for Period 5 2019 previously circulated was taken as read and noted.

4860.2 Mr. Reynolds confirmed that the resource issues within the Procurement Department are being addressed. It was noted that procurement was not identified as a cause of the delay with the implementation of the Rosslare Plan.

4860.3 Contracts
The five memoranda previously circulated were taken as read and noted.

4860.4 Purchase of 41 Intermediate Intercity Railcars (ICRs)
The board gave its approval for the following:

(a) The award of a framework agreement to Mitsui, without a call for competition, for the supply of 41 intermediate ICRs at an estimated cost of [REDACTED] (excluding VAT), including a [REDACTED] provision for capital spare parts subject to:

- Final production of the technical specification by Iarnród Éireann and
- Final agreement on contractual conditions and commercial negotiations.

(b) The award by way of a supplemental agreement to the framework agreement to Mitsui, without a call for competition, for the undertaking of necessary related compatibility modifications to the current ICRs at an estimated cost of [REDACTED] excluding VAT, subject to:

- Final production of the technical specifications by Iarnród Éireann and
- Final agreement on contractual conditions and commercial negotiations.

It was noted that:

- The basis for proceeding without a call for competition is in line with EU Procurement Directives set out in Article 50(1)(c)(ii) of the Utilities Directive 2014 /25.
- The funding source for this contract will be the NTA and is subject to finalisation and approval of the business case.

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

4860.5 Framework Agreement for Roofing Renewals

The board gave its approval for the entry into a four year multi-party framework agreement for roofing renewals with the following six companies:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

It was noted that the estimated spend under the framework agreement over the four year period is in the order of [REDACTED].

4860.6 Framework Agreement for Road Fleet Hire

The board gave its approval for the following:

- (a) The establishment of a multi-party framework agreement with the following five companies to facilitate the annual call off of road fleet requirements to the CIE Group of companies over the next three years:

GPT Ltd. (vans only)
Kitale Ltd. t/a Ashley Ford
Holden Plant
Leaseplan (cars only)
Walker (vans only)

It was noted that each annual call off may be for a period of up to four years.

- (b) The award of the 2019 call off under the framework agreement to GPT Ltd. for the lease, maintenance and management services of up to 362 commercial vehicles at an estimated cost of [REDACTED] excluding VAT, subject to the outcome of a cost efficiency review.

It was noted that the non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED] over the lease period of four years.

- (c) The award of the 2019 call off under the framework agreement to [REDACTED] for the lease, maintenance and management services of up to 72 cars at an estimated cost of [REDACTED]

It was noted that the non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED] over the lease period of four years.

4860.7 Framework Agreement for the Supply of Signalling, Electrical and Telecoms (SET) Cable

The board gave its approval for the entry into a four year multi-party framework agreement with the following companies for the supply of SET cable:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

It was noted that:

- This framework agreement will operate for a period of four years with an option to extend for a further year at an estimated total spend of [REDACTED] excluding VAT over this term.
- The funding source for the framework call-offs will be either the MAC or approved projects.

4860.8 Lift and Escalator Maintenance

The board gave its approval for the award of a contract to [REDACTED] for the provision of lift and escalator maintenance services.

It was noted that:

- The initial award period is three years with an option to extend for up to two additional years.
- The estimated spend during the maximum full term is in the order of [REDACTED] subject to volume of activity.
- The non-recoverable VAT arising against this spend is estimated at [REDACTED] providing a total estimated spend value of [REDACTED] over the five year period.
- The funding source for this contract is the MAC.

4860.9 Selection Criteria

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

4860.10 Establishment of a Single Party Framework Agreement for the Implementation of SET Works

The board gave its approval for the selection criteria as presented for the proposed pre-qualification of applicants for the establishment of a single party framework to support the delivery of SET projects.

It was noted that:

- The agreement will operate for a period of five years with an option to extend for 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.

4860.11 Two Track Inspection Cars

The board gave its approval for the selection criteria as presented for the proposed pre-qualification process for the purchase of two on-track inspection cars.

It was noted that:

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

4860.12 Procurement Schedule for 2019

The updated Procurement Schedule for 2019 previously circulated was taken as read and noted.

Mr. Reynolds left the meeting at his time.

4861 ADVISORY/POLICY

4861.1 Human Resources Advisory Group (HRAG)

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

4861.2 The Chairman of the HRAG, Dr. Mulholland, advised that at its recent meeting the HRAG had considered the following:

- Progress on the Core HR and Human Capital Management projects.
- Ongoing talks with the Trade Unions on the issue of mandatory medicals.
- Leadership management and talent management.

4861.3 Board and Organisational Values

The memorandum previously circulated was taken as read and noted.

4861.4 Following discussion the board agreed to leave the list of organisational values and the list of board values as they currently stand but to change the terminology of "Board Values" to "Board Culture".

4861.5 It was suggested that this document, when finalised, should be given to whoever is selected to carry out the external review of board performance. **Ms. McCabe**

4861.6 Quarterly Risk Report

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

4861.7 The Quarterly Risk Report as at June 2019 previously circulated was taken as read and noted.

4861.8 The Chairman asked for the risks associated with the DART Expansion Project be reviewed given that it is the biggest project for the company. He asked Mr. Glynn to liaise with Mr. Muldoon to consider the many risks associated with this project and how they should be recorded on the Risk Register. **Mr. Glynn and Mr. Muldoon**

4861.9 The Chairman of the Board Safety Committee (BSC), Ms. Griffiths, stated that the BSC needs to review the list of principal risks (which includes the risk of a terrorist attack on Iarnród Éireann premises) at its next meeting.

4861.10 Mr. Wynne asked for further information to be provided in the quarterly reports about risks that are re-categorised from principal risks to non-principal risks so that improvements in the risk universe can be shown more clearly. **Mr. Glynn**

Mr. Glynn left the meeting at this time.

4861.11 Property Matters

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

4861.12 LED Bridge Development

The board gave its approval for expenditure of [REDACTED] to progress the acquisition and installation of LED advertising signage on four railway bridges at Amiens Street outbound, Pearse Street inbound, North Strand inbound and Drumcondra Road inbound, replacing traditional advertising boards.

It was noted that:

- The estimated payback on the investment is two years.
- The project is to be funded by Iarnród Éireann's own resources, generated by increased advertising revenue from the proposed new signage.
- This project also requires the approval of the CIE Board as it is not included in the 2019 budget.

4861.13 Kiosk 1, Heuston Station

It was noted that the authority of the CIE Board would be sought to grant a five year lease, with a Deed of Renunciation, to [REDACTED], at a rent of [REDACTED]

4861.14 Redevelopment Works at Ceannt Station, Galway

The memorandum previously circulated was taken as read and noted.

4861.15 The board noted that:

- [REDACTED]
- [REDACTED]
- An application will be made to the Department of Housing, Planning and Local Government under the Urban Regeneration Development Fund for 50% funding for the remaining redevelopment works at the station, having an estimated cost of [REDACTED]. It was noted that the NTA has agreed in principle to fund the balancing 50%.

4862 ADMINISTRATIVE ITEMS

4862.1 Transactions for Approval, Sealing and Signing

The transactions (3) 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

4862.2 Revised Terms of Reference for the Human Resource Advisory Group (HRAG)

The memorandum previously circulated was taken as read and noted.

4862.3 The board gave its approval for the revised Terms of Reference for the HRAG as presented and for the update of the Directors' Manual accordingly.

4862.4 Authority to Settle a Claim

The memorandum previously circulated was taken as read and noted.

4862.5 The board gave its approval for the grant of authority to the CIE Group Investigations Department and Counsel for Iarnród Éireann to engage in out of court settlement negotiations with Counsel for the claimant in a case which has the potential for settlement to exceed [REDACTED] plus costs, subject to the Chief Executive ensuring that the final settlement is at an appropriate level.

4862.6 In response to Mr. McGreevy, Mr. Cronin, confirmed that claims are well reserved.

4863 ITEMS FOR NOTING

4863.1 Report to the Minister

The Report to the Minister following the board meeting on 28th May 2019 previously circulated was taken as read and noted.

4863.2 Rolling Agenda

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

4864 DATE AND LOCATION OF NEXT MEETING

Tuesday 27th August 2019 at 9.30am in Heuston Station.

Chairman _____

Date _____

TRANSACTION FOR APPROVAL AND SEALING

1. Lease in duplicate with [REDACTED] for Unit 2, Heuston Station, Dublin 8, for a term of 10 years, for a rent of [REDACTED]
2. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED], for the purchase of 14.92 acres of land and agreement to close of Level Crossing XS039 at 68 miles 1,740 yards on the Mullingar to Sligo Railway Line, for a consideration of [REDACTED]
3. Bridge Agreement in triplicate with [REDACTED] allowing them to construct a pedestrian and cycle track on IÉ/CIÉ property adjoining the Royal Canal, between Newcomen Bridge and Sheriff Street Lift Bridge in consideration of a once-off fee of [REDACTED]

Company Secretary
Iarnród Éireann
25th June 2019

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED], for a mobile kiosk at Drogheda Railway Station, for a licence period of 3 years, [REDACTED].
2. Licence in duplicate with [REDACTED], for a mobile kiosk at Portmarnock Railway Station, for a licence period of 2 years at [REDACTED].
3. Licence in duplicate with [REDACTED] for a mobile kiosk at Portarlinton Railway Station, for a term of 2 years, at a licence fee of [REDACTED].

Company Secretary
Iarnród Éireann
25th June 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 THIRTYFIFTH
BOARD MEETING HELD ON TUESDAY 27TH AUGUST 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 |
| Ms. Sarah Roarty | 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. Billy Gilpin | Director Railway Undertaking |
| Ms. Sinead Leonard | Acting Chief Procurement Officer (part) |
| Mr. Jim Meade | Chief Executive |
| Mr. Peter Muldoon | Manager, Operations & New Works (part) |
| Mr. Lorcan O'Connor | Chief Executive, CIE |
| Mr. Colm Reynolds | Chief Procurement Officer (part) |
| Mr. Peter Smyth | Chief Mechanical Engineer (part) |
| Mr. Mike Sowden | Chairman, Infrastructure Advisory Group |
| Mr. Paul Wilcock | Programme Manager, Railway Systems, New Works (part) |
- MIN NO.**
- 4865 CONFLICTS OF INTERESTS**
No conflicts of interests were declared.
- 4866 MINUTES**
- 4866.1** The Minutes of the meeting held on 25th June 2019 previously circulated were taken as read noted. They were signed by the Chairman as a true record of the proceedings.
- 4866.2 Outstanding Action Items**
The memorandum previously circulated was taken as read and noted.
- 4866.3 Item 573**
It was agreed that the issue regarding the printing of Irish language “fadas” on tickets and displays for seat reservations should remain on the Actions List until it has been resolved.
- 4866.4 Item 575**
It was agreed that Iarnród Éireann should be as supportive as possible to Shannon Foynes Port in their development plans due to the potential for increased rail freight.

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

4867.5 [REDACTED]
[REDACTED]
[REDACTED]

4867.6 [REDACTED]
[REDACTED]

[REDACTED]

4867.7 **DART Expansion Programme Progress Report**
Mr. Peter Muldoon, Manager Operations & New Works, Mr. Peter Smyth, Chief Mechanical Engineer and Mr. Paul Wilcock, Programme Manager, Railway Systems, New Works, joined the meeting at this time.

4867.8 The memorandum previously circulated was taken as read and noted.

4867.9 The Chairman stated the he had discussions with Mr. Muldoon on the requirement for a quality business case. A lot of strands need to be brought together and a final business case will be brought to the board in due course as a decision making tool.

4867.10 Mr. Muldoon presented his report and matters discussed included the following:

- Recruitment of resources.
Interviews have been taking place over the past few weeks. While a good team will emerge, it will not be ideal due to the unavailability of sufficient expertise particularly in the Signalling Electrical and Telecoms (SET) area. The use of Framework Agreements will help to address this issue. However, internal staff will need to be trained up so that standards can be maintained.
- The passenger capacity that could be provided following fleet growth and enhanced infrastructure would be transformative for the country.

4867.11 **Framework Agreement for the Purchase of Rolling Stock – Award Criteria**
The memorandum previously circulated was taken as read and noted.

4867.12 In reviewing this proposal, matters discussed included the following:

- The procurement process involves:
 - An option and not a commitment to purchase bi-mode (battery) electrical multiple units (BEMUs) and
 - A maintenance element.
- Whether a separate business case / economic justification for BEMUs should be carried out before a decision is taken to buy any.
- Recyclability of the battery element and the vehicle element of BEMUs.
- BEMUs are basically EMUs with a battery.
- Absence of some leading rolling stock suppliers from the tendering process reflecting their full order books.
- Risk of quotes exceeding budget if we require too much customisation balanced against the need for a quality product for a fleet that is likely to be in service for the next 50 years.
- Gap between the allocation of funds and the estimated cost of the DART Expansion Project.
- Weightings for each criterion, particularly that relating to life cycle costing.

4867.13 The board gave its approval for award criteria, reallocated to ensure a 50% weighting for lifecycle costing (of which 50%, i.e. 25% of the total, is to be attributable to the capital cost of vehicles and 50%, i.e. 25% of the total, is to be attributable to maintenance spare parts, labour costs and operational costs of the vehicle over a 35 year life), to be used in the tender process leading to the award of:

- A ten year single party Framework Agreement for the supply of EMUs and BEMUs.
- A technical services and supply of spare parts agreement covering a maintenance period from the first vehicle to 15 years from delivery of the final vehicle.

It was noted that:

- It is envisaged that 600 vehicles may be procured over the life of the Framework Agreement.
- The external funding source for this Framework Agreement will be through the National Development Plan (NDP) and successor capital funding programmes.
- The estimated maximum expenditure under the Framework Agreement is [REDACTED].

4868 ADVISORY/POLICY

4868.1 Trains Advisory Group (TAG)

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

4868.2 The Chairman of the TAG, Mr. McGreevy, advised of the following:

- Site visit to [REDACTED] in Germany to view their latest BEMU. He stated that he was now satisfied that an appropriately specified BEMU can offer a technically viable alternative to diesel multiple unit (DMU) or DMU/EMU bi-mode operations in Ireland. He is also satisfied that BEMUs will not limit the availability of EMUs.
- Review of reports from [REDACTED] Advisory Services. [REDACTED] recommend that some of the new fleet should consist of four car formation even though the vast majority of DART services operate in eight car formation, which is projected to be required into the future. The National Transport Authority (NTA) need to be advised of the necessity of eight car formation in the future.
- The cost effectiveness of vehicle cascading and proposed retention of Class 8100 vehicles needs to be determined. **Mr. Smyth**

4868.3 Infrastructure Advisory Group (IAG)

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

4868.4 The Chairman of the IAG, Mr. Sowden, presented his report and matters discussed included the following:

- The five remaining issues (out of the original 150 issues) that need to be addressed with respect to the implementation of the Train Protection System (TPS). If appropriately resourced and prioritised, the issue of the loss of code in the DART area can be resolved without impacting on the TPS implementation schedule. However, this will involve the diversion of resources from other areas e.g. the DART Expansion Programme. This is a maintenance issue which has to be resolved irrespective of the TPS Project.
- A presentation on coastal erosion along the east coast is scheduled for the December board meeting.
- Shutdown of the mainline control system on 28th May 2019 following preparatory work for Phase 4 (of nine phases) of centralised train control (CTC) interim works. Given that [REDACTED] had advised that in view of system obsolescence they would not be able to provide technical support beyond 2018 and that they have been persuaded to assist us until the early 2020s when the new CTC system is developed, [REDACTED]. While testing is carried out of hardware and software changes during the interim works, not every possible scenario can be simulated. However, [REDACTED]. In the meantime, [REDACTED] new CTC system is developed.
- The necessary Approval to Place in Service (APIS) approvals were received from the Commissioner for Railway Regulation (CRR) at the end of July in connection with the TPS programme. This reflects the improved relationship with the CRR.

Mr. Muldoon, Mr. Smyth and Mr. Wilcock left the meeting at this time.

4869 CHIEF EXECUTIVE'S REPORT

4869.1 The Chief Executive's Report previously circulated was taken as read and noted.

4869.2 Mr. Meade presented his report and referred to the following:

- Key performance indicators (KPIs) for Period 8 2019. It was noted that the claims rate is falling for customer and movement of passenger (MoP) accidents even though the number of reported incidents and passenger numbers are increasing. An analysis of MoP trends was requested. **Mr. Gilpin**
- Biannual customer survey, the latest of which indicated a 90%+ satisfaction level. Media attention tends to be given to one off incidents.

- An analysis of train failure trends was requested. **Mr. Gilpin**
- The challenges facing the company were raised during the meeting with the Minister on 8th August 2019.
- The order for an additional 41 Intercity railcar (ICR) "B" cars will be placed as soon as Cabinet approval is received.
- A Cross Border Services Agreement has been finalised with Northern Ireland Railways (NIR). This is available for signature should it be required in a no deal Brexit.
- Politicians will be briefed on the capacity issues that are likely to increase in the autumn. Capacity issues are likely to become more frequent until new fleet is delivered.
- The Chief Executives were invited to attend the NRBU Annual Conference for the first time. Issues raised included accessibility and anti-social behaviour.

4869.3 In response to Ms. Roarty the board was advised of the following:

- Special conditions were imposed by the NTA when the [REDACTED]
[REDACTED]
[REDACTED] Therefore, the NTA has given Iarnród Éireann approval to vary the special conditions imposed and to also secure the Barrow Bridge in the open position to facilitate shipping in and out of [REDACTED].
- While the number of customers travelling under the Free Travel Scheme can be ascertained, the company receives [REDACTED] from the Department of Social Protection irrespective of how many travel under this scheme.

4869.4 **Finance**

Mr. Cronin advised of the following:

- The company generated a surplus of [REDACTED] Period 8 2019 compared to a forecast surplus of [REDACTED] The year to date surplus was €13.1 million compared to a forecast surplus of [REDACTED]
- Passenger revenue was 2.8% better during the period compared to the same period in 2018. Year to date passenger revenue is 6.8% better than for the same period in 2018.
- Lower capital and maintenance activity than forecast also contributed to the positive variance for the period.
- No comments have been received yet from the Department of Transport, Tourism and Sport (DTTAS) on the Five Year Plan.
- [REDACTED] have indicated that CIE funding for the Cork Line Relaying Project may be treated as a capital grant in Iarnród Éireann's books. This allows a deferred credit to be set against the capital depreciation over the life of the asset.
- The [REDACTED] arbitration award was finalised. In addition to the favourable award CIE was awarded its costs (excluding those relating to internal witnesses). The Arbitrator commented that [REDACTED]
[REDACTED] CIE's legal fees.

4869.5 **Railway Undertaking**

Mr. Gilpin advised of the following:

- An investigation into the ICR engine fire on 8th July 2019 is underway.
- The text alert system for DART passengers has been formally launched.

4869.6 **Commercial Department**

Mr. Culligan advised of the following:

- The Group Solicitor's response is awaited on the latest marked up version of the proposed public service contract. Once this has been submitted to the NTA a meeting will take place with them to discuss it.
- Time is running out for the NTA's proposal for a restated contract for a three month period to the end of November 2019.
- [REDACTED] software fix for the issues encountered with credit/debit card processing by booking office machines has been rolled out on trial.
- Contracts are being finalised to define accessibility improvements on the website and journey planner.

4869.7 Matters discussed included the following:

- Campaign to encourage passengers to use DART during the shoulder of peak time travel.
- Devices which could be retro-fitted onto trains identifying the more crowded and the less crowded carriages.
- More focus will be required from the autumn onwards on how to optimise vehicle supply and manage passenger demand in the future.
- The move by the NTA towards limiting "reasonable profit" and increasing contract penalties could result in zero profit outcomes. This is more acute for the bus companies.

- The companies should not sign up to KPIs suggested by the NTA if they do not think they can achieve them. However, it was noted that the NTA has the power to set such KPIs.

4869.8 Infrastructure Manager (IM)

Mr. Cunningham advised of the following:

- The outcome of the BT arbitration award plus all outstanding funding amounts, results in an additional [REDACTED] available to spend in 2019. Planning is underway to ensure this will be spent in the best way possible.
- It appears that the multi annual contract (MAC) for 2019 may not now be signed until after the Exchequer Budget has been announced. However, this has not delayed any of the monthly payments to the IM from the DTTAS.
- Track possessions will be required this coming weekend to facilitate the installation of technological enhancements for Field Crossing XE020 on the Limerick/Galway Line.

4870 ADVISORY/POLICY contd.

4870.1 Human Resources Advisory Group (HRAG)

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

4870.2 The Chairman of the HRAG, Dr. Mulholland, advised of the following:

- Progress is being made in the establishment of a companywide Joint Industrial Council following a pilot project in the Engineering area. Meaningful talks are taking place in this regard.
- The Payroll Project is progressing well and is on schedule for parallel running in February 2010.
- A review of the management grading structure is being progressed and discussions are taking place with Procurement in this regard.
- A Leadership Development Programme is scheduled with the aim of achieving corporate and strategic objectives.

4870.3 Information Technology Advisory Group (ITAG)

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

4870.4 Property Items

The three memoranda previously circulated were taken as read and it was noted that the following proposals are to be presented to the CIE Board:

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

4871 CAPITAL

Ms. Sinead Leonard, Acting Chief Procurement Officer, Mr. Peter Muldoon, Manager Operations & New Works and Mr. Colm Reynolds, Chief Procurement Officer, joined the meeting at this time.

4871.1 Capital Expenditure Proposals

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

4871.2 Bray Staff Accommodation – Planning and Design

The board gave its approval for expenditure of [REDACTED] to progress concept design, option selection, site survey/investigation, planning, detailed design and tender action (Phases 1 to 4 of the New Works Project Management Procedures) for the redevelopment of the station buildings in Bray to facilitate improved accommodation for drivers and other operational staff.

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

4871.3 Elimination / De-staffing of Level Crossings

The board gave its approval for expenditure of [REDACTED] for the preparation of an application for a Railway Order (Phase 3 of the New Works Project Management Procedures) to eliminate / de-staff the remaining seven staffed level crossings on the Dublin/Cork Line.

It was noted that:

- This sum will bring the total board approved expenditure for this project up to [REDACTED].
- The estimated cost of the project is [REDACTED] subject to the completion of the design and statutory approval processes.
- This project is being funded from the VAT refund received by CIE in 2016.

4871.4 Maynooth Station – North Side Carpark Extension

The board gave its approval for expenditure of [REDACTED]0 is ineligible for NTA funding) for the construction stage of an extension to the north side carpark at Maynooth Station (Phase 5 of the New Works Project Management Procedures).

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

4871.5 Woodbrook DART Station – Preliminary Design and Planning

The board gave its approval for expenditure of a further [REDACTED] to progress preliminary design and statutory process (Phases 2 and 3 of the New Works Project Management Procedures) for a new DART station at Woodbrook, Dublin, between Shankill and Bray.

It was noted that:

- This will bring the total budget to [REDACTED]
- The project is being funded by the NTA.

4871.6 Closure of Level Crossing XX033 on the Manulla/Ballina Line

The board gave its approval for expenditure of [REDACTED] so as to allow the purchase of land and construction of a roadway to give alternative access to the users of Level Crossing XX033.

It was noted that:

- Mayo County Council has agreed to commence the process of extinguishing the public rights over the crossing once construction is initiated.
- Funding for the project is provided under the MAC.

4871.7 Financial Planning and Analysis System

The board gave its approval for expenditure of [REDACTED] for the implementation Phase of the project to develop and install a new Financial Planning and Analysis (FP&A) System for Iarnród Éireann.

It was noted that:

- This will bring the total approved expenditure for the project up to [REDACTED]
- The funding for the project has been agreed by the NTA.
- It is planned that the project will be completed by the end of Quarter 2 2021.

Mr. Muldoon left the meeting at this time.

4872 **PROCUREMENT**

4872.1 Procurement Report

The Procurement Report for Period 7 2019 previously circulated was taken as read and noted.

4872.2 Contracts

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

4872.3 National Train Control Centre (NTCC) – Traffic Management System (TMS) and Control Equipment

The board gave its approval for the award of a contract for the design, supply, installation, commissioning and maintenance of a TMS and control equipment to [REDACTED] for a value of [REDACTED].

It was noted that:

- The duration of the contract will be up to five years for the design, supply, installation and commissioning of both the new system and the backup facility.
- It is proposed to establish a separate 15 year maintenance support services contract with an option to extend it for a further five years.
- The contract award value is comprised of:
 - Capital expenditure of [REDACTED] funded by the NTA.

- Operational expenditure of [REDACTED] funded by the MAC over a 20 year period (15+5).
- The non-recoverable VAT will be [REDACTED].

4872.4 NTCC TMS – Project Management Support Services

The board gave its approval for the award of a contract for the provision of project management support services for the implementation of the NTCC TMS to Turas (CPC Project Services LLP, DB Engineering & Consulting and Egis Consortium) at an estimated cost of [REDACTED] excluding VAT over a six year period with an option to extend for a further one year.

It was noted that:

- The total value of non-recoverable VAT is [REDACTED]
- The funding source for this contract is the NTA.

4872.5 Construction of a New Station at Pelletstown on the Connolly/Maynooth Line

The board gave its approval for the award of a contract to John Sisk & Son (Holdings) Ltd. for the construction of a new station at Pelletstown on the Connolly / Maynooth Line.

It was noted that:

- The estimated cost of the contract is [REDACTED]
- The non-recoverable VAT is estimated at [REDACTED] providing a total estimated contract value of [REDACTED].
- The works are funded by the NTA with a contribution of approximately [REDACTED] from Dublin City Council.

4872.6 On Board Catering Services

The board gave its approval for the award of a contract to Select Service Partner Ireland Ltd. (Rail Gourmet) for the provision of on board catering services for the Republic of Ireland at an estimated cost of [REDACTED] over a five year period.

It was noted that:

- The contract term is three years with an option to extend for an additional period of up to two years.
- The funding source for this project is Iarnród Éireann's operational budget.

4872.7 On Track Ballast Regulator and Rail Mounted Crane

The board gave its approval to grant delegated authority to the Chief Executive to approve the award of the following contracts:

- A contract for the purchase of an on track ballast regulator at an estimated cost of [REDACTED] subject to option selection and
 - A contract for the purchase of a rail mounted crane at an estimated cost of [REDACTED] subject to option selection,
- subject to the conclusion of the evaluation process and agreement of contractual terms.

It was noted that the funding cost for these contracts will be the MAC.

4872.8 Selection Criteria

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

4872.9 Maintenance and Overhaul of MTU 6H1800 Powerpack Units for the Class 22000 Railcars

The board gave its approval for the selection criteria as presented for the proposed pre-qualification process for the maintenance and overhaul of MTU 6H1800 powerpack units fitted to the Class 22000 railcars.

It was noted that:

- The proposed duration of the contract is five years with an option to extend by a further year during which time Iarnród Éireann intends to migrate to a hybrid powerpack. This contract will phase out as the new hybrid powerpacks come on stream.
- The estimated value of this contract including the optional year is [REDACTED]
- The funding source for this contract is the Chief Mechanical Engineer's maintenance budget.

4872.10 Signalling Location Cases for the Train Protection System (TPS)

The board gave its approval for the selection criteria as presented to establish a single supplier Framework Agreement for the manufacture, supply, testing and delivery of fully fitted signalling location cases.

It was noted that:

- The term of the agreement will be five years with an option to extend annually up to a maximum term of eight years.
- The estimated value of this Framework Agreement is [REDACTED].
- Call off contracts awarded under this Framework Agreement will be funded from the MAC.

4872.11 Selection and Award Criteria

The memorandum previously circulated was taken as read and noted.

4872.12 On Board Toilets and HVAC Systems

The board gave its approval for the selection and award criteria as presented to facilitate the running of a tender process leading to the award of the following contracts:

- Lot 1: On board toilet systems maintenance and
- Lot 2: Heating, ventilation and air conditioning (HVAC) systems maintenance.

It was noted that:

- The proposed duration of the contract(s) will be for five years with an option to extend by a further two years on an annual basis.
- The funding sources for these will be the Chief Mechanical Engineers annual maintenance budget.
- The annual cumulative value of both lots is approximately [REDACTED].

4872.13 Award Criteria

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

4872.14 Framework Agreement for the Purchase of New Rolling Stock

The decision in this regard was taken earlier in the meeting (see Minute No. 4867.11).

4872.15 Track Inspection Cars.

The board gave its approval for the award criteria as presented for the proposed tender process for the purchase of two on track inspection cars.

It was noted that:

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

4872.16 Ballast Plough Wagons

The board gave its approval for the award criteria as presented for the tender process for the purchase of six ballast plough rail wagons.

It was noted that:

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

4872.17 Replacement of Transmission Technology

The board gave its approval for the award 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] based on:
 - [REDACTED] the supply, installation, commissioning and maintenance of the new equipment over a period of approximately six years from 2020 to 2026 and
 - [REDACTED] cover an eight year maintenance support services period commencing 2026 – 2034.
- The primary funding source for this contract will be the NTCC Project with future funding from the MAC.

4872.18 Procurement Schedule for 2019

The updated Procurement Schedule for 2019 previously circulated was taken as read and noted.

Ms. Leonard and Mr. Reynolds left the meeting at this time.

4873 ADMINISTRATIVE ITEMS

4873.1 Transactions for Approval, Sealing and Signing

The transactions (8) for approval and sealing at the meeting were approved and sealed.

Appendix I

The transactions (8) for approval and signing at the meeting were approved and signed.

Appendix II

4873.2 Appointment of Auditors

The memorandum previously circulated was taken as read and noted.

4873.3 It was proposed by Ms. Little and seconded by Dr. Mulholland and resolved:

“(a) That subject to the consent of the Minister for Transport, Tourism and Sport, Deloitte Ireland LLP, Chartered Accountants and Registered Auditors, be and are hereby appointed Auditors for the year ended 31st December 2019 and

(b) That the remuneration of the Auditors be fixed at no more than [REDACTED] for the 2019 audit and [REDACTED] for the tax compliance services).”

4873.4 Corporate Governance Document

The memorandum previously circulated was taken as read and noted.

4873.5 The board noted the updated CIE Group Protected Disclosure Policy and Procedures and the update of the Corporate Governance Manual accordingly.

4873.6 Register of Ultimate Beneficial Ownership

The memorandum previously circulated was taken as read and noted.

4873.7 The board noted the following:

- The requirement, under new anti-laundering money legislation, to register the “beneficial owners” of the company.
- Where a beneficial ownership cannot be identified, as in Iarnród Éireann’s case, the details of the “Senior Managing Officials” must be registered instead.
- In this context, the Directors and the Chief Executive will be registered as the beneficial owners of Iarnród Éireann.

4874 ITEMS FOR NOTING

4874.1 Report to the Minister

The Report to the Minister following the board meeting on 25th June 2019 previously circulated was taken as read and noted.

4874.2 Minutes of Advisory Group Meetings

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

- Infrastructure Advisory Group Minutes 15th May 2019.
- Trains Advisory Group Minutes 20th May 2019.
- Strategy Advisory Group Minutes 20th May 2019.
- Information Technology Advisory Group Minutes 13th May 2019.
- Human Resources Advisory Group Minutes 21st May 2019.

4874.3 Rolling Agenda

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

4875 ANY OTHER BUSINESS

4875.1 Board Effectiveness Review

The Chairman advised that an external review of Iarnród Éireann board performance is due to be carried out under the Code of Practise for the Governance of State Bodies. [REDACTED] have been retained to carry out this work and will be in contact soon.

4875.2 2020 Timetable

The Timetable of meetings for 2020 is being finalised.

4875.3 Board Safety Committee

The board appointed Ms. Roarty as a member of the Board Safety Committee.

4876 DATE AND LOCATION OF NEXT MEETING

Tuesday 29th October 2019 at 9.30am in Heuston Station.

Chairman _____

Date _____

TRANSACTIONS FOR APPROVAL AND SEALING

1. Agreement in duplicate with [REDACTED] for the construction of a new underbridge UBG104A by Iarnród Éireann at the cost to the Council, in relation to the Dublin to Galway National Cycle Route on the Mullingar to Athlone Greenway.
2. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Pedestrian Crossing XC070 at 60 miles 1,660 yards on the Dublin to Cork Railway Line for a consideration of [REDACTED].
3. Lease in duplicate with [REDACTED] and Mr. John Walsh, for a retail unit at Grand Canal Dock Railway Station, for a term of 5 years at a rent of [REDACTED] whichever is greater.
4. Licence in duplicate with [REDACTED] for the installation, testing, maintenance and use of fibre optic telecoms cable in existing ESB lines at the following three locations on the Dublin to Belfast Railway Line, for a licence period of 40 years, for a licence fee of [REDACTED], subject to review in accordance with CPI every 5th year:
 - OBB14, Cill Eanna, Raheny at 3 miles 587 yards
 - OBB16 Raheny Railway Station at 3 miles 1,276 yards
 - Myrtle Close, Baldoyle at 5 miles 760 yards
5. Lease in duplicate with [REDACTED] for a unit at Colbert Railway Station, Limerick, for a term of 5 years, for a rent of [REDACTED], whichever is greater.
6. Lease in duplicate with [REDACTED] for a plot of land adjoining their public house [REDACTED] and Mallow Railway Station, Co. Cork, for a term of 20 years, for a rent of [REDACTED] subject to review in accordance with the Consumer Price Index in years 5, 10 and 15.
7. Lease in duplicate with [REDACTED] for a kiosk at Heuston Station, for a term of 5 years at a rent of [REDACTED], whichever is greater.
8. Agreement in duplicate with [REDACTED], to formalise the maintenance, title and operation of Overbridge OBG5D (public road bridge which replaced Level Crossing XG002, Reilly's Bridge on the Dublin to Sligo Railway Line).

Company Secretary
Iarnród Éireann
27th August 2019

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] to build and operate an extension to the current walking/cycling Greenway for a term of 20 years on the Mullingar to Athlone Greenway, for a licence fee of [REDACTED].
2. Licence in duplicate with [REDACTED] for a mobile kiosk at Newbridge Railway Station, Co. Kildare for a licence period of 2 years, for a licence fee of [REDACTED].
3. Licence in duplicate with [REDACTED] at Tuam Railway Station, Co. Galway, for a licence period of 5 years for a licence fee of [REDACTED].
4. Crane Licence in duplicate with [REDACTED] granting them permission to erect and operate a tower crane on lands adjacent to the Loop Line, Mark Street, Dublin 2, for a licence period of 14 months, for a licence fee of [REDACTED].
5. Licence in duplicate with [REDACTED] for 1,400 square metres of land at Gormanston Viaduct, Co. Meath, for a licence period of 1 year, for a licence fee of [REDACTED].
6. Licence in duplicate with [REDACTED] for a plot of land at Cherryville Junction, Kildare, on the Dublin to Cork Railway Line for a licence period of 3 years, for a licence fee of [REDACTED].
7. Access Licence in duplicate with [REDACTED], to an area of land for car parking at Limerick Freight Yard, Roxborough Road, Limerick, for a licence period of 2 years, for a licence fee [REDACTED].
8. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Company Secretary
Iarnród Éireann
27th August 2019