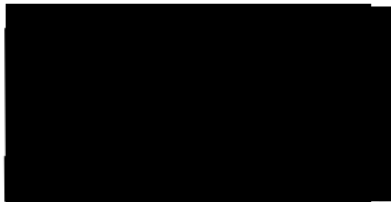


4th December 2015



Re: FOI request IE_FOI_014

Dear [REDACTED]

I refer to the request which you made under the Freedom of Information Act 2014 for records held by this body:

Copies of all minutes of meetings of the following:

- a) Irish Rail Board
- b) Irish Rail management team

The time frame for this request is 01/01/11- today's date.

I, Ms. Sue Stanley, Decision Maker have now made a final decision to grant your request on 04/12/2015.

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 for 2014 and 2015 are now enclosed including a copy of the schedule to these records.

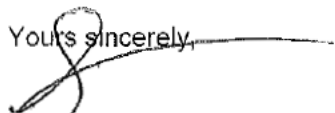
Please note that 2011-2013 are to follow next week.

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,


Mr. Sue Stanley,
Decision Maker
Corporate Communications

Freedom of Information Request:
Schedule of Records for IE_FOI_014 : 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	04.12.15	2014 IE Board Minutes			redaction list on sheet 2 redaction list on sheet 2 redaction list on sheet 2 redaction list on sheet 2 redaction list on sheet 2 redaction list on sheet 2	

Signed

IE Decision Maker

Redactions			
IE Board Minutes 29th January 2014			
Page #	Minute #	Section of Act Applicable	Reason
2	4257.1	Section 30 - Functions & Negotiations of Public Bodies	disclosure would result in publication of positions on negotiations to be used by the public body
4	4259.2	Section 29 - Deliberations of Public Bodies	Deliberations - contains matters relating to the deliberative process of IE and granting would be contrary to public interest
4	4259.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
4	4259.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
5	4259.11	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
5	4259.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
6	4260.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
7	4261.3 - 4261.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
10	4261.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
10	4261.19	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
12	App 1(1-10)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
13	App 1 (11)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
14	App 2(1-7)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
IE Board Minutes 19th February 2014			
Page #	Minute #	Section of Act Applicable	Reason
15/16	4265.3	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
16	4266.1	Section 29 - Deliberations of Public Bodies	Deliberations - contains matters relating to the deliberative process of IE and granting would be contrary to public interest
17	4268.3	Section 37 - Personal Information	Personal Information relating to employee
18	4268.6	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
18	4268.8	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
18	4268.10	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations

19	4269.4	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of IE's Freight business information which could prejudice the conduct of negotiations
19	4269.5-4269.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
19/20	4269.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
20	4269.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
20	4269.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
20	4269.16	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
22	4270.6	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
22	4271.5	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Éireann (CIE) Holding Co
23	4273.1-4273.4	Section 35 - Information received in confidence	private sessions of the board - disclosure would constitute a breach of directors duties - S22 of 1986 Railway Act
24	App 1(1-6)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
25	App 2(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
IE Board Minutes 25th March 2014			
Page #	Minute #	Section of Act Applicable	Reason
26	4275.3	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Éireann (CIE) Holding Co
27	4276.1	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Éireann (CIE) Holding Co Pension Co
29	4277.19	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
30	4278.2	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
30	4279.3	Section 37 - Personal Information	Personal Information
30	4279.7	Section 37 - Personal Information	Personal Information
31	4279.9	Section 37 - Personal Information	Personal Information
31	4280.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
32	4280.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
32	4280.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
34	4280.14	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Éireann (CIE) Holding Co

34/35	4283	Section 35 - Information received in confidence	private sessions of the board - disclosure would constitute a breach of directors duties - S22 of 1986 Railway Act
36	App 1(1-8)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
37	App 2(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
IE Board Minutes 2nd April 2014			
	Minute #	Section of Act Applicable	Reason
37/38	4286	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
39	4288	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of IE's Freight business
IE Board Minutes 23rd April 014			
	Minute #	Section of Act Applicable	Reason
41	4290.40	Schedule 1 Part 2 - Exempt Agencies	Information relating to Bus Atha Cliath
45	4294.10	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
45	4295.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
45	4295.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
45	4295.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
46	4296.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
46	4296.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
47	4296.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
47	4296.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
49	4300.1-4300.5	Section 35 - Information received in confidence	private sessions of the board - disclosure would constitute a breach of directors duties - S22 of 1986 Railway Act
50	App 1	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
51	App 2(1-5)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
IE Board Minutes 27th May 2014			
	Minute #	Section of Act Applicable	Reason

52	4302.1	Section 29 - Deliberations of Public Bodies	Deliberations - contains matters relating to the deliberations in prev minutes
53	4304.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
54	4305.4 - 4305.6	Schedule 1 Part 1 (p) - Partially Included agencies	Iarród Éireann is exempt from FOI in so far as it relates to the operation of its Freight Business
54	4305.70	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
55	4305.11-4305.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
56	4306.5-4306.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
57	4306.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
57	4306.13	Schedule 1 Part 1 (p) - Partially Included agencies	Iarród Éireann is exempt from FOI in so far as it relates to the operation of its Freight Business
57	4307.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
58	4307.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
58	4307.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
59	4308.2-4308.3	Section 37 - Personal Information	Personal Information
59	4310.1-4310.4	Section 35 - Information received in confidence	private sessions of the board - disclosure would constitute a breach of directors duties - S22 of 1986 Railway Act
61	App 1(1-5)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
62	App 2	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
IE Board Minutes 24th June 2014			
	Minute #	Section of Act Applicable	Reason
64	4313.36	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
64	4313.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Bus Atha Cliath
64	4314.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Bus Atha Cliath
56	4315.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
66	4315.14	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations

67	4315.16-4315.20	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
70	4316.8	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
70	4316.9	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
71	4317.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
71	4317.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
72	4320.1-4320.4	Section 35 - Information received in confidence	private sessions of the board - disclosure would constitute a breach of directors' duties - S22 of 1986 Railway Act
73/74	App 1(1-14)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
75	App 2(1-3)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
IE Board Minutes 28th August 2014			
Minute #		Section of Act Applicable	Reason
77	4324.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
78	4325.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
79	4325.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
79	4325.10	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
79	4325.11	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
80	4325.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
80	4325.15	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
81	4326.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
82	4327.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
83	4327.10	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
83	4327.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
83	4327.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations

	Minute #	Section of Act Applicable	Reason
84	4331.1-4331.3	Section 35 - Information received in confidence	private sessions of the board - disclosure would constitute a breach of directors' duties - S22 of 1986 Railway Act
85	App 1(1-7)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
86	App 2(1-4)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
IE Board Minutes 23rd September 2014			
87	4333.1	Section 29 - Deliberations of Public Bodies	Deliberations - contains matters relating to the deliberations in previous minutes
88/89	4335.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
89	4336.2 - 4336.5	Schedule 1 Part 1 (p) - Partially Included agencies	Laird & Eirann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
91	4337.3	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
92	4337.9 - 4337.10	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
93	4338.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
93	4338.7	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
94	4338.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
94	4338.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
94	4339.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
94	4339.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
94	4339.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
94	4339.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
94	4339.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
94	4340.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
94/98	4341.1 - 4341.6	Section 35 - Information received in confidence	private sessions of the board - disclosure would constitute a breach of directors' duties - S22 of 1986 Railway Act

99	App 1(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
100	App 2(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
IE Board Minutes 28th October 2014			
	Minute #	Section of Act Applicable	Reason
101	4343.3	Section 29 - Deliberations of Public Bodies	Deliberations - contains matters relating to the deliberative process of IE and granting would be contrary to public interest
102	4344.1	Section 37 - Personal Information	Personal Information
103	4346.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
103	4346.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
104	4346.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
104	4348.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
105	4348.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
105	4348.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
105	4348.11	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
106	4349.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
106	4349.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
106	4349.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
106/107	4349.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
107/108	4949.7 - 4949.10	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
108	4349.16	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
108	4349.17	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
109/110	4352.1 - 4352.4	Section 35 - Information received in confidence	private sessions of the board - disclosure would constitute a breach of directors duties - S22 of 1986 Railway Act
111	App 1(1-7)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved

Minute #	Section of Act Applicable	Reason
112	App 2(1-4)	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
114	Section 29 - Deliberations of Public Bodies	Deliberations - contains matters relating to the deliberative process of IE and granting would be contrary to public interest
114	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
115	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
115	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
116	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
116	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
117	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
117	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
118	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
118	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
118	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
119	Section 32 - Law Enforcement and Public Safety	legal privilege
120	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
120	Schedule 1 Part 1 (b) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
122	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
123	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved

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 TWO HUNDRED AND SEVENTY NINTH
BOARD MEETING HELD ON 29th JANUARY 2014
AT 1.00PM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Mr. Paul McGarry	Director
	Ms. Tracey McGee	Director
	Mr. James Nix	Director
	Mr. Flor O'Mahony	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. John Cassidy	Safety Advisor (part)
	Mr. Bob Clarke	Chairman, Infrastructure Advisory Group (part)
	Mr. Aldan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Director Infrastructure Manager (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Group Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Barry Kenny	Manager Corporate Communications (part)
	Mr. Jim Meade	Director Train Operations (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)
	Mr. Paul Stanley	District Manager, Mainline (part)
ABSENT:	Apologies were received from Mr. John Moloney.	

MIN NO.

- 4255** The Chairman apologised for changing the time of the board meeting at short notice. This was to facilitate those who wished to attend the funeral of the late Assistant Secretary of the Department of Transport, Tourism and Sport (DTTAS), Mr. Dermot McCarthy, who had died at the young age of 50. Mr. McCarthy had been a great support to Iarnród Éireann and the CIE Group and would be sorely missed.
- 4256 MINUTES**
- 4256.1** The Minutes of the meeting held on 4th December 2013 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.
- 4256.2** **Outstanding Items**
The memorandum previously circulated was taken as read and noted.
- 4256.3** The following were noted:
- An additional Audit Review Group (ARG) meeting will take place in February to address the accounting treatment of pensions.

- The procurement process is under way for an international procurement expert to review Iarnród Éireann's procurement practices and performance. A preferred bidder has been identified.

4257 CHAIRMAN'S COMMENTS

4257.1 The Chairman advised that he and the Chief Executive met with Minister Varadkar on 14th January 2014. Various topics discussed included the following:

- [REDACTED]
- [REDACTED]
- The funding available to Iarnród Éireann in 2014 is well short of what is needed for the proper upkeep of assets. If this is not addressed problems in the area of service levels and safety will develop.
- The incorrect reporting in the media of the Minister's comments on the "inevitability" of a strike.
- Status of industrial relations negotiations and the actions which need to be taken. The Minister agreed to use his influence to try and urge the Labour Court to prioritise Iarnród Éireann if matters get to that stage.
- The Minister stated that extra capital funding may be provided in 2015.
- The Minister supports the DART Underground Project. He was asked to release some funds in 2014 to progress the scope/sizing of DART reconfiguration, including DART Underground.
- The Minister is not in support of the proposal for a DART link to Dublin Airport because it does not go through Swords.
- The Minister will follow up on the need to appoint a non-executive director to the board with a railway/safety background.

The Chairman stated that it was a useful session with the Minister who is comfortable with the way in which Mr. Franks is managing the company despite its difficult financial situation.

4257.2 The Chairman stated that he was extremely disappointed that the negotiations with the trade unions have not been brought to a conclusion. He stated that this must happen as soon as possible, otherwise there will be very serious consequences in terms of new work, size of the network and service levels. He urged all involved to come to a resolution.

4257.3 The Chairman advised that a policy proposal would be presented to the CIE Board the following day regarding the appointment/re-appointment of Chief Executives and senior managers. The proposal seeks to clarify procedures and take into account Government Guidelines. While the responsibility and authority for recruitment, appointment/re-appointment and determination of remuneration packages remains with Iarnród Éireann, approval from the CIE Board Remuneration Committee will still be required because any queries on such matters go to CIE. A copy of the policy, once approved, will be issued to directors.

4257.4 A report is issued to the Minister following every board meeting. From now on this will be included in the board pack.

4257.5 In response to Mr. O'Mahony, the Chairman and the Chief Executive reassured the board that the Minister has been made very well aware of the consequences of shortfalls in funding. He has been advised that very strong political support is needed in this regard.

4258 CHIEF EXECUTIVE'S REPORT

4258.1 The Chief Executive's Report previously circulated was taken as read and noted.

4258.2 Mr. Franks presented his report and the following matters were discussed:

- The countrywide review of loops on single line tracks following the Incident at Millstreet Station on 8th December 2013.
- Independent review of low rail adhesion Issues following the recent disappointing autumn season.
- Stand down time periods following incidents depend on the circumstances of each case.
- The requirement for a full train protection system (TPS) and the interim arrangements being taken to minimise risks in the meantime.
- A replacement for the canopy at Kent Station in Cork which was destroyed during recent bad weather is not required.
- Seriousness of the rock fall incident at Waterford Station during the recent bad weather.
- Condition of the roof at Pearse Station in Dublin.
- Postponement until mid-February of the hearing of an appeal of a recent High Court decision regarding an An Bord Pleanála decision on the time period for the service of Notices to Treat on the DART Underground/Expansion Project.
- Optimistic indications from the previous day's negotiations with the trade unions. Another meeting at the Labour Relations Commission (LRC) is to take place in the afternoon after the board meeting.
- Background with respect to car park issues at Kishogue Station.
- The action plan to address all recommendations contained in an Internal Audit Report on Navigator Freight is to be discussed by the ARG.

4259 INFRASTRUCTURE MANAGER (IM)

Mr. Bob Clarke, Chairman of the Infrastructure Advisory Group (IAG) and Mr. Don Cunningham, Director IM, joined the meeting at this time.

4259.1 Infrastructure Manager (IM) Report

The IM Report (Including Key Performance Indicators (KPIs)) for Period 13 2013 previously circulated was taken as read and noted.

4259.2 Mr. Cunningham circulated an Executive Summary of his report which covered the following matters:-

- Safety and Security (two very serious signals passed at danger (SPADs) incidents occurred during Period 13).
- Finance.
- Engineering Asset Performance (delay minutes).
- General Issues:
 - Further funding will be required to implement a staging proposal for the migration from the existing Central Traffic Control (CTC) to the new CTC. The NTA has agreed to fund this. The Chairman asked for the staging proposal to be brought back to the board.

Mr. Cunningham

- Multi Annual Contract (MAC) Update.
The signing off of the initial one year MAC based on the revised public service contract (PSC) is to be brought to the board. The paper is to refer to all three interconnected contracts: the MAC, the PSC and the track access agreement contract (TAA). Copies of the contracts are to be made available to directors if they wish to see them.

Mr. Cunningham

Mr. Flannery and Mr. Franks left the meeting at this time.

- Rockslide at Waterford Station (Iarnród Éireann's responsibility extends to the boundary fence at the top of the rock face behind Waterford Station).
- Impact of heavy rainfall etc. on cuttings and embankments causing the potential for landslides such as the one experienced near Kilkenny on 31st December 2013. It was suggested that Iarnród Éireann should make a submission to the Department of Agriculture regarding their tree planting programme especially with respect to rail perimeter planting.

Mr. Cunningham

- Contact is to be initiated with Hunts around the country warning of the dangers near railway lines. **Mr. Cunningham**

◦ [REDACTED]
[REDACTED] The responsibility rests with Iarnród Éireann to argue for the funding gap to be bridged and to highlight priority projects.

4259.3 City Centre Resignalling Project (CCRP) – Phase 3

A presentation on the CCRP was circulated which covered the following matters:

- Objectives,
- Extents,
- Timeline,
- Contract and management structure and
- Iarnród Éireann's new duties.

4259.4 Infrastructure Advisory Group (IAG)

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

4259.5 Mr. Clarke presented his report and referred to the following:

- Journey time improvement opportunities.
- Review of embankment and cutting stability.
It is very difficult to judge the safety risk of cuttings and embankments. However, as water ingress is the biggest contributory factor to landslides, all cuttings and embankments will be reviewed because of recent rainfall levels, to identify any risk/exposure that may have developed.
- Summer preparedness.
- Planning and execution of track renewals.
- Signalling wrong side failures.
While the only truly effective solution is tree removal, this is not always practical. Therefore, the use of mitigation measures such as track circuit assister interference detectors (TCAIDs) is being investigated.
- HAZOP analysis.
This is to be carried out as an immediate priority (two/three months) following the SPAD at Millstreet Station on 8th December 2013.
- Signalling, Electrical and Telecoms (SET) train delays.
SET monitoring arrangements are to be reviewed which will include the mean time to respond and repair faults. The Chairman asked for a paper on this to be presented to the board. **Mr. Cunningham**

4259.6 Capital Expenditure Proposals

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

The board gave its approval for the following:

4259.7 City Centre Resignalling Project (CCRP) Phase 3 – Construction

Expenditure of [REDACTED] million for the construction of Phase 3 of the CCRP, subject to funding from the NTA.

4259.8 The Chairman stated that he would be very cautious about the SET Department's desire to combine Phases 2 and 3.

4259.9 The Chairman asked that future capital expenditure proposals separately identify Iarnród Éireann's direct costs which are being capitalised. **Mr. Cunningham**

4259.10 Refurbishment of the Drogheda Viaduct (UBB82)

Expenditure of [REDACTED] million to undertake refurbishment works to the Drogheda Viaduct, UBB82, subject to funding for this project from the DTTAS who have applied for a grant from the Special EU Programmes Body (SEUPB) under the INTERREG IVA Programme.

4259.11 Commercialisation of Tracksid Fibre Optic Cable

It was noted that funding for this project will be financed from the first year payment of [REDACTED] million.

It was also noted that all revenue from e-Nasc will come to Iarnród Éireann.

4259.12 Closeout Reports

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

4259.13 The board gave its approval for the closeout of the following IM projects:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance €'000	%	Contingency		
						App'vd €'000	Used €'000 %	
CIR00236-1	Closure of XC145/6/7	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00773	Closure of XC207	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00680	Closure of XC227	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00691	Closure of XM100/101	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00677	Closure of XS130/1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00710	Closure of XT039/41/42/43	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00782	Closure of XT097/98	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
IM Total		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Mr. Clarke and Mr. Cunningham left the meeting at this time.

4260 TRAIN OPERATIONS

Mr. Gerry Culligan, Commercial Director, Mr. Jim Meade, Director Train Operations and Mr. Paul Stanley, District Manager, Mainline, joined the meeting at this time.

4260.1 Train Operations

The Train Operations Report (Including KPIs) for Period 13 2013 previously circulated was taken as read and noted.

4260.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety,
- Performance,
- Human Resources and
- Mechanical Engineering Issues.

4260.3 The following matters were discussed:

- Policy regarding Premier Class on the InterCity services.
The Chairman stated that a proper cohesive policy outlining what the customer should be able to expect must be communicated to customers.

Mr. Culligan

The Chairman also stated that departure boards should identify the number of carriages for each service and whether the service includes a Premier Class carriage.

Mr. Meade

- The Chairman asked that a paper on driver reminder appliance (DRA) design work be presented to the board at the next meeting. **Mr. Meade**
- Speed of response to customers' complaints about overcrowding issues.

4260.4 Commercial Report

The Commercial Report (including KPIs) for Period 13 2013 previously circulated was taken as read and noted.

4260.5 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- Macro economy.
 - Key 2013 highlights.
- The €9.99 "best ever" campaign went very well. Mr. Nix suggested a number of ideas for management to consider in connection with the campaign.

Ms. McGee left the meeting at this time.

- Revenue performance for Period 13 2013.
 - Customer First Programme.
- The Chairman asked for a presentation to be given to the board by Mr. Stephen Downes just before the tender notices go out for this project. The presentation should include details of any risks to the delivery of the project.
- Mr. Downes**
- Orient Express.
- The Chairman asked for a summary to be provided to the board of the benefits (additional revenue) to be expected by Iarnród Éireann from this project.
- Mr. Culligan**
- UEFA Euro 2020 bid.
 - Navigator Freight update.

4260.6 Major Customer Disruption (MCD)

Mr. Stanley gave a presentation on the MCD process and circulated two booklets in this regard. His presentation covered the following matters:

- A summary of the major disruption which occurred on 9th July 2013.
- Recommendations following the post incident investigation.
- MCD process.
- The new experience to be expected by customers.
- Revised operational contingency plans.
- The supplementing of resources and staff training.
- The upgrading of equipment.

4260.7 After his presentation, the following matters were discussed:

- The closer to the disruption event that reparations are made to customers, the better.
- Training including regular desk top exercises.

4260.8 Trains Advisory Group (TAG)

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

4260.9 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4260.10 Heavy Maintenance (HM) 2014

The board gave its approval for expenditure of [REDACTED] million for heavy maintenance (HM) on the Iarnród Éireann fleet for Quarter 1 2014.

It was noted that this project will be financed from within the company's own resources.

The board stated that total HM expenditure in 2014 is not to exceed [REDACTED] million as per the Five Year Plan. It was noted that expenditure of [REDACTED] million for 2014 was proposed in the Fleet Strategy document prepared during 2013. Therefore, the next HM paper dealing with expenditure for the remainder of 2014 must outline what will be the impact of the shortfall of available funds of [REDACTED] million.

Mr. Meade

4260.11 **Mitsui Commercial Claim Settlement**

The Advisory Note on the commercial settlement reached with Mitsui in relation to unplanned costs incurred by Iarnród Éireann in the maintenance of the InterCity railcar fleet previously circulated was taken as read and noted.

Mr. Meade and Mr. Stanley left the meeting at this time.

4261 CENTRAL SERVICES

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

4261.1 Procurement Report

The proposed format for 2014 Procurement Reports previously circulated was taken as read and noted.

4261.2 Selection and Award Criteria

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

4261.3

[REDACTED]

[REDACTED]

[REDACTED] Mr. Reynolds

Mr. Reynolds

The board gave its approval for the following:

4261.4 Customer First Programme

Selection criteria as presented for the proposed tender for the Customer First Programme - design, build, install and maintain.

It was noted that the estimated value of this contract is [REDACTED] million - [REDACTED] million excluding VAT.

4261.5 Advertising Agency Services

Selection and award criteria as presented for the award of a contract for advertising agency services.

It was noted that the estimated value of this contract is [REDACTED] million over a [REDACTED] year period.

4261.6	<u>Cleaning services</u>
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Selection and award criteria as presented for the award of a contract for cleaning services.

It was noted that the estimated value of this contract is [REDACTED] million over a [REDACTED] year period based on the level of expenditure in the current contract.

Mr. Culligan left the meeting at this time.

4261.7 Fuel Purchase Card services

Selection and award criteria as presented for a contract for the provision of fuel purchase card services.

It was noted that the proposed contract is for [REDACTED] years and is estimated at [REDACTED] million excluding VAT.

4261.8 Procurement Timetable

The Procurement Timetable for 2014 previously circulated was taken as read and noted.

4261.9 Disposal of Scrap Permanent Way Materials in 2014

The memorandum previously circulated was taken as read and noted.

4261.10 The board gave its approval for the disposal of [REDACTED] of scrap permanent way materials at an estimate of approximately [REDACTED] per tonne totalling approximately [REDACTED] in accordance with the CIE Group Procurement Policy and Procedures which also governs the disposal of assets.

Mr. John Cassidy, Safety Advisor and Mr. Barry Kenny, Manager Corporate Communications, joined the meeting at this time.

4261.11 Safety Action Plan 2014

The memorandum previously circulated was taken as read and noted.

4261.12 Mr. Cassidy circulated an Executive Summary of the Safety Plan 2014 which outlined the key actions identified to address the ten key risk areas.

4261.13 Matters discussed included the following:

- The requirement for a motivational programme directed at reducing the level of personal injury accidents and lost time accidents.
- Near miss reporting needs to improve.
- The requirement for better and more consistent communications to drivers (including putting up more notices) in respect of low rail adhesion risks.
- The plan to extend initiatives to deal with anti-social behaviour to Kilbarrack and Howth Junction Stations in Dublin should be specifically recorded in the Safety Plan 2014.

Mr. Cassidy

4261.14 Following further discussion the Safety Action Plan 2014 was approved.

4261.15 Stakeholder Strategy 2014

The memorandum previously circulated was taken as read and noted.

4261.16 Mr. Kenny outlined the results of the recent stakeholder survey and the proposed strategy for 2014.

Ms. Golden left the meeting at this time.

4261.17 The board agreed that the proposed strategy was a good basis on which to go forward because currently it appears that there isn't a sufficient understanding across all of the company's stakeholders of:

- The progress made in recent years especially with respect to cost savings that have been achieved and
- The company's plans for the future.

It was agreed that Mr. Kenny should circulate a briefing pack to directors because they have a role to play in influencing stakeholders. The main message is that there are insufficient funds to keep the railway going at its current network size and level of service.

Mr. Kenny

Mr. Cassidy and Mr. Kenny left the meeting at this time.

4261.18 Finance

The Finance Report for Period 13 2013 previously circulated was taken as read and noted.

4261.19 It was noted that:

- The company incurred a [REDACTED] million for 2013 compared to a forecasted [REDACTED] million and a [REDACTED] million for 2012.

- Earnings before Interest, taxation, depreciation and amortisation (EBITDA) for 2013 amounted to [REDACTED] million compared to a forecast of [REDACTED] million and earnings of [REDACTED] million (after emergency Government funding) of [REDACTED] million in 2012.
- While gross payroll costs reduced by [REDACTED] million during 2013, net payroll costs increased by [REDACTED]. This is due to the effect of reduced capital works. While this may suggest that the number of staff (some of which may be at the higher end of the salary scales) for capital projects may be higher than can be justified, it was acknowledged that the number of such staff has reduced from 250 to 50 over the last two years. As a result, moving such permanent staff to other areas is becoming more and more difficult. It was noted that the company is to make a great effort to try to sell specialised staff expertise externally. Further voluntary severances and an increase in capital funding would also help the situation.
- Provisions for claims as at 31st December 2013 have not yet been finalised. Therefore, the 2013 figures already quoted are still only draft.
- The proposed coin handling facility at Pearse Station in Dublin should be the subject of an internal audit approximately six months after its introduction. Mr. Cronin was asked to arrange this. **Mr. Cronin**
- Risks to the delivery of the 2014 Budget amounting to approximately [REDACTED] million have been identified. Opportunities to reduce these risks are in the process of being identified and implemented.
- Capital expenditure totalling [REDACTED] million is planned for 2014. [REDACTED] million of this will be externally funded projects and [REDACTED] million will be own funded projects.

4261.20 Mr. Cronin was asked to provide details of how much multi operator capping (Leap Card) is costing Iarnród Éireann. **Mr. Cronin**

4262 **ADMINISTRATIVE ITEMS**

4262.1 **Transactions for Approval, Sealing and Signing**

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

The transactions (7) for approval and signing at the meeting were approved and signed. **Appendix II**

4263 **ITEMS FOR NOTING**

4263.1 **Miscellaneous**

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Transport related legislation
 - (i) SI Nos. 444 and 445 of 2013
European Union (Railway Safety) Regulations 2013.
- (b) Minutes of the following meetings:
 - (i) Audit Review Group Minutes 20th September 2013.
 - (ii) Infrastructure Advisory Group Minutes 14th November 2013.
 - (iii) Trains Advisory Group Minutes 19th November 2013.

4264 **DATE AND LOCATION OF NEXT MEETING**

Wednesday 19th February 2014 at 9.30am in Heuston Station.

Chairman



Date



APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with RG Onboard Services (Ireland) Ltd., for premises known as Riverside House, Heuston Railway Station, Dublin 8, for office use in connection with their catering business, for a term of [REDACTED] years with an option to renew, for a rent of [REDACTED]. A previous approval authorised a rent of [REDACTED] for use of the premises, however this charge is now being transferred to the Catering Operating Agreement, therefore the charge for Riverside House is being reduced to the nominal sum of [REDACTED].
2. Lease in duplicate with Connolly Credit Union, for premises, part of the Valeting Plant at Connolly Station, Dublin 1, to be used as office accommodation in connection with the business of a Credit Union, for a term of [REDACTED] years, for a rent of [REDACTED] abated to [REDACTED] in consideration of works carried out by the Tenant to the premises.
3. Lease in triplicate with McBride Pitch & Putt Club, Marsh Road, Drogheda, Co. Louth, to use CIÉ property near McBride Railway Station, Drogheda, to be used for the sole use as a Pitch and Putt Club affiliated to the Pitch and Putt Union of Ireland or its successors, for a term of [REDACTED] for a rent of [REDACTED].
4. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XT056 at 17 miles 806 yards on the Mallow to Tralee Railway Line, for a consideration of [REDACTED].
5. Licence in triplicate with Andrews Construction Ltd., allowing them to connect into the Board's surface water drainage culvert at 24 miles 685 yards on the Dublin to Cork Railway Line at Roseberry, Newbridge, Co. Kildare, for a licence period of [REDACTED] for a consideration of [REDACTED].
6. Agreement in duplicate with [REDACTED] to allow him use pedestrian gates beside the location of closed Level Crossing XC207 at 129 miles 125 yards on the Dublin to Cork Railway Line to access his lands on both sides of the railway line. The consideration for the purposes of this document is for [REDACTED] agreement to closure of the level Crossing XC207 and to transfer Property No. 2 to the Board, the Board shall provide a new bridge and roadway and shall transfer Property No. 1 to Mr. Duane and shall provide pedestrian gates beside the location of the closed level crossing for his use and future owners of the [REDACTED] land.
7. Lease in duplicate with [REDACTED] for a retail unit at Sandycove DART Station, Dublin, for the sale of hot/cold drinks, newspapers, magazines, confectionery, stationery, mobile phone credit and cigarettes, for a period of [REDACTED] years, for a rent of [REDACTED].
8. Agreement in duplicate with [REDACTED] for the sale of 25 acres of land to CIÉ for a consideration of [REDACTED] in respect of the closure of Field Crossing XC106 at 85 miles 250 yards on the Dublin to Cork Railway Line.
9. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Field Crossing XC106 at 85 miles 250 yards on the Dublin to Cork Railway line for a consideration of [REDACTED].
10. Lease in duplicate with [REDACTED] for a retail Unit in Glenageary DART Station, Co. Dublin, for the sale of hot/cold drinks, pre-packed sandwiches, snacks, newspapers, magazines, confectionery and stationery, for a period of [REDACTED] years, for a rent of [REDACTED].

11. Lease in duplicate with [REDACTED] in respect of three railway arches beneath Connolly Station for the purpose of parking cars, for a term of [REDACTED] years for a rent of [REDACTED]

Company Secretary
Iarnród Éireann
29th January 2014

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Works Licence in duplicate with Ballyglunin Community Development Co. Ltd., to allow them carry out works to the Station House, Goods Store and Lands at Ballyglunin Railway Station, Tuam, Co. Galway, in accordance with planning permission received, for a licence period of [REDACTED] years, for a licence fee of [REDACTED].
2. Maintenance Licence in duplicate with Ballyglunin Community Development Co. Ltd., to allow them carry out general maintenance and repair of the Station House, Goods Store and Lands at Ballyglunin Railway Station, Tuam, Co. Galway, to include general weeding and planting within the licensed area, for a licence period of [REDACTED] years, for a licence fee of [REDACTED].
3. Licence in duplicate with Cabra For Youth Ltd., to allow them to place and keep a container on a plot of land beside the Royal Canal, Phibsboro, Dublin 7, to store their canoeing and kayaking equipment therein, for a licence period of [REDACTED] years, for a licence fee of [REDACTED].
4. Licence in duplicate with [REDACTED] in order to regularise their use of widened Level Crossing XN015 at 6 miles 1,360 yards on the Ballybrophy to Killonan Junction Line (Nenagh Branch), for agricultural and commercial forestry purposes.
5. Licence in duplicate with [REDACTED] of The Hill, Kilmallock, Co. Limerick, to allow him use 6.89 acres of CIE land for grazing of livestock and tillage, in respect of the closure of Level Crossing XC198 at Thomastown, Kilmallock Co. Limerick, on the Cork Line, for a licence period of 1 year, for a licence fee of [REDACTED].
6. Licence in duplicate with [REDACTED] to allow him place his mobile kiosk at Dundalk Railway Station, Dundalk, Co. Louth, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] months, for a licence fee of [REDACTED].
7. Licence in duplicate with [REDACTED] to regularise their use of widened Level Crossing XN015 at 6 miles 1,360 yards on the Ballybrophy to Killonan Line (Nenagh Branch), for normal agricultural use and for forestry purposes.

Company Secretary
Iarnród Éireann
29th January 2014

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 TWO HUNDRED AND EIGHTIETH
BOARD MEETING HELD ON 19th FEBRUARY 2014
AT 09.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Mr. Paul McGarry	Director
	Ms. Tracey McGee	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
	Mr. Flor O'Mahony	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Director Infrastructure Manager (part)
	Ms. Geraldine Flucane	Company Secretary
	Mr. David Franks	Chief Executive
	Mr. Jim Meade	Director Train Operations (part)
	Mr. Cliff Perry	Chairman, Trains Advisory Group and Safety Advisory Group (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)
	Mr. Peter Smyth	Chief Mechanical Engineer (part)
ABSENT:	Apologies were received from Mr. Mike Flannery, Chief Operating Officer, CIE.	

MIN NO.

4265 MINUTES

4265.1 The Minutes of the meeting held on 29th January 2014 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4265.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4265.3 The following were noted:

- The Multi-Annual Contract (MAC), Public Service Contract (PSC) and the Track Access Agreement (TAA) require the approval of the Iarnród Éireann board.
- An update on the risk management exercise is to be provided at the next meeting.

Mr. Flannery

[REDACTED]

CHAIRMAN'S COMMENTS

The Chairman advised of the following:

- document is required. [REDACTED]

It was noted that it was Mr. McGarry's last board meeting as his term of office is due to expire on 7th March 2014. The board thanked Mr. McGarry for his participation and wished him the best in his future endeavours.

4267 CHIEF EXECUTIVE'S REPORT

4267.1 The Chief Executive's Report previously circulated was taken as read and noted.

4267.2 Mr. Franks presented his report and the following matters were discussed:

- The length of time it takes to get changes to signalling equipment safety validated.
- Recent media reports on proposals for a 90 minute journey time to Belfast.
- New free travel passes will have photo IDs. However, the roll out will take a number of years.
- Introduction of a new process whereby the immediate supervisor and line manager of anyone involved in a serious safety incident are to attend executive management meetings to explain what happened.

4268 TRAIN OPERATIONS

Mr. Gerry Culligan, Commercial Director, Mr. Jim Meade, Director Train Operations, Mr. Cliff Perry, Chairman, Trains Advisory Group (TAG) and Safety Advisory Group (SAG) and Mr. Peter Smyth, Chief Mechanical Engineer, joined the meeting at this time.

4268.1 Train Operations Report

The Train Operations Report (including key performance indicators (KPIs)) for Period 1 2014 previously circulated was taken as read and noted.

4268.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety,
- Performance,
- Human Resources and
- Mechanical Engineering issues.

4268.3 The following matters were discussed:

- Procedures for automatic dismissal of staff should be invoked when appropriate.
- The board is to be kept updated on progress with the disciplinary process
- Competency qualifications to progress the professionalisation of District Managers and DTEs.
- Mark IVs that are not in service are being stored on site. They can be recommissioned again when passenger demand increases. They will be the first to undergo heavy maintenance in that scenario.
- The coupler modification project will not be held up while waiting for a stock of coupler pins to arrive. Other modification work can be carried out in the interim.
- The current level of revenue protection blitzes is to be sustained.
- The board complimented the excellent performance of staff during the previous week's severe storms.

4268.4 Commercial Report

The Commercial Report (including KPIs) for Period 1 2014 previously circulated was taken as read and noted.

4268.5 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- Macro economy,
- Revenue performance,
- Customer First Programme,
- New website,
- Leap card and
- Dublin/Belfast Lord Mayors' Summit.

- 4268.6** The following matters were discussed:
- Feedback from users of the new website.
 - Purchase of tickets using mobile devices.
 - The Wi-Fi introduction page has been amended to explain to customers the limitations on usage. Details of customer feedback are to be provided, Mr. Culligan
 - It was suggested that a positive message should be put in the media about limitations on Wi-Fi usage as this will facilitate fairer usage for all, Mr. Culligan and Mr. Kenny
 - The provision of higher speed is to be considered as part of the exercise which is examining the possible monetisation of the Wi-Fi service.
 - While it was acknowledged that the NTA had imposed an April 2014 deadline for the roll out of Leap cards in Cork, careful consideration should be given to the possible political implications of rolling out a limited Leap card offer in Cork compared to what is available to customers in Dublin, Mr. Culligan
 - The amount foregone of [REDACTED] as a result of Leap card capping is to be highlighted to the NTA at the weekly meetings. Mr. Culligan
 - To date the €9.99 campaign has yielded revenue of [REDACTED] over four weeks. The cost of the campaign was [REDACTED]. The target is to achieve revenue of [REDACTED] over eight weeks. The campaign is to be repeated again after Easter and in September. This will cost an additional [REDACTED] on each occasion.
 - The Rail Freight strategic review is to address, inter alia, competence within the business. Mr. Culligan

4268.7 Capital Expenditure Proposals

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

The board gave its approval for the following:

4268.8 Heavy Maintenance (HM) 2014

Expenditure of [REDACTED] for heavy maintenance on the Iarnród Éireann fleet for Quarters 2 to 4 of 2014.

It was noted that:

- This project will be financed from the company's own resources,
- Any service alterations will require National Transport Authority (NTA) approval and
- It is not proposed to close Docklands Station but to use it less often,

- 4268.9** In response to queries it was agreed that availability data for passenger, freight and engineering locomotives over the last six months should be provided to Mr. Wynne, Mr. Smyth

4268.10 Driver Reminder Appliance (DRA) System

Expenditure of [REDACTED] to install a DRA system on the Iarnród Éireann fleet of diesel trains, subject to funding from the NTA/DTTAS.

4268.11 Trains Advisory Group (TAG)

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

- 4268.12** Mr. Perry advised that one of the main items discussed at the recent TAG meeting was the final report of the working group on the MAC. While [REDACTED] million p.a. is needed, the current funding level is approximately [REDACTED] million p.a. Iarnród Éireann should rebut the statement contained in the report that safety would not be compromised as a result of the shortfall in funding.

Mr. Culligan, Mr. Meade and Mr. Smyth left the meeting at this time.

It was noted that:

- This project will be funded by the DTTAS who have obtained grant approval from the Special EU Programmes Body (SEUPB) under the INTERREG IVA Programme and
- The estimated value of the contract is [REDACTED] million excluding VAT.

4269.9 Supply of Track Rails

The exercise of the option, which formed part of both the original procurement process and executed contract, to extend the contract for the supply of track rails to Tata Steel for a period of [REDACTED] months.

It was noted that there are no plans under current projections to purchase rail during 2014. However, should funding become available this may change.

4269.10 Procurement Timetable

The Procurement Timetable for 2014 previously circulated was taken as read and noted.

Clarification was sought on a number of items contained in the timetable.

Mr. Reynolds

Mr. Reynolds left the meeting at this time.

4269.11 Enterprise Wide Risk Management (EWRM) Process

The memorandum previously circulated was taken as read and noted.

Following a discussion on this topic, the board felt that it needed further information to help it to understand the methodology behind the risk management process which leads to various priority risks. Particular reference was made to low probability events which might have potential catastrophic impact. It was suggested that consideration be given to holding a separate session for the board on this matter.

Mr. Franks

4269.12 Finance

The Finance Report for Period 1 2014 previously circulated was taken as read and noted.

4269.13 It was noted that:

- The company incurred a [REDACTED] million for Period 1 2014 compared to a [REDACTED] million.
- Earnings before interest, taxation, depreciation and amortisation (EBITDA) amounted to [REDACTED] million compared to a budget of [REDACTED] million.

4269.14 Mr. Cronin advised that RSM McClure Watters completed their work on the NTA audit on the public service obligation contracts for 2011. One of the recommendations is that the methodology for splitting overheads and Department of Social Protection (DSP) funding should be documented.

4269.15 Details of the risk to the delivery of the 2014 Budget were noted. The Chairman asked for future reports to indicate the probability of each risk. Mr. Cronin

4269.16 The board noted that cost saving initiatives of [REDACTED] million were identified in order for the 2013 budget deficit of [REDACTED] million to be achieved. To offset adverse events which occurred during the year, approximately [REDACTED] million of cost saving initiatives were delivered. The board congratulated the management team on this achievement.

4269.17 The Chairman of the Audit Review Group (ARG), Ms. Golden, advised that a meeting is due to take place on 20th March 2014.

4269.18 Safety Advisory Group (SAG)

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

4269.19 The Chairman of the SAG, Mr. Perry, advised that one of the main items discussed at the recent SAG meeting was gauge corner cracking. He advised that rolling contact fatigue increases where traffic density is highest and infrastructure is oldest. However, there is an action plan to address this issue. It was agreed that details of this should be provided at the next board meeting.

Mr. Cunningham

4269.20 Mr. Nix asked what the consequences would be of not meeting annual overhaul targets of couplers. Mr. Perry stated that there are both physical and electrical aspects to this issue. Degradation can be time and use related. Individual judgements are required for individual couplers. However, the Chief Mechanical Engineer uses a methodical approach to deferments.

4269.21 Safety Policy

The 2013 Safety Policy previously circulated was taken as read and noted.

4269.22 Mr. Franks circulated the proposed Safety Policy for 2014 and outlined the changes. Following discussion, the board approved the Safety Policy for 2014.

4270 INFRASTRUCTURE MANAGER (IM)

Mr. Don Cunningham, Director IM, joined the meeting at this time.

4270.1 The board asked that its appreciation be passed on to staff for their efforts during the tough conditions experienced in the recent severe storms.

4270.2 Infrastructure Manager (IM) Report

The IM Report (including KPIs) for Period 1 2014 previously circulated was taken as read and noted.

4270.3 Mr. Cunningham circulated an Executive Summary of his report which covered the following matters:-

- Safety and security,
- Finance,
- Engineering asset performance and
- General issues.

4270.4 The following matters were discussed;

- Flooding at Ballycar on the Limerick/Ennis Line. It was agreed that this matter should be highlighted again because the Office of Public Works (OPW) continue to argue that the flooding is an Iarnród Éireann problem.

Mr. Franks

- A low cost technical solution is being sought to address level crossing issues.
- It appears that Government funding may be available to cover the cost of the replacement of the canopy at Kent Station in Cork. However, no final decision has been made yet.
- A firm commitment is needed from the Government in respect of the DART Underground Project due to the risks to the Railway Order, particularly as the length of time for serving Notices to Treat has reduced from seven years to 18 months.
- Iarnród Éireann should keep a watching brief on any planning applications along the proposed DART Underground railway alignment.

Mr. Cunningham

- Mr. Cunningham agreed to speak with the DTTAS regarding the protection of railway reservations in general and particularly along the proposed line to Dublin Airport.

Mr. Cunningham

- A final decision has not been made yet regarding the future of the signal cabin at Waterford Station which was damaged by the recent rock slide.

4270.5 Closeout Reports

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

4270.6 The board gave its approval for the closeout of the following IM projects:

PAS	Description	App'vd €'000	Final Outturn €'000	Effective Variance		Contingency		
				€'000	%	App'vd €'000	Used €'000	%
CIR00628	Nayan Line Reopening - Phase 2							
CIR00745	Lifts at Tara St and Clontarf							
CIR00458	Closure of XC243							
CIR00749	Ticket Validation - Feasibility for 12 Stations							

Mr. Cunningham left the meeting at this time.

4271 ADMINISTRATIVE ITEMS**4271.1 Transactions for Approval, Sealing and Signing**

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

Appendix I

The transactions (2) for approval and signing at the meeting were approved and signed.

Appendix II

4271.2 Procurement Policy and Procedures

The memorandum previously circulated was taken as read and noted.

4271.3 The board noted that at its meeting on 30th January 2014 the CIE Board gave its approval for:

- (a) An amendment to the CIE Group Procurement Policy and Procedures as presented and
- (b) The update of the Corporate Governance Manual accordingly.

4271.4 Property Item

The memorandum previously circulated was taken as read and noted.

4271.5

[REDACTED]

4272 ITEMS FOR NOTING**4272.1 Chairman's Report to the Minister**

The Chairman's Report to the Minister following the last board meeting on 29th January 2014 previously circulated was taken as read and noted.

4272.2 Miscellaneous

The Minutes of the following meetings contained in the board papers previously circulated were taken as read and noted:

- (i) Safety Advisory Group Minutes 12th November 2013.
- (ii) Infrastructure Advisory Group Minutes 17th January 2014.
- (iii) Trains Advisory Group Minutes 21st January 2014.

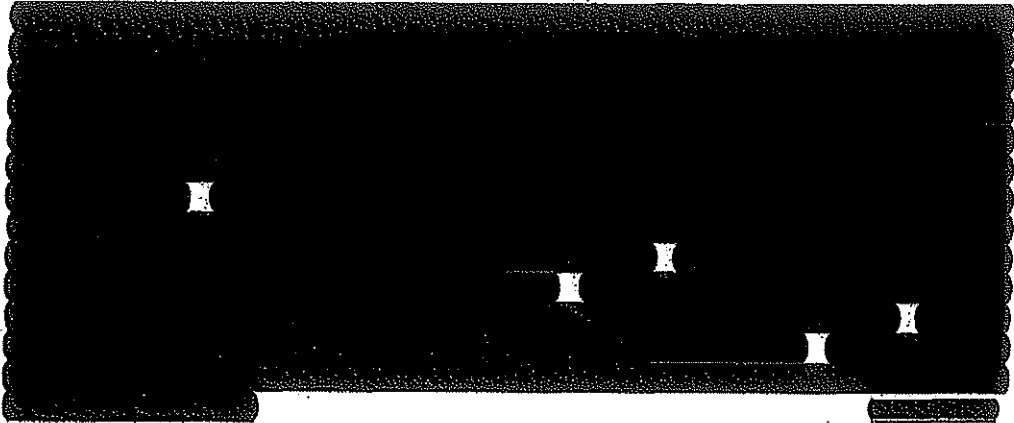
Mr. Cronin, Mr. Franks and Mr. Perry left the meeting at this time.

4273

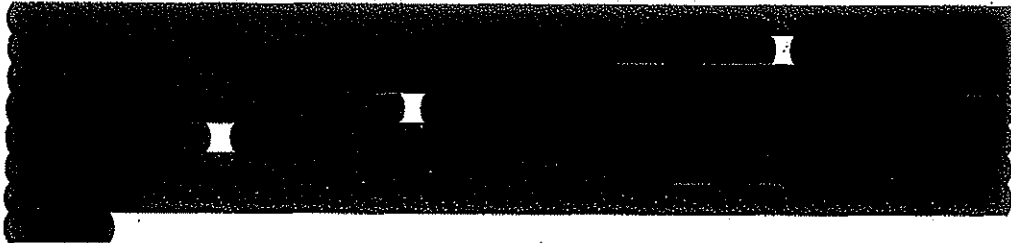
PRIVATE SESSION

The Chairman stated that it was good practice for a board to have a private discussion without the presence of management.

4273.1



4273.2



4273.3



4273.4



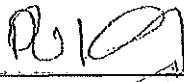
Mr. Franks

4274

DATE AND LOCATION OF NEXT MEETING

Tuesday 25th March 2014 at 9.30am in Heuston Station.

Chairman



Date

25CB 14

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with [REDACTED] for a ground floor unit in Rosslare Europort Terminal, Rosslare, Co. Wexford, for the sale of hot/cold beverages, soup, cakes, pastries, confectionery, savoury snacks, sandwiches, baguettes, call credit and the temporary sale of newspapers and magazines, for a term of [REDACTED] years for a rent of [REDACTED] [REDACTED] whichever is greater.
2. Lease in duplicate with [REDACTED] granting him a [REDACTED] year lease in respect of three railway arches beneath Connolly Station, Nos. 53, 54 and 55 Amlens Street, Dublin 1, for a rent of [REDACTED] for the purpose of parking of cars.
3. Licence Agreement in duplicate with Westmeath Co. Co., to allow them carry out works at six locations, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
 - a. OBS391 Castlepollard Road at 51 miles 384 yards on Mullingar to Sligo Railway Line. Installation, testing, maintenance and use of one 355mm diameter watermain.
 - b. OBS390 Longford Road at 50 miles 1,447 yards on the Mullingar to Sligo Railway Line. Installation, testing, maintenance and use of one 125mm diameter watermain.
 - c. OBS387 Green Bridge at 50 miles 571 yards on the Mullingar to Sligo Railway Line. Installation, testing, maintenance and use of two 150mm diameter Iron watermain.
 - d. OBS387 Patrick Street/Grange to the rear of Kilmurray Concrete Works at 51 miles 1,700 yards on the Mullingar to Athlone Railway Line. Installation, testing, maintenance and use of one 355 diameter watermain.
 - e. UBG56 on Lynn Road at 49 miles 1,593 yards on the Dublin to Galway Railway Line. Installation, testing, maintenance and use of one 180mm diameter watermain.
 - f. OBG54 Saunders Bridge at 49 miles 935 yards on the Dublin to Mullingar Railway Line. Installation, testing, maintenance and use of one additional connection to an existing 200mm iron ductile pipe.
4. [REDACTED]
5. Licence in duplicate to enter into a [REDACTED] year agreement with Coillte to establish an operational base station on a 65m tower on Three Rock Mountain, Co. Wicklow, for use by Bus Átha Cliath and Iarnród Éireann for a fee of [REDACTED]
6. Licence to Assign in duplicate with Treild Ltd. and [REDACTED] in relation to Treild Ltd. who have a lease with CIE/IE dated 4th October, 2012 for a period of [REDACTED] years. Treild Ltd. are now assigning their lease at Kent Station, Cork, to another party, [REDACTED]

Company Secretary
Iarnród Éireann
19th February 2014

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] to allow a seating area for her customers on the ground floor unit at Rosslare Europort Terminal, Rosslare Harbour, Co. Wexford, for a licence period of [REDACTED] years, for a licence fee of [REDACTED] If demanded. [REDACTED] is currently leasing the ground floor unit for her catering business.
2. Licence in duplicate with [REDACTED] of Straffan Station, Straffan, Co. Kildare, for a plot of land to be used for recreational purposes, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
19th February 2014

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 TWO HUNDRED AND EIGHTY FIRST
BOARD MEETING HELD ON 25TH MARCH 2014
AT 9.30AM IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Ms. Patricia Golden	Director
Ms. Tracey McGee	Director
Mr. John Moloney	Director
Mr. James Nix	Director
Mr. Flor O'Mahony	Director
Mr. Tommy Wynne	Director

IN ATTENDANCE:

Mr. Aidan Cronin	Chief Financial Officer
Mr. Gerry Culligan	Commercial Director (part)
Mr. Don Cunningham	Director Infrastructure Manager (part)
Mr. Stephen Downes	Commercial & Operations IT Manager (part)
Ms. Geraldine Finucane	Company Secretary
Mr. Mike Flannery	Group Chief Operating Officer, CIE
Mr. David Franks	Chief Executive
Mr. Jim Meade	Director Train Operations (part)
Mr. Michael Reidy	Manager, Strategic and Business Planning (part)
Mr. Colm Reynolds	Chief Procurement Officer (part)
Mr. Enda Tracey	Ernst & Young Advisor (part)
Mr. David Wilkinson	Member Infrastructure Advisory Group (part)

ABSENT: Apologies were received from Mr. Frank Allen.

MIN NO.

4275 MINUTES

4275.1 The Minutes of the meeting held on 19th February 2014 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4275.2 **Outstanding Items**
The memorandum previously circulated was taken as read and noted.

4275.3 The following were noted:

- Monitoring arrangements for SET fault recovery are to be dealt with through the Infrastructure Advisory Group (IAG).
- [REDACTED]
- It was suggested that the company should ascertain whether there is a legislative basis for the Office of Public Works (OPW's) contention that it has no role in resolving the flooding problem at Ballycar, Co. Clare on the Limerick/Ennis Line.

4276 CHAIRMAN'S COMMENTS

4276.1 The Chairman advised of the following:

- At its meeting on 20th March 2014 the Audit Review Group (ARG) requested amendments to the notes to the draft Accounts for 2013 on the Going Concern Issue and on the deficit in the pension schemes. In addition, a Letter of Comfort is required from CIE before the final 2013 Accounts can be signed. However, this letter is dependent on receipt by CIE of a Letter of Comfort from the Minister for Transport, Tourism and Sport. As these will not be available for another few days approval of the draft 2013 Accounts will be postponed to a special board meeting which is likely to be held on 2nd April 2014.
- The proposed paper on service reduction will not be tabled as planned because discussions are ongoing with the National Transport Authority (NTA).
- Discussions between Mr. Flannery, Mr. Franks and the Department of Transport, Tourism and Sport (DTTAS) on the financial position of Iarnrod Éireann have taken place. A presentation summarising the position was given to the DTTAS on 10th March 2014 and would be given again during the board meeting.
- A hearing will take place in the Labour Court on 4th April 2014 on the recommendations in respect of payroll reductions of the Labour Relations Commission (LRC). The Chairman stressed the importance to the future of the company of acceptance of the payroll reductions and urged all sides to work towards this.
- [REDACTED]
- The May board meeting will be extended to incorporate a session on risk. RMI who are leading the risk review exercise, are to be invited to the meeting.

4277 INFRASTRUCTURE MANAGER (IM) Report

Mr. Don Cunningham, Director IM, Mr. Michael Reidy, Manager Strategic and Business Planning and Mr. David Wilkinson, Member of the Infrastructure Advisory Group (IAG), joined the meeting at this time.

4277.1 Strategic Overview

Mr. Reidy circulated a presentation which covered the following matters:

- Background to strategy overview,
- Areas for rail development:
 - DART expansion programme
 - DART connection to Dublin Airport
 - Intercity and Regional Rail Development
 - Train control systems
- Status of other projects competing with Iarnrod Éireann for funding:
 - Metro proposals
 - Luas Cross City Line
 - Other light rail proposals
 - Bus Rapid Transit (BRT)
 - Bus Fleet Replacement Programme
 - Subvention Allocation
 - Road Developments

4277.2 Mr. Reidy concluded his presentation by stating that:

- There is a need to right size the railway network for a sustainable future.
- The railway needs to be adequately funded by a multi annual contract (MAC) for the IM and a public service contract for the Railway Undertaking (RU).
- There is a need to get the DART Expansion Programme and the proposal to connect the DART to Dublin Airport Included in the next National Development Plan 2016-2020.
- There needs to be continuous focus on safety including the upgrade of safety critical train control systems.

4277.3 Following Mr. Reidy's presentation there was a discussion which included references to the following:

- A suggestion to reconfigure the timetable at Limerick Junction,
- The need to consult with the Strategic Framework for Investment in Land Transport (SFILT) and
- The need to engage with the European Investment Bank (EIB) etc.

Mr. Franks

Mr. Reidy left the meeting at this time.

4277.4 **Infrastructure Advisory Group (IAG)**

The memorandum previously circulated was taken as read and noted.

4277.5 Mr. Wilkinson advised of the key Signalling, Electrical and Telecoms (SET) items covered at the IAG meeting held on 13th March 2014 as follows:

- Implementation of a train protection strategy,
- Wrong side track circuit failures and
- Methodology for the roll out of signals passed at danger (SPADs) mitigation measures on a HAZOP basis.

4277.6 **Train Protection System (TPS) Strategy**

The advisory paper setting out the proposed strategy for implementing a TPS for the network previously circulated was taken as read and noted.

4277.7 Mr. Wilkinson referred to the length of time it will take to get safety approval for TPS. He explained that the proposed strategy is to roll out TPS in a manner which will achieve the maximum safety benefit in the shortest possible time. He also referred to the need to comply with interoperability requirements.

4277.8 The board discussed the order of priority for implementing TPS (Maynooth/Sligo Line, DART area, other single lines) and agreed that the proposed priority was the best use of resources to achieve the best safety benefit in the shortest possible time. It was noted that this proposal did not compromise expenditure on driver reminder appliances as an interim measure. In addition, the Continuous Automatic Warning System (CAWS) is applicable elsewhere on the network. It was noted that the Waterford/Limerick Junction and Ballybrophy/Limerick Lines were not to be covered as these lines have mechanical signalling.

Mr. Wilkinson left the meeting at this time.

4277.9 **Infrastructure Manager (IM) Report**

The IM Report including key performance indicators (KPIs) for Period 2 2014 previously circulated was taken as read and noted.

4277.10 Mr. Cunningham circulated an Executive Summary of his report which covered the following matters:

- Safety and Security (two collisions and three lost time accidents)
- Finance,
- Engineering Asset Performance (delay minutes because of bad weather) and
- Other General Issues.

4277.11 The main item discussed was the behaviour of the public at level crossings and how this could be followed up at local level.

4277.12 **Funding for Storm Damage Repair Work**

The memorandum previously circulated was taken as read and noted.

4277.13 **Capital Expenditure Proposal**

The memorandum previously circulated was taken as read and noted.

The board gave its approval for the following:

- 4277.14** Dart Underground Project – Protection of Railway Order and Route
 A change of scope and associated additional funding in the sum of [REDACTED] for:
 (a) Updating the DART Expansion Business Case and DART Underground Project costings and
 (b) Provision for the Judicial Review Applicants' costs apportioned to CIE in the High Court judgement.

It was noted that these scope changes will be funded by the NTA.

- 4277.15** In response to queries from Directors, Mr. Cunningham clarified that issuing Notices to Treat just settles the land valuation and does not mean that money is paid to land owners at the time of the issue. However, Notices to Treat would only be issued following receipt of a letter from the DTTAS stating that they will cover the cost of land purchases i.e. this process quantifies what the liability will be for the DTTAS.

- 4277.16** The Chairman stated that the DTTAS should be formally advised that if the Notice to Treat process does not commence before August 2015 the time for and cost of the project will increase. Mr. Cunningham

- 4277.17** Closeout Reports
 The 16 memoranda previously circulated were taken as read and noted.

- 4277.18** The Chairman asked that the Closeout Report in respect of the preliminary design of Phases 3 and 4 of the City Centre Resignalling Project be re-examined. Mr. Judge

- 4277.19** The board gave its approval for the closeout of the following IM projects:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance		Contingency		
				€'000	%	App'vd €'000	Used €'000 %	
CIR00281	Closure of XC 196/197/198							
CIR00559	Drogheda Pitch & Putt Car Park							
CIR00751	Athy Car Park							
CIR00724	Northern Line additional tracks feasibility							
CIR00742	Upgrade Maynooth Line stations							
CIR00743	Pearse roof renovation Phase 1							
CIR00753	Car Park - Claremorris and Drogheda							
CIR00789	Malahide to Balbriggan Electrification							
CIR00788	Closure of XX033							
CIR00807	Maynooth Line redev business case							
	Athenry to Tuam reopening							
	Broombridge Station upgrade							
	Cork North Esk & Dunkettle design							
CIR00543	Enfield Platform & Accessibility incl planning							
CIR00616	Enfield Platform & Accessibility post new car park							
IM Total		1						

Mr. Cunningham left the meeting at this time.

4278 CHIEF EXECUTIVE'S REPORT

4278.1 The Chief Executive's Report previously circulated was taken as read and noted.

4278.2 Mr. Franks presented his report and the following matters were discussed:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- Mr. Franks**
- The midyear review of progress by the Chief Executive in achieving his 2014 performance objectives will be presented to the board.
 - Reporting to the board of performance objectives will be extended to the direct reports of the Chief Executive during 2014.

4279 TRAIN OPERATIONS

Mr. Gerry Culligan, Commercial Director and Mr. Jim Meade, Director Train Operations, joined the meeting at this time.

4279.1 Train Operations Report

The Train Operations Report (including KPIs) for Period 2 2014 previously circulated was taken as read and noted.

4279.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety (two collisions and seven lost time accidents),
- Performance (public service obligation (PSO) targets and storm damage to the fleet),
- Other issues (fuel usage, revenue protection strategy),

4279.3 The following matters were discussed:

- [REDACTED]
- SPAD at HK196 on 14th March 2014.
 - Flooding at Waterford Station.

4279.4 Commercial Report

The Commercial Report (including KPIs) for Period 2 2014 previously circulated was taken as read and noted.

4279.5 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- Improving macro economy,
- Solid Period 2 performance,
- Customer First Programme,
- Station retail review,
- NTA matters (impact of Leap capping and proposal to increase the child age) and
- Dublin/Belfast Lord Mayors' summit.

4279.6 Trains Advisory Group (TAG)

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

4279.7 Customer First Programme

Mr. Stephen Downes, Commercial & Operations IT Manager and [REDACTED] Ernst & Young Advisor, joined the meeting at this time.

4279.8 A presentation on the Customer First Programme was circulated. This covered the following matters:

- Commercial imperative – Vision for change,
- Commercial strategy – Strategic pillars for change,
- Business rationale,
- Programme objectives (procurement of six business systems to support the implementation of six service capabilities),

- Current status and
- Planning (award criteria, procurement phases, transition from procurement to delivery.

4279.9

The following matters were discussed;

- Lessons learned from the Accounting Separation Project which needs to be taken into account in this project,
- Co-operation from the Group IT & T Department,
- External legal advice in the area of the single lot procurement strategy and
- The Chairman asked for assurances and details in respect of the governance of the project.

Mr. Culligan

Mr. Culligan, Mr. Downes, Mr. Meade and [REDACTED] left the meeting at this time.

4280

CENTRAL SERVICES

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

4280.1

Procurement Report

The Procurement Report for Period 2 2014 previously circulated was taken as read and noted.

4280.2

Framework Agreement

The memorandum previously circulated was taken as read and noted.

4280.3

Civil Engineering and Building Works

The board gave its approval for the entry into a three year multi party Framework Agreement with the following ten companies for civil engineering and building works for tender values from €500,000 to €5 million excluding VAT associated with the upgrading of the railway infrastructure and any other works that Iarnród Éireann or CIE may undertake on their properties:

- Balfour Beatty Group Ltd.
- Coffey Construction (I) Ltd.
- Global Rail Services Ltd.
- John Craddock Ltd.
- John Sisk and Son (Holdings) Ltd.
- Jons Civil Engineering Co. Ltd.
- KN Network Services (Ire) Ltd.
- Murphy International Ltd.
- PJ Hegarty & Sons.
- SIAC Construction Holdings Ltd.

It was noted that:

- (a) This Framework Agreement will operate for a period of [REDACTED] years with an option to extend for a further [REDACTED]
- (b) Due to the potential requirements over the [REDACTED] year period the estimated value may exceed [REDACTED] million.

4280.4

2013 Derogations

The List of Derogations from the CIE Group Procurement Policy and Procedures during 2013 previously circulated was taken as read and noted.

4280.5

Procurement Timetable for 2014

The Procurement Timetable for 2014 previously circulated was taken as read and noted.

Mr. Reynolds left the meeting at this time.

4280.6

Finance

The Finance Report for Period 2 2014 previously circulated was taken as read and noted.

4280.7

It was noted that:

- The company incurred a [REDACTED] million during Period 2 2014 compared to a budgeted [REDACTED] and a [REDACTED] million for the same period in 2013. The year to date deficit amounted to [REDACTED] million compared to a budgeted [REDACTED] million and a deficit of [REDACTED] million for the same period in 2013.
- Earnings before interest, taxation, depreciation and amortisation (EBITDA) for Period 2 2014 amounted to [REDACTED] million compared to a budget of [REDACTED] million and earnings of [REDACTED] for the same period in 2013. Year to date EBITDA amounted to [REDACTED] million compared to a budget of [REDACTED] million and a deficit of [REDACTED] million for the same period in 2013.
- Claims of approximately [REDACTED] million under the MAC covering the cost of maintaining the rail infrastructure have not been made yet. The MAC and funding mechanisms are being finalised. The company is working towards matching funding levels with work schedules.
- While the customs audit is complete, an issue has arisen regarding the timing of the VAT payments on the secondary warranty. Discussions are ongoing in this regard.
- The arbitration in respect of the CAF dispute has been postponed until May 2014. This may be extended until October 2014.

4280.8

Iarnrod Eireann Funding Issues 2014

The copy of the presentation on Iarnrod Funding Issues for 2014 given to the DTTAS on 10th March 2014 previously circulated was taken as read and noted.

4280.9

Mr. Flannery outlined the main items highlighted to the DTTAS as follows:

- Current state of play with respect to funding issues and the effect on operations.
- Infrastructure issues [REDACTED] and operating funding issues [REDACTED] which give rise to a liquidity/solvency issue totalling [REDACTED] million for Iarnrod Eireann and CIE.
- Organisation factors, macro factors and contractual factors which give rise to this unsustainable financial position and a funding gap of [REDACTED] million.
- Services maintained despite a reduction in PSO income.
- Reduction in the real cost base since 2008.
- Consequences if the funding issue is not resolved.
- Responsibilities of management, Directors and CIE Board Members with respect to creditors, banks and employees.
- Short term options and medium term options.

4280.10

The following matters were discussed:

- Any decisions on service levels or on the size of the network are a matter for the NTA. As there appears not to be a clear understanding of how Iarnrod Eireann has changed and saved costs in recent years and of its plans for the future, these must be communicated properly to politicians and to the decision makers.
- While much work has been carried out on staff communications, employees do not understand the symbolic nature of the message that would be given to politicians if payroll savings could be agreed. In addition, staff do not fully appreciate that payroll savings would contribute only approximately 10% to the solution of the funding problem and that management is tackling a lot of other areas to deliver the remainder of the solution.
- While the message to staff is slowly getting through, it does not help that the ratio of management to frontline staff has increased in recent years and that Executive jobs continue to be advertised. This will be addressed by the Cost Management Committee chaired by the Chief Executive.

Mr. Franks

4280.11

Draft Financial Statements for 2013

Draft Financial Statements for 2013 updated for comments at the recent ARG meeting on 20th March 2014, were circulated and noted. These will be discussed at the special board meeting on 2nd April 2014.

4280.12 Draft Chief Executive's Report to the Chairman for 2013

The draft Chief Executive's Report to the Chairman for 2013 as required under the Code of Practice for Governance of State Bodies previously circulated was taken as read and noted. This will also be considered at the special board meeting on 2nd April 2014.

4280.13 Audit Review Group (ARG)

The Chairman of the ARG, Ms. Golden, advised that it met on 20th March 2013 and the main item for discussion was the appropriateness of the Going Concern assumption in the draft 2013 Financial Statements.

4280.14 The ARG deferred recommending the Draft 2013 Financial Statements for the approval of the Iarnród Éireann board pending the receipt of the following four items:

- (i) A revised Going Concern note to better reflect the precarious nature of Iarnród Éireann's finances (now included in the draft Financial Statements which were circulated earlier),
- (ii) Inclusion of a note on pensions in the Financial Statements outlining the extent of the deficit of the Group's two defined benefit pension schemes.
- (iii) Minor amendments including disclosures surrounding the reclassification of the Intercompany accounts and
- (iv) [REDACTED]

4280.15 ARG Members now note that the first three items outlined above had been received. Therefore, they have agreed to recommend the updated draft Financial Statements for 2013 for the approval of the board subject to the receipt of a Letter of Comfort from CIE.

4281 ADMINISTRATIVE ITEMS

4281.1 Transactions for Approval, Sealing and Signing

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

The transactions (2) for approval and signing at the meeting were approved and signed. **Appendix II**

4282 ITEMS FOR NOTING

4282.1 Chairman's Report to the Minister

The Chairman's Report to the Minister following the last board meeting on 19th February 2014 previously circulated was taken as read and noted.

4282.2 Miscellaneous

The Minutes of the following meetings contained in the board papers previously circulated were taken as read and noted.

- (i) Infrastructure Advisory Group Minutes 6th February 2014.
- (ii) Trains Advisory Group Minutes 11th February 2014.
- (iii) Audit Review Group Minutes 28th November 2013.

Mr. Cronin, Mr. Flannery and Mr. Franks left the meeting at this time.

4283 PRIVATE SESSION

4283.1

[REDACTED]

[REDACTED]

4284

DATE AND LOCATION OF NEXT MEETING

Special meeting on Wednesday 2nd April 2014 at 9.00am in Heuston Station.

Chairman

[Signature]

Date

23rd APRIL 2014

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Wayleave Agreement in duplicate with Kilkenny Co. Co., for the Installation, testing, maintenance and use of one 180mm watermain on CIÉ property underneath bridge UBKW85 at 39 miles 234 yards on the Kilkenny to Waterford Railway Line in the Townland of Thomastown, Co. Kilkenny, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
2. Wayleave Agreement in duplicate with Bord Gáis Networks for the installation, testing, maintenance and use of one 200mm diameter gas main on CIÉ property at 113 miles 94 yards on the Waterford to New Ross Railway Line, in the Townland of Gorteens, Rathpatrick, Co. Kilkenny, for a licence period of 99 years, for a licence fee of [REDACTED] per annum for the [REDACTED] years and thereafter [REDACTED] for the remaining [REDACTED] years.
3. Wayleave Agreement in duplicate with Bord Gáis Networks for the installation, testing, maintenance and use of one 200mm diameter gas main on CIÉ property at 113 miles 822 yards on the Waterford to New Ross Railway Line, in the Townland of Gorteens, Rathpatrick, Co. Kilkenny, for a licence period of [REDACTED] years, for a licence fee of [REDACTED] per annum for the first [REDACTED] years and thereafter [REDACTED] for the remaining [REDACTED] years.
4. Lease in duplicate with [REDACTED] for the lease of a retail unit at Maynooth Railway Station, for the sale of hot and cold beverages, newspapers, magazines, confectionery, stationery, mobile telephone credit and tobacco, for a term of [REDACTED] years, for a rent of [REDACTED] of Gross Turnover.
5. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XN113 at 36 miles 1,530 yards on the Ballybrophy to Killonan Junction Railway Line, for a consideration of [REDACTED]
6. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XN166 at 48 miles 1,470 yards on the Ballybrophy to Killonan Railway Line, for a consideration of [REDACTED]
7. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XL140 at 57 miles 45 yards on the Limerick to Waterford Railway Line, for a consideration of [REDACTED]
8. Licence in duplicate with [REDACTED] to allow Iarnród Éireann access to their lands at Pollardstown, The Curragh, Co. Kildare, to be used as a general works compound for a licence period of [REDACTED] weeks, for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
25th March 2014

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with Mr. Keith Brew for lands in the Townland of Clonboyne, Portlaoise, Co. Laois, for agricultural purposes (grazing of livestock and tillage), for a licence period of 1 year, for a licence fee of €1,000.
2. Licence in duplicate with Dublin City Council, to allow them enter onto CIE property to carry out works adjacent to lands at Clontarf Golf Club between 2 miles 220 yards and 2 miles 350 yards on the Dublin to Belfast Railway Line at Killester, Dublin, for a licence period of 1 year, for a licence fee of €1,000.

Company Secretary
Iainr  d   ireann
25th March 2014

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNROD EIREANN- IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND EIGHTY SECOND
BOARD MEETING HELD ON 2ND APRIL 2014
AT 9.00AM IN HEUSTON STATION**

PRESENT: Mr. Phil Gaffney Chairman
Ms. Patricia Golden Director
Mr. Tommy Wynne Director

IN ATTENDANCE: Ms. Geraldine Finucane Company Secretary
Mr. Mike Flannery CIE Chief Operating Officer
Mr. David Franks Chief Executive
Mr. David Graham Financial Controller, Operations

ABSENT: Apologies were received from Mr. Frank Allen, Mr. Aidan Cronin, Ms. Tracey McGee, Mr. John Moloney, Mr. James Nix and Mr. Flor O'Mahony.

MIN NO.

4285 The Chairman thanked all those present for attending the special meeting the purpose of which was to approve Iarnród Éireann's Financial Statements for 2013 and the Chief Executive's Letter to the Chairman in respect of 2013 as required under the Code of Practice for the Governance of State Bodies.

4286 AUDIT REVIEW GROUP (ARG) RECOMMENDATION

The following documents previously circulated were taken as read and noted;

- Letter of Support dated 1st April 2014 from CIE to the Chairman of the ARG.
- Draft Annual Report and Financial Statements 2013.

The Chairman of the ARG, Ms. Golden, advised that on 25th March 2014 its Members considered the following additional information which had been requested at the ARG meeting on 20th March 2014:

- An amended Going Concern note in the Financial Statements to better reflect the precarious nature of Iarnród Éireann's finances and the sensitivities it is exposed to in relation to uncertainties regarding revenue, costs, funding and capital investment.
- [REDACTED]
- Some minor amendments to the Financial Statements including disclosures surrounding the re-classification of the intercompany accounts.

The ARG Members agreed to recommend the Draft 2013 Financial Statements for the approval of the Iarnród Éireann board subject to receipt of a satisfactory Letter of Support from CIE. This letter has now been received and is dated 1st April 2014 and is based on a Letter of Support that CIE received from the Minister dated 31st March 2014.

Ms. Golden stated that the ARG's recommendation is based on:

- An unqualified audit opinion.
- The appropriateness of the Going Concern basis in preparing the Financial Statements arising from:

• [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- Iarnród Éireann's performance in 2013,
- Expectation of meeting the 2014 Budget,
- The National Transport Authority (NTA) approval of fares increases in 2013 and
- Close and frequent management and monitoring of budgets, costs and the cash position.

The Chairman stated it was important that Directors understand the Going Concern Note in the Financial Statements and that they are comfortable with it. It is a good summary of where Iarnród Éireann is and is clear that the company is in a difficult financial situation which will become more difficult in 2015 if improvements are not made; [REDACTED]

4287

APPROVAL OF 2013 FINANCIAL STATEMENTS

The memorandum previously circulated was taken as read and noted.

It as proposed by Mr. Wynne and seconded by Ms. Golden and resolved:

- "(a) That the Financial Statements for the year ended 31st December 2013 be approved by the Iarnród Éireann board subject to layout and minor classification changes which may be approved by the Chief Financial Officer and
- (b) That the Chairman, Mr. Gaffney and the Chairman of the Audit Review Group, Ms. Golden, be authorised to sign the 2013 Financial Statements on the board's behalf."

4288

CHIEF EXECUTIVE'S LETTER TO THE CHAIRMAN

The draft Chief Executive's Letter to the Chairman in respect of 2013 as required under the Code of Practice for Governance of State Bodies previously circulated was taken as read and noted.

Ms. Golden advised that the ARG had requested amendments to Appendix B of the letter in relation to the Procurement Exception Report for 2013. In particular, the ARG asked management to [REDACTED]

[REDACTED] The ARG recommended disclosure of this item in the Exception Report along with the City Centre Re-signalling Project contracts that had not been approved by the board.

As these amendments had now been made it was agreed that the letter should be signed and sent to the Chairman.

4289

DATE AND LOCATION OF NEXT MEETING

Tuesday 23rd April 2014 at 9.30am in Heuston Station.

Chairman

[Signature]

Date

23rd April 2014

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 TWO HUNDRED AND EIGHTY THIRD
BOARD MEETING HELD ON 23rd APRIL 2014
AT 09.30am IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Ms. Tracey McGee	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
	Mr. Flor O'Mahony	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. Gerald Beesley	Railway Safety Commissioner (part)
	Mr. John Cassidy	Safety Advisor (part)
	Mr. Bob Clarke	Chairman, Infrastructure Advisory Group (part)
	Mr. Aldan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Director Infrastructure Manager (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Barry Kenny	Corporate Communications Manager (part)
	Mr. Jim Meade	Director Train Operations (part)
	Mr. Cliff Perry	Chairman, Safety and Trains Advisory Groups (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)

MIN NO.

4290 MINUTES

4290.1 The Minutes of the meeting held on 25th March 2014 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 amendments:

1. Minute 4280.13

Amend:

"The Chairman of the ARG, Ms. Golden, advised that it met on 20th March 2013....."

to

"The Chairman of the ARG, Ms. Golden, advised that it met on 20th March 2014....."

2. Minute 4280.15

Amend:

"ARG Members now not that...."

to

"ARG Members noted that....."

4290.2 The Minutes of the meeting held on 2nd April 2014 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4290.3 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4290.4

[REDACTED]

4291 CHAIRMAN'S COMMENTS

4291.1 The Chairman referred to the much publicised comments by the Minister for Transport, Tourism & Sport at a transport conference earlier in the month. Of concern was the Minister's implication that Iarnród Éireann may not be aware of the seriousness of the financial situation facing it. The Chairman stated that he and the CIE Chairman made it very clear to Government that this was not the case and that the Iarnród Éireann board is very aware of the critical nature of the financial situation facing the company. The Ministers were also made aware of the efforts being made by Iarnród Éireann management to implement a plan to overcome cuts in subvention, the reduction in passenger numbers and which meets the wishes of the National Transport Authority (NTA) and the Department of Transport, Tourism & Sport (DTTAS) with respect to service levels. Prior to the Minister's statement the Chief Executive and the Chief Operating Officer, CIE, had briefed DTTAS officials on these very issues.

4291.2 The Chairman referred to the Labour Court ruling and the establishment under the chairmanship of the Chief Executive of the Cost Containment Committee. However, the NBRU have not attended the meetings of the Committee which is very disappointing. He urged them to reconsider this. The Chairman advised that the Chief Executive had commenced a companywide communications programme in advance of ballots and asked that senior management show leadership in this regard.

4291.3 The Chairman advised that the Railway Safety Commissioner would be attending the board meeting, the first time that this has happened. The Chairman of the Safety Advisory Group (SAG) and the Safety Advisor would also be in attendance. He stated that this would be an opportunity to raise any issues that Iarnród Éireann may have regarding safety funding.

4291.4 The Chairman stated that he had a meeting with Mr. David Orr, the consultant engaged to carry out a review of procurement policies and procedures. The Chairman of the Audit Review Group (ARG), Ms. Golden, has also met with Mr. Orr. Mr. Orr will give a presentation at the next board meeting. Details of the management action plan arising out of the review will also be presented.

Mr. Reynolds

4291.5 The Chairman advised that the next board meeting would be preceded by a session on the new risk management approach and on the register of top level risks. He asked that Mr. Flannery arrange for Mr. Peadar Duffy of RMI, who is leading the risk review exercise, to attend.

Mr. Flannery

4292 SAFETY

Mr. Gerald Beesley, Railway Safety Commissioner, Mr. John Cassidy, Safety Advisor and Mr. Cliff Perry, Chairman of the Safety Advisory Group (SAG), joined the meeting at this time.

4292.1 Visit of the Railway Safety Commissioner

The Chairman welcomed Mr. Beesley noting that it was the first occasion for the Railway Safety Commissioner to visit the Iarnród Éireann board.

4292.2 Mr. Beesley gave a presentation which covered the following matters:

- Safety Imperative.
- History of the Regulation of Railways Act 1889.
- Other legal requirements and obligations.

- Components of a compliant Safety Management System.
- A Safety Management System must demonstrate and deliver procedures to identify risks, monitor the effectiveness of safety arrangements and implement changes when required.
- Risk matrix.
- Technical risks such as the inherent risks associated with Iarnród Éireann's current signalling systems.
- Financial risks such as the reduction in funding available for the maintenance of infrastructure. (The funding for 2014 falls 27% short of the requirement that has been verified by three separate Independent studies).
- Cultural risks such as a weak safety culture demonstrated by the increase in signals passed at danger (SPADs), the lack of observance of temporary speed restrictions (TSRs) and the number of persons identified as intoxicated while on duty.
- The obligations of Duty Holders.
- Five traits of high reliability organisations.
- The role of the Railway Safety Commission (RSC).
- The philosophy of the RSC.
- The RSC's powers of enforcement.

4292.3

After the presentation the following matters were referred to:

- A copy of Mr. Beesley's presentation is to be circulated to all directors.
Ms. Finucane
- The lengthy time it takes to obtain safety validation for investment proposals.
- The lack of knowledge within Iarnród Éireann to properly risk assess the interface issues which arise when "off the shelf" systems are bolted together and integrated with systems already in place.
- Proper preparation of the documentation that is required when seeking safety validation for investment proposals.
- The impression within Iarnród Éireann is that independent third party validation is always required before the RSC will accept Iarnród Éireann's applications for safety validations.
- It was agreed that Mr. Franks will examine knowledge levels within the company and will aim to improve competence and knowledge to a level that the RSC would be comfortable with.
Mr. Franks
- Whether consideration should be given to moving the company towards an "Authorised Engineering Organisation".
- Whether current one person operation (OPO) working should be risk assessed further for operations in non automatic train protection (ATP)/continuous automatic warning system (CAWS) areas.
- How to best use the money available to eliminate the greatest risks.
- The board has given approval for driver reminder appliances and has agreed an implementation programme for a train protection system (TPS).
- The draft multi annual contract (MAC) for the Infrastructure Manager (IM) has not been agreed yet.
- The more the company heads towards a degraded mode of working, the greater the underlying risk and the RSC may have to write to those in power on the matter.
- The need for a risk assessment and to identify mitigation measures, such as speed restrictions, in the environment of degraded infrastructure.
- Even though Improvement Notices can be issued to Iarnród Éireann, it is the NTA and not Iarnród Éireann which decides on funding priorities. Iarnród Éireann can only advise. However, the RSC has no role or dialogue with the NTA. The RSC's only recourse is against Iarnród Éireann and not against its funders.
- The RSC has pointed out to the DTTAS the need for continuing safety investment beyond the current 15 year Railway Safety Programme. However, management of day to day risk lies with Iarnród Éireann.

4292.4

The Chairman thanked Mr. Beesley for his attendance at the meeting and for his presentation.

Mr. Beesley left the meeting at this time.

4292.5 Safety Report

The Safety Report for Quarter 1 2014 previously circulated was taken as read and noted.

4292.6 Mr. Cassidy circulated an Executive Summary of his report which gave:

- An update on the actions under the Safety Plan and
- Details of third party accidents statistics and actions.

4292.7 Matters discussed included:

- The results of random testing under the Drugs and Alcohol Policy.
- Lenient decisions being taken by the Disciplinary Appeals Tribunal whereby staff members, who have tested positive for drugs or alcohol, have been reinstated following dismissal. Most directors felt that this was unacceptable and that a zero tolerance approach should be taken. Other directors felt that there may be occasions where exceptional circumstances should be taken into account. It was noted that the RSC is considering the prosecution of the individuals who tested positive because they have committed an offence. The Chief Executive was asked to follow up on the matter and to revert to the board with a paper on the issue. **Mr. Franks**
- The next emergency simulation exercise should include directors in the control room to observe.
- Mr. Franks was asked to follow up why drivers do not see safety notices or speed restrictions. It is not enough to increase the level of monitoring through radar checks and on train data recorder (OTDR) downloads. Communications must be improved. **Mr. Franks**

4292.8 Safety Advisory Group (SAG)

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

4292.9 The Chairman of the SAG, Mr. Perry, advised that actions agreed by the board with respect to the SAG's governance are under way.

4292.10 The board supported the nomination of Mr. Wynne to the SAG and noted that he had already attended two of its meetings. The Chairman advised that he has requested that the vacancy on the Iarnród Éireann board be filled by someone with railway safety experience.

4292.11 Mr. Perry noted that while the Railway Safety Commissioner expects risks to increase because of funding issues, it was important to remember that many latent risks are only found when renewal and repair work is carried out.

4292.12 The board agreed that while it was useful to have had a visit from the Railway Safety Commissioner, the solution for safety funding problems does not lie within the RSC. His only recourse is against Iarnród Éireann. However, it was good to have had the opportunity to remind him of the time taken to obtain safety validations. While he was critical of management skills, consideration should be given to moving towards becoming a formal "Authorised Engineering Organisation". In that scenario the RSC would have to formally declare whether Iarnród Éireann was competent or not. It was suggested that this should be proposed to him in writing. **Chairman**

4292.13 The board also referred to the issue of suicide and the additional training that is being given to help staff manage such situations.

Mr. Cassidy left the meeting at this time.

4293 CHIEF EXECUTIVE'S REPORT

4293.1 The Chief Executive's Report previously circulated was taken as read and noted.

4293.2 Mr. Franks presented his report and the following matters were discussed:

- Support for the Cost Containment Committee.
- Scope of the Cost Containment Committee.
- Required amendment to the €9.99 advertisement following comments from the Advertising Standards Authority.
- The Chief Executive has been asked to take a lead to get all sides together to achieve a solution in respect of the flooding problems at Ballycar, Co. Clare. It was noted, however, that the funding solution does not lie within Iarnród Éireann.

Mr. Franks

4294 TRAIN OPERATIONS

Mr. Gerry Culligan, Commercial Director and Mr. Jim Meade, Director Train Operations, joined the meeting at this time.

4294.1 Train Operations Report

The Train Operations Report (including key performance indicators (KPIs)) for Period 3 2014 previously circulated was taken as read and noted.

4294.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety,
- Performance,
- Financial results for Period 3 2014,
- Revenue (DART/Commuter survey),
- Fleet (Enterprise Refurbishment Project and 29000 DMU Fleet repaint),
- SPAD at CY26 on 3rd April 2014 (Period 4) and
- Planned journey by train to Cork by President Higgins on 24th April 2014.

4294.3 The main item discussed was the work of the Revenue Protection Unit (RPU).

4294.4 Commercial Report

The Commercial Report (Including KPIs) for Period 3 2014 previously circulated was taken as read and noted.

4294.5 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- Improving macro economy.
- Strong Period 3 2014 performance.
- Marketing campaign activity.
- NTA matters (revised delivery plan for Leap in Cork).
- Orient express

It was suggested that because jobs will be created by this project, it should be publicised and opportunities for job creation funding identified.

Mr. Culligan

- Customer relationship management (outsourcing of a Contact Centre).
- Customer First Programme,
- Rail Freight (the basis of the track access charge is to be examined).

4294.6 The main item discussed was the rationalisation of fares (such as the Scholar fare).

4294.7 Trains Advisory Group (TAG)

The Report from the Chairman of the Trains Advisory Group (TAG) previously circulated was taken as read and noted.

4294.8 Award Criteria

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

4294.9 Customer First Programme

The memorandum previously circulated was taken as read and noted.

4294.10 The board gave its approval for the award criteria as presented for the Customer First Programme design, build, install and maintain contract.

It was noted that the estimated value of the contract is [REDACTED] million to [REDACTED] million excluding VAT.

4294.11 The Chairman stated that it was very important for the model used for this contract to be challenge proof.

4294.12 In response to Mr. Allen, Mr. Culligan advised that it was not possible to avoid integrating a new Customer First Programme system with the SAP system.

Mr. Culligan and Mr. Meade left the meeting at this time.

4295 CENTRAL SERVICES

4295.1 Selection and Award Criteria

The memorandum previously circulated was taken as read and noted.

4295.2 Provision of Building and Structures Maintenance Services

The board gave its approval for the selection and award criteria as presented for the proposed tender for the provision of building and structures maintenance services.

It was noted that the estimated value of the contracts over the proposed four year period is approximately [REDACTED] excluding VAT.

4295.3 Contract

The memorandum previously circulated was taken as read and noted.

4295.4 Provision of Fuel Purchase Card Services

The board gave its approval to conclude negotiations and award a contract to Company A, for the supply of a fuel purchase card service at an estimated value of [REDACTED] million exclusive of VAT based on a maximum contract duration of [REDACTED] years.

It was noted that;

- The non recoverable VAT arising is estimated at [REDACTED] million giving a total contract value of [REDACTED] million and
- The contract award value and any associated non recoverable VAT will be funded from annual budgets.

4295.5 Procurement Timetable for 2014

The Procurement Timetable for 2014 previously circulated was taken as read and noted.

4295.6 Procurement Report

The Procurement Report for Period 3 2014 previously circulated was taken as read and noted.

4295.7 The Chairman asked for a report at the next meeting outlining why the number of purchase orders issued for ballast since the expiry of the contract at the end of 2013 has amounted to [REDACTED]

Mr. Reynolds

Mr. Reynolds left the meeting at this time.

4296 INFRASTRUCTURE MANAGER (IM)

Mr. Bob Clarke, Chairman of the Infrastructure Advisory Group (IAG) and Mr. Don Cunningham, Director IM, joined the meeting at this time.

4296.1 Infrastructure Manager (IM) Report

The IM Report (Including KPIs) for Period 3 2014 previously circulated was taken as read and noted.

4296.2 Mr. Cunningham circulated an Executive Summary of his report which covered the following matters:-

- Safety and Security,
- Finance,
- Engineering Asset Performance,
- General Issues.

4296.3 The following matters were discussed:

- Iarnród Éireann is engaging with the NTA in its re-examination of the options for the provision of public transport to Dublin Airport and Swords. This is part of the North Dublin Rail Study and includes options for serving the airport from the Northern and Maynooth Lines.
- The Leigh Fischer Report on Iarnród Éireann's submission to the NTA for items to be included in the MAC highlighted insufficient condition monitoring of the signalling system. Iarnród Éireann has been aware of the condition of the signalling system but did not have sufficient funding. Risk mitigation measures are implemented where appropriate. Network Rail assisted Iarnród Éireann in compiling its Signalling Infrastructure Condition Assessment Report for submission in the mid-year review and work is continuing across the network on this matter.
- A letter has been received from the DTTAS confirming that full funding of [REDACTED] million will be available for the Drogheda Viaduct Project.
- Consideration is being given in the UK to imposing complete bans on incursions into red zones during operations. This would be a very significant move with huge consequences. This proposal needs to be monitored.

4296.4 Infrastructure Advisory Group (IAG)

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

4296.5 The Chairman of the IAG, Mr. Clarke, advised of the following:

- Site visits to examine track conditions,
- Engineering timetable allowances and renewals planning,
- Gauge corner cracking,
- Signalling asset condition and
- Centralised traffic control staging proposals.

4296.6 Matters discussed included the following:

- Track is deteriorating especially with certain sections of ballast. The risk will increase in coming years if the problem cannot be contained. The various options are to be discussed with the Chief Civil Engineer. **Mr. Clarke**
- Locations of ballast failure (mucky spots) contribute to problems with the condition of the fleet e.g. bearings, axle boxes.
- The Chief Civil Engineering budget is [REDACTED] million but [REDACTED] million is needed. If the extra [REDACTED] million in funding was available, more ballast cleaning work would be carried out.
- Some ballast suppliers only have the ability to provide minimum specification ballast. [REDACTED]

4296.7 Gauge Corner Cracking

The Advisory Note previously circulated was taken as read and noted.

4296.8 Draft Multi Annual Contract (MAC) for the Infrastructure Manager (IM)

The draft MAC for the IM previously circulated was taken as read and noted. The main items which still remain to be resolved were noted.

Mr. Clarke, Mr. Cunningham and Mr. Perry left the meeting at this time.

4297 CENTRAL SERVICES (Contd.)

Mr. Barry Kenny, Corporate Communications Manager, joined the meeting at this time.

4297.1 Finance

The Finance Report for Period 3 2014 previously circulated was taken as read and noted.

4297.2 Mr. Cronin presented his report and the year to date results as at Period 3 2014 were noted. Also noted were the risks and opportunities to the delivery of the 2014 Budget. The Chairman asked for extra information in future reports denoting whether the risks identified have been realised or not. **Mr. Cronin**

Mr. Moloney left the meeting at this time.

4297.3 Corporate Social Responsibility Statement

The Corporate Social Responsibility Statement previously circulated was taken as read and noted.

4297.4 Mr. Kenny presented the Corporate Social Responsibility Statement which covered the following matters:

- Mission,
- Commitment to safety,
- Responsibility to the environment,
- Responsibility to the community,
- Responsibility for doing business the right way,
- Responsibility to staff and
- Commitment to do better.

4297.5 It was noted that the Statement would be put on the website and circulated externally to various stakeholders.

4297.6 Briefing Document

The Briefing Document containing key messages and headline information previously circulated was taken as read and noted.

4297.7 Directors commented that this was a useful document, would go some way to counter negative statements against Iarnród Éireann and comprises the beginning of a narrative that needs to be pushed. It was suggested that this document should be developed into a booklet and iPad formats. **Mr. Kenny**

4297.8 It was also suggested that Mr. Kenny and Mr. Franks should develop a plan for dealing with the media and speaking at conferences etc.

Mr. Franks and Mr. Kenny

Mr. Kenny left the meeting at this time.

4298 ADMINISTRATIVE ITEMS

4298.1 Transactions for Approval, Sealing and Signing

The transaction for approval and sealing at the meeting was approved and sealed.

Appendix I

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

Appendix II

4299 ITEMS FOR NOTING

4299.1 Chairman's Report to the Minister

The Chairman's Report to the Minister following the board meeting on 25th March 2014 previously circulated was taken as read and noted.

4299.2 Miscellaneous

The Minutes of the following meetings contained in the board papers previously circulated were taken as read and noted;

- (i) Infrastructure Advisory Group Minutes 13th March 2014.
- (ii) Trains Advisory Group Minutes 18th March 2014.
- (iii) Safety Advisory Group Minutes 12th February 2014.

Mr. Cronin, Mr. Flannery and Mr. Franks left the meeting at this time.

4300 **PRIVATE SESSION**

4300.1

[REDACTED]

4300.2

[REDACTED]

4300.3

[REDACTED]

4300.4

[REDACTED]

4300.5

[REDACTED]

4301

DATE AND LOCATION OF NEXT MEETING

Tuesday 27th May 2014 at 9.30am in Heuston Station.

Chairman

P21 [Signature]

Date

260514

27-5-14

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

Lease in duplicate with Flagmount Investments (in receivership), trading as Zumo from 11th March, 2014 (expiring 10th December, 2016), in respect of the Juice Bar Kiosk at Heuston Station, Dublin 8. The current lease to Heusuyu Ltd. (now dissolved) commenced in December, 2011 and is for a term of [REDACTED] years, with [REDACTED] years and [REDACTED] remaining. Flagmount Investments (guarantor on the lease) are now in receivership and the receivers have requested a new lease to Flagmount and consent for a subsequent assignment of this new lease to Jump Juice Bars Ltd.

Company Secretary
Tairnéal Éireann
23rd April 2014

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with Precision Construction Ltd., granting them access over a section of the disused Barrack Street Railway Line, Dundalk, adjacent to Hill Street Bridge, Dundalk, Co. Louth, to facilitate the delivery of construction materials including the parking of the licensee's vehicles and storage of materials, to enable them undertake works on behalf of Tesco Ireland Ltd., for a licence period of [REDACTED] for a licence fee of [REDACTED]
2. Licence in duplicate with [REDACTED] to allow him place his mobile kiosk at Balbriggan Railway Station, Co. Dublin, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of 12 months, for a licence fee of [REDACTED]
3. Licence in duplicate with [REDACTED] ynn, for a plot of land at Ennis Railway Station, Ennis, Co. Clare, for private recreational purposes, for a licence period of 1 year, for a licence fee of [REDACTED]
4. Licence in duplicate with [REDACTED] for a property known as Greystones Station Residence, for the life of the Licensee, together with the enclosed yard area and two car parking spaces which directly adjoin the enclosed yard area for a licence fee of [REDACTED]
5. Deed of Variation in duplicate with Tetra Ireland Communications Ltd., which is supplemental to Licence dated 2nd May 2007, extending the licence period to 30th June, 2019.

Company Secretary
Iarnród Éireann
23rd April 2014

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 TWO HUNDRED AND EIGHTY FOURTH
BOARD MEETING HELD ON 27TH MAY 2014
AT 11.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Tracey McGee	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
	Mr. Flor O'Mahony	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Don Cunningham	Director Infrastructure Manager
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Jim Meade	Director Train Operations
	Mr. Paul O'Kelly	Manager Marketing (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)

ABSENT: Apologies were received from Ms. Patricia Golden.

MIN NO.

4302 MINUTES

4302.1 The Minutes of the meeting held on 23rd April 2014 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 4293.2

Amend:

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]

4302.2 Outstanding Items

The memorandum previously circulated were taken as read and noted.

4302.3 The communications briefing document which is being developed into a booklet and iPad format is to be circulated to the board before it is finalised, **Mr. Kenny**

4303 CHAIRMAN'S COMMENTS

4303.1 The Chairman advised that ballots in respect of cost containment proposals have been completed. The NBRU result is still awaited. There has been a significant move towards acceptance although the SIPTU result was a very soft rejection. SIPTU is now calling for a ballot on industrial action. As planning for industrial action will not serve the company well and won't help in getting funding from the Government, the Chairman urged management and staff to continue the dialogue

and to resolve outstanding issues without industrial action. He requested that both sides take a straightforward and honest approach and not engage in playing games. In addition, the Chairman expressed his disappointment that the NBRU are still not participating in the Cost Management Committee.

4303.2 The Chairman stated that the overall financial situation remains serious. He referred to the risk register which was discussed by the board at a session before the meeting during which the possibility of a reduction or suspension of services was considered in the event of insufficient funding. He stated that this would be a huge lost opportunity given that the economy appears to be recovering leading to passenger growth. The railway network needs to be run in a manner which facilitates passenger growth.

4303.3 The Chairman referred to the possibility of a period of political uncertainty and changes in lead roles following the recent Local and European elections. The company must be alert to this and turn it to Iarnród Éireann's advantage. He said that it would be very important to influence those who may end up in new positions. He thanked Directors for their recent communications with members of the Government which was useful.

4303.4 It was noted that the next board meeting would take place in Cork on 24th June 2014.

4303.5 Mr. Franks confirmed that start and end dates are being sought for the forthcoming mid term review with the Department of Transport, Tourism & Sport (DTTAS). It was noted that the CIE Chairman was due to meet the Minister the following day 28th May 2014.

4303.6 Mr. Franks confirmed that implementation of the cost containment proposals was due to commence from 1st June 2014. However, the result of the SIPTU ballot for industrial action will not be known until 3rd/4th June. The Chairman encouraged both sides to keep talking. Reference was made to the Chief Executive's letter to individual staff members. It was well received by some members of staff while other members did not like the direct communication to their homes. The Chairman stated that he supported the Chief Executive's approach and again encouraged both sides to work hard towards achieving a resolution. It was suggested that if the result of the ballot on industrial action is negative, the company should communicate the serious consequences in very clear terms.

4304 CHIEF EXECUTIVE'S REPORT

4304.1 The Chief Executive's Report including key performance indicators (KPIs) for Period 4 2014 previously circulated was taken as read and noted.

4304.2 Mr. Franks presented his report and the following matters were discussed:

- Items which should be discussed with the DTTAS during the mid year review such as:
 - Risk assessment of under funding
 - The requirement for compensation under the "net financial effects" clause of the public service contract (PSC) for the [REDACTED] million negative impact on the finances of the company as a result of decisions made by the National Transport Authority (NTA).
 - The shortfall in funding to maintain the fleet.

Mr. Franks

- The outcome of the AD Little Safety Review is to be advised to the board.
- Progress with the arbitration of the CAF dispute.
- Condition of Mark IV sets that are being stored in Inchicore.
- Procurement non-compliances on a number of recurring contracts. Internal Audit is to carry out a review and a report is to be submitted to the Audit Review Group (ARG). An amendment to the SAP system is required and the cultural issue underlying non-compliances needs to be addressed.

Mr. Reynolds

4305 CENTRAL SERVICES

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

4305.1 Procurement Report

The Procurement Report for Period 4 2014 previously circulated was taken as read and noted.

4305.2 Report on Ballast Procurement Non-Compliances

The Report on Ballast Procurement Non-Compliances previously circulated was taken as read and noted.

4305.3 While the value of the non-compliances was acknowledged as being relatively small, the Chairman expressed his disappointment that they had occurred. In addition, they occurred across the business and were not confined to one particular area. There are lots of lessons to be learned from these non-compliances and particularly that a cultural issue still exists. Employees must understand that procurement procedures are there to protect them. If they are not complied with employees leave themselves wide open to accusations. The Chairman asked for a report on the matter to be presented at the next Iarnród Éireann ARG meeting.

Mr. Reynolds

4305.4 Contracts

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

The board gave its approval for the following:

4305.5 Navigator Freight UK Collection Services

[REDACTED]

4305.6 Navigator Freight Irish Distribution Services

[REDACTED]

4305.7 Framework Agreement for the Supply and Delivery of Ballast

The entry into a Framework Agreement with the following companies for the supply and delivery of washed ballast:

Costello Quarries Ltd.
Stephen Byrne Plant Hire and Civil Engineering.
Roadstone Wood.
BD Flood Ltd.
Hill Street Quarries Ltd.
Arkil Ltd.
Tullyraine Quarries Ltd.
Peter Fitzpatrick Ltd.

It was noted that:

- The Framework Agreement will operate for an initial period of [REDACTED] year with an option to extend annually for a further [REDACTED] years and
- Due to the potential annual requirements the estimated value of the Framework Agreement will be between [REDACTED]

4305.8 Procurement Timetable for 2014

The Procurement Timetable for 2014 previously circulated was taken as read and noted.

4305.9 The Chairman asked that future timetables explain the cause of any delays.

Mr. Reynolds

Mr. Reynolds left the meeting at this time.

4305.10 Finance

The Finance Report for Period 4 2014 previously circulated was taken as read and noted.

4305.11 Mr. Cronin presented his report and the year to date results as at Period 4 2014 were noted. Also noted was the fact that multi operator capping is costing Iarnród Éireann approximately [REDACTED] as expected. This will be referred to in the mid year review with the DTTAS.

Mr. Franks

4305.12 Forecast 2014 and Five Year Plan 2015-2019

A revised Forecast 2014 and Five Year Plan 2015-2019 was circulated. It was noted that the company is forecasting a deficit of [REDACTED] million after exceptional items and earnings before interest, taxation, depreciation and amortisation (EBITDA) of [REDACTED] million for 2014.

4305.13 Over the period of the Five Year Plan it is expected that the company will incur a net [REDACTED] after exceptional items in 2015 increasing to [REDACTED] million in 2019. EBITDA is expected to [REDACTED] million in 2015 to [REDACTED] million in 2019 reflecting an [REDACTED] when compared to bank covenants. Shareholders' funds of [REDACTED] million in 2015 are expected to reduce to a negative of [REDACTED] million in 2019. The Five Year Plan demonstrates that the underfunding of Iarnród Éireann will lead to concerns about banking covenants and solvency. Therefore, the balance between funding and service provision will have to be examined.

4305.14 Mr. Cronin explained the composition of the Five Year Plan in detail and covered the following matters:

- Assumptions,
- Passenger journeys,
- Passenger revenue,
- Revenue growth drivers,
- Other revenue,
- Payroll and head count,
- Materials and overheads,
- Fuel and DART electricity prices,
- Government funding,
- Bank covenants and solvency,
- KPIs,
- Consolidated Profit and Loss Account,
- Balance Sheet and Cash Flow.

4305.15 The Five Year Plan was discussed in detail by the board. Directors gave their comments and a number of amendments were suggested. It was noted that when finalised, the Five Year Plan would be presented to the CIE Board Strategy Committee and would also be brought back to the Iarnród Éireann board.

Mr. Cronin

4306 INFRASTRUCTURE MANAGER (IM)

4306.1 Infrastructure Manager (IM) Report

The IM Report including KPIs for Period 4 2014 previously circulated was taken as read and noted.

- 4306.2 Mr. Cunningham circulated an Executive Summary of his report which covered the following matters:-
- Safety and security,
 - Finance,
 - Engineering asset performance,
 - General issues.

- 4306.3 Matters discussed included the following:
- The Chairman asked for the potential of network rationalisation to be re-examined. **Mr. Franks and Mr. Meade**
 - A paper on the resources required for Phases 3 and 4 of the City Centre Resignalling Project is to be prepared. **Mr. Cunningham**
 - Discussions are taking place with the NTA on the scope for delivering the new Department of Public Expenditure and Reform requirement in respect of the DART Underground Project business case. A proposal in this regard will be presented to the board in due course. **Mr. Cunningham**
 - The proposal for migration from the current Central Traffic Control (CTC) systems to a fully integrated CTC by the end of 2019 at the earliest was noted. Mr. Cunningham confirmed that the level of obsolescence can be managed in the meantime. It was noted that the proposal was supported by the NTA and took into account its cash flow.

4306.4 **Capital Expenditure Proposals**

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

The board gave its approval for the following:

4306.5 **Luas Cross City Project - Broadstone Works**

To carry out construction works at Broadstone and Phibsboro Bus Depots, where the new Luas railway line will pass through the CIE Board's property, in order to facilitate the construction of the Luas Cross City Railway Project.

It was noted that:

- The work will be carried out by Iarnród Éireann and will be funded by the Railway Procurement Agency (RPA) at an estimated total cost of [REDACTED] million and
- All costs incurred by Iarnród Éireann will be recovered from the RPA.

4306.6 **Construction Phase of the Cork Kent Station Transport Interchange Project**

Expenditure of [REDACTED] million to undertake the construction phase of the proposed Transport Interchange at Kent Station, Cork.

It was noted that funding for the tender and construction phase of the project has been approved by the NTA.

- 4306.7 It was noted that further communication is required with taxi drivers regarding drop off and pick up points at the station. **Mr. Cunningham**

4306.8 **Preliminary Design for the Phoenix Park Tunnel**

Expenditure of [REDACTED] to undertake the preliminary design work to facilitate the running of additional services from the Kildare commuter line to city centre stations via the Phoenix Park Tunnel.

It was noted that funding for this project has been approved by the NTA.

- 4306.9 It was noted that up to [REDACTED] million [REDACTED] in additional subvention would be required to run additional services through the tunnel.

- 4306.10 Mr. Cunningham was asked to clarify whether the Minister had mentioned in a recent speech that such services would be running by the end of 2015 as this would not be possible. **Mr. Cunningham**

4306.11 Mr. Nix asked that the Property Department advise on the availability of CIE land along this route for social housing. **Mr. Grogan**

4306.12 Accessibility at Platforms 6 and 7 at Connolly Station
Expenditure of [REDACTED] to undertake the detailed design and tender preparation works to facilitate the installation of a fully accessible lift and associated works at Platforms 6 and 7 at Connolly Station.

It was noted that funding for this project has been approved by the NTA.

4306.13 Coach Parking at North Wall Yard

[REDACTED]
[REDACTED]
[REDACTED]

4306.14

[REDACTED]
[REDACTED] **Mr. Cunningham**

4306.15 Multi Annual Contract (MAC) for the Infrastructure Manager (IM)

The memorandum previously circulated was taken as read and noted.

4306.16 The board gave its approval for the draft MAC between Iarnród Éireann and the DTTAS, subject to satisfactory resolution of the outstanding issues described in the memorandum. If any of these issues are not resolved to the satisfaction of the Chief Executive, he was given authority to escalate them to the Assistant Secretary of the DTTAS, Mr. Graham Doyle.

4307 TRAIN OPERATIONS

4307.1 Train Operations Report

The Train Operations Report including KPIs for Period 4 2014 previously circulated was taken as read and noted.

4307.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety,
- Performance,
- Financial results for Period 4 2014,
- Procurement,
- Reportable issues not in Period 4.

4307.3 Matters discussed included the following:

- The service plan for bank holiday weekends and special events is working well.
- Fleet availability levels during the CAWS/ATP upgrade and Enterprise Refurbishment Projects.
- There are 12 less active drivers in 2014 than in 2013 resulting in higher overtime levels.
- Whether any exemptions are available under the PSC for the delay in receiving Railway Safety Commission certification for train sets being upgraded for CAWS/ATP.

4307.4 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4307.5 Driver Reminder Appliance

The board gave its approval for expenditure of [REDACTED] to install a driver reminder appliance system on the Iarnród Éireann fleet of diesel trains.

It was noted that this project had been approved in February 2014 by the board subject to NTA/DTTAS funding. However, no funding is available and the project will now be financed from internal resources.

4307.6 Trains Advisory Group (TAG)

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

4307.7 Commercial Report

Mr. Paul O'Kelly, Manager Marketing, joined the meeting at this time.

4307.8 The Commercial Report including KPIs for Period 4 2014 previously circulated was taken as read and noted.

4307.9 Mr. O'Kelly circulated an Executive Summary of this report which covered the following matters:

- Improving macro economy.
- Good performance during Period 4 2014.
- Marketing campaign activity.
- Customer satisfaction.
- NTA matters.
- Customer First Programme update.
- Station retail.

4307.10 Matters discussed included the following:

- The satisfaction of commuter customers has declined and this will be examined again during the summer months.
- A report is to be provided to the board regarding feedback from non users of train services.

Mr. Culligan

4307.11 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4307.12 Customer First Programme

The board gave its approval for expenditure of an additional [REDACTED] on the Customer First Programme to complete procurement and to facilitate the transition into the mobilisation and design phase of the programme.

It was noted that:

- This expenditure will be drawn from the approved NTA grant of [REDACTED] million allocated to the Customer First Programme for 2014 and
- This will bring the total board approved funding on the Customer First Programme to date to [REDACTED] million.

4307.13

[REDACTED]

that the issue would be monitored.

It was agreed
Mr. Culligan

4307.14 Reference was made to the €9.99 campaign. It was suggested that there is a cost associated with heightening customers' expectations and then charging them a higher fare because they do not comply with the terms and conditions of the offer which are not made very clear. It was acknowledged that the company is trying to change the perception of customers and move towards the business model adopted by the airlines.

Mr. O'Kelly left the meeting at this time.

4308 ADMINISTRATIVE ITEMS

4308.1 Transactions for Approval, Sealing and Signing

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

Appendix I

The transaction for approval and signing at the meeting were approved and signed.
Appendix II

4308.2 **Bank of Ireland Mandate – Amendment to Authorised Signatories**
The memorandum previously circulated was taken as read and noted.

- 4308.3** The board gave its approval for:
- (a) The addition of the name of [REDACTED] to the list of authorised signatories for the Bank of Ireland Wages Drawing Account in Galway with immediate effect and
 - (b) The deletion of the name of [REDACTED] from the list of authorised signatories for the Bank of Ireland Wages Drawing Account in Galway with immediate effect.

4309 **ITEMS FOR NOTING**

4309.1 **Chairman's Report to the Minister**
The Chairman's Report to the Minister following the board meeting on 23rd April 2014 previously circulated was taken as read and noted.

- 4309.2** **Miscellaneous**
The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:
- (a) Transport related legislation:
 - (i) SI No. 73 of 2014
Railway Safety Act 2005 (Section 26) Levy Order 2014.
 - (ii) SI No. 90 of 2014
Statistics (Carriage of Goods and Passengers by Sea) Order 2013.
 - (b) Minutes of the following meetings:
 - (i) Infrastructure Advisory Group Minutes 10th April 2014.
 - (ii) Trains Advisory Group Minutes 15th April 2014.

Mr. Cronin, Mr. Cunningham, Mr. Flannery, Mr. Franks and Mr. Meade left the meeting at this time.

4310 **PRIVATE SESSION**

4310.1 [REDACTED]

4310.2 [REDACTED]

4310.3 [REDACTED]

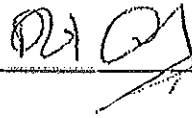
4310.4

[REDACTED]

4311

DATE AND LOCATION OF NEXT MEETING
Tuesday 24th June 2014 at 9.30am in Cork.

Chairman



Date

24 JUNE 2014

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with Seven Wonders Ltd. and [REDACTED] for a unit at Grand Canal DART Station, Dublin 2, for the sale of hot/cold beverages, confectionery, pre-packed sandwiches and snacks for a period of [REDACTED] years, for a basic fee of [REDACTED] of turnover rent whichever is greater.
2. Licence Agreement in duplicate with Louth Co. Co., to allow them to lay one 355mm water main in the road surface beneath underbridge UBB151, on the Armagh Road at Sportsman's Hall, at 55 miles 1,646 yards on the Dublin to Belfast Railway Line, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
3. [REDACTED]
4. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in respect of the sale of 4 acres of land to CIE and the closure of Accommodation Crossing XN070 at 24 miles 280 yards, on the Ballybrophy to Killonan Railway Line at Tooreigh, Ballymackey, Nenagh, Co. Tipperary, for a consideration of [REDACTED]
5. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XN060 at Clonalisk, Cloughjordan, Co. Offaly, at 20 miles 1,470 yards on the Ballybrophy to Killonan Railway Line, for a consideration of [REDACTED]

Company Secretary
Iainr  d   ireann
27th May 2014

APPENDIX II

TRANSACTION FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] to allow him place his mobile kiosk at McBride Railway Station, Drogheda, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] months, for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
27th May 2014

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 TWO HUNDRED AND EIGHTY FIFTH
BOARD MEETING HELD ON 24th JUNE 2014
AT 10.00AM IN THE PORT OF CORK BUILDING, CORK**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Ms. Tracey McGee	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
	Mr. Flor O'Mahony	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. Bob Clarke	Chairman, Infrastructure Advisory Group (part)
	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Director Infrastructure Manager (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Jim Meade	Director Train Operations (part)
	Mr. David Orr	Procurement Specialist (part and by telephone)
	Mr. Cliff Perry	Chairman, Safety & Trains Advisory Groups (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)

MIN NO.

4312 CHAIRMAN'S COMMENTS

- 4312.1** The Chairman welcomed everyone to the Port of Cork's splendid boardroom. He stated that this was the second board meeting outside of Dublin in the past year, the purpose of which was to take the opportunity to meet with a number of Cork City and County officials and business organisations once the board meeting was over. In addition, there would also be a short presentation from the Cork County Planning Office on its plans for public transport in the Cork area.
- 4312.2** The Chairman advised that Mr. David Orr, an expert in the public procurement field, would give a presentation during the meeting of the main findings and recommendations arising out of his review of procurement. Details of management's response and its action plan would also be provided.
- 4312.3** The Chairman advised that an update on the cost containment discussions would be given by the Chief Executive. He stated that he was pleased that dialogue has continued with the majority of the trade unions. He expressed disappointment with the NBRU's decision to withdraw from talks but hoped that progress would be made. He encouraged all sides to continue talking.

4313 MINUTES

4313.1 The Minutes of the meeting held on 27th May 2014 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 4306.11
Delete: "social".

4313.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4313.3

[REDACTED]

Mr. Franks and Mr. Grogan

4313.4 The Chairman explained the delay in circulating the draft Recruitment Policy. [REDACTED] These issues will be addressed over the next few months. It was agreed that this Item could be deleted from the Outstanding Actions List for the moment. Mr. Franks

4313.5 Mr. Franks advised that progress is being made with the Disciplinary Appeals Tribunal regarding the handling of serious offences.

4314 CHIEF EXECUTIVE'S REPORT

4314.1 The Chief Executive's Report including key performance indicators (KPIs) for Period 5 2014 previously circulated was taken as read and noted.

4314.2 Mr. Franks presented his report and the following matters were discussed:

- The financial figures are now being reported against the revised forecast for 2014 and not against the budget.
- The revised forecast for 2014 has been phased to pick up plans to meet cost shortfalls on budget and the good revenue performance to date.
- The signal passed at danger (SPAD) at Mallow, Co. Cork, on 16th May 2014, would have been prevented had a Driver Reminder Appliance been in place.
- There was a level crossing incident on 8th June 2014 at the Knockaphunta user worked crossing XM250 in Co. Mayo. There has been a history of incidents in this area. This highlights the urgency for a technical solution to level crossing incidents. Trials are due to commence in Quarter 4 2014 in this regard.
- Settlement of the CAF arbitration.
- The Minister has approved a remit to review the Iarnród Éireann financial position. This is to be undertaken jointly by Iarnród Éireann and the National Transport Authority (NTA) by the end of August. Approval for funding for extra resources to carry out this work may be required. Mr. Franks stated that to get the tone and mood right during this review, it would be very important to get agreement on the pay negotiations. While this in itself would not solve the financial problems of Iarnród Éireann, it would be an indication that the company is making an effort.

[REDACTED]

This is proving to be a problem for the NBRU. Mr. Franks stated that he understood this viewpoint. However, the financial problem is much bigger in Iarnród Éireann. Progress is being made with the NTA now (i.e. a financial review) and this momentum should not be lost. Stoppages have not occurred in Iarnród Éireann and should be avoided.

- In response to Mr. O'Mahony, Mr. Franks was asked to contact Mr. Jim Steer who is a member of the steering group in the Department of Transport, Tourism and Sport (DTAS) which is looking at a national transport strategy

for Ireland (which includes rail). It should be ascertained whether there are any implications for Iarnród Éireann arising out of this strategy. **Mr. Franks**

- Following escalation to the Secretary General of the DTTAS, all outstanding matters in the draft multi annual contract (MAC) were satisfactorily resolved. The contract was signed on 17th June 2014 and now needs to be sealed.
- The NBRU is not participating in the Cost Management Committee.

4315 CENTRAL SERVICES

Mr. Colm Reynolds, Chief Procurement Officer, joined the meeting at this time. Mr. David Orr, Procurement Expert, joined the meeting by telephone.

4315.1 Procurement Review

The draft report and the draft management action plan arising out of the Independent review of procurement in Iarnród Éireann previously circulated were taken as read and noted.

4315.2 Mr. Orr gave a presentation on his review of procurement and covered the following matters:

- His own background in public procurement,
- Purpose of the Independent review,
- Methodology,
- General public procurement issues,
- General public procurement risks,
- Means of addressing the risks,
- Key findings arising out of the review and
- Recommendations (17) arising out of the review.

4315.3 Mr. Orr concluded his presentation by stating that:

- The board can have reasonable assurance that the company's procurement is operating within the expected performance range for public/semi-state bodies,
- There is some scope for improvement in governance, effectiveness and efficiency of the procurement function and
- If the recommendations arising out of the review are carefully and sensitively implemented, Iarnród Éireann's procurement function has the potential to be ranked among the best in the public or semi-state sector.

4315.4 Matters discussed included the following:

- Extensive use of bespoke contracts.
- Full compliance with procurement law is paramount but staff need to realise the board's aim for good value also.
- Iarnród Éireann must be able to defend any challenge. Therefore, attention must be focused on the need to retain full documentation as evidence of compliance.
- Level of legal resources devoted to procurement.
- Level of board approval thresholds.

4315.5 The Chairman thanked Mr. Orr for his excellent report and stated that a progress report may be required in approximately six months time. He also advised that he was considering submitting this report to the CIE Board.

Mr. Orr left the meeting at this time.

4315.6 Management Action Plan following the Procurement Review

The draft Management Action Plan following the procurement review previously circulated was taken as read and noted.

4315.7 The board discussed this plan and it was noted that it may need to be added to,

Mr. Reynolds

4315.8 It was also noted that the CIE Group Procurement Policy and Procedures may need to be amended,

Mr. Reynolds

4315.9 Procurement Report

The Procurement Report for Period 5 2014 previously circulated was taken as read and noted.

4315.10 Procurement Benchmarking Report

The memorandum previously circulated was taken as read and noted.

4315.11 Following discussion the board agreed that there was no longer a requirement to present selection criteria to it for approval. The board will continue to examine award criteria at current threshold levels. Board submissions in this regard should advise of pre-qualified tenders if possible at this stage. **Mr. Reynolds**

4315.12 Contracts

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

The board gave its approval for the following:

4315.13 Framework Agreement for Plant Hire Services

The entry into a Framework Agreement with the 18 companies listed below for the provision of plant hire services.

It was noted that:

- The Framework Agreement will operate for a period of [REDACTED] years and
- The annual estimated value of work to be awarded under the Framework Agreement is [REDACTED] excluding VAT.

Ballinaboley Plant Hire Ltd.	McCormack Bros.
Breffni Group	Michael Lynch Excavations Ltd.
Brian Conneely & Co Ltd.	Oliver Dixon Hedgecutting & Plant Hire Ltd.
Carra Plant Hire Ltd.	P&D Lydon Plant Hire Ltd.
Doyle Agri Services Ltd.	P F Dixon Plant Hire & OMD Recycling Ltd.
Dixon Bros.	Sanline Systems Ltd.
Global Rail Services Ltd.	Stephen Byrne Plant Hire
John Dixon Ltd.	Seamus Duffy Plant Hire Ltd.
Jim Moloney	Thomas Lynes Plant Hire Ltd.

4315.14 Framework Agreement for Revenue Equipment

The completion of negotiations and the entry into a Framework Agreement with Scheidt and Bachmann [REDACTED] for the supply of revenue equipment to Iarnród Éireann.

It was noted that:

- The Framework Agreement will operate for a period of [REDACTED] years with an option to extend for a [REDACTED] years and
- Due to the potential requirements over the [REDACTED] year period the estimated value may well exceed [REDACTED] million.

4315.15 Following discussion, the Chairman asked that the procurement strategy for all public transport equipment should be examined so as to ensure that Iarnród Éireann is not beholden to any one supplier. There should be an open system which would allow other suppliers also. It was noted that this may require software development. **Mr. Reynolds**

4315.16 Framework Agreement for Civil Engineering and Building Works (for Tender Values between €100,000 and €500,000)

The entry into a three year multi-party Framework Agreement with the 10 companies listed below for civil engineering and building works for tender values between €100,000 to €500,000 excluding VAT, associated with the upgrading of the railway Infrastructure and any other works that Iarnród Éireann or CIE may undertake on their properties.

It was noted that:

- This Framework Agreement will operate for a period of [REDACTED] years with an option to extend for a [REDACTED] and
- Due to the potential requirements over the [REDACTED] year period the estimated value may exceed [REDACTED] million.

Brian Conneely & Company Limited
Coffey Construction (I) Limited
Global Rail Services
Irish Bridge/Paul Mulcair JV
Jons Civil Engineering Co. Limited
John Sisk & Son (Holdings) Limited
John Craddock Limited
KN Network Services (Ire,) Limited
Murphy International Limited
McLaughlin & Harvey

4315.17 Supply of Advertising Services (Lot 2 Media Planning and Buying)

The award of a contract for up to three years to Media Vest [REDACTED] for the supply of media planning and buying services at an estimated value of [REDACTED] million of which [REDACTED] fees, exclusive of non-recoverable VAT.

It was noted that the intended actual duration will be to April 2016 [REDACTED]

4315.18 Painting of the Drogheda Viaduct

The award of a contract to the Joint Venture between Jons Civil and [REDACTED] for painting and scaffolding works to the Drogheda Viaduct at a cost of [REDACTED] million exclusive of VAT.

It was noted that:

- The non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED] million and
- This project will be funded by the DTTAS which has obtained grant approval from the Special EU Programmes Body (SEUPB) under the INTERREG IVA programme.

4315.19 Framework Agreement for Track Welding Services

The selection and award criteria as presented for the establishment of a Framework Agreement for track welding services.

It was noted that:

- This Framework Agreement will operate for a period of [REDACTED] years and
- The estimated annual value of this contract is [REDACTED] million excluding VAT.

4315.20 Framework Agreement for Print Management Services

The selection criteria as presented for the establishment of a Framework Agreement for print management.

It was noted that:

- This Framework Agreement will operate for a period of [REDACTED] years and
- The current estimated annual value of print management is [REDACTED] excluding VAT.

4315.21 Advisory Paper – Cleaning Services

The memorandum previously circulated was taken as read and noted.

4315.22 Procurement Timetable for 2014

The Procurement Timetable for 2014 previously circulated was taken as read and noted.

4315.23 The Chairman requested a simple dashboard outlining progress on capital expenditure projects for the next meeting. **Mr. Reynolds**

Mr. Reynolds left the meeting at this time.

4315.24 **Finance**
The Finance Report for Period 5 2014 previously circulated was taken as read and noted.

4315.25 Mr. Cronin presented his report and the year to date results as at Period 5 2014 were noted.

4315.26 Matters discussed included the following:
- The management of cash is split down to business level (five businesses).
- Optimisation of revenue from all EU sources. Mr. Flannery was asked to revert on this matter. **Mr. Flannery**

4315.27 **Update on Forecast 2014 and Five Year Plan 2015-2019**
The revised Forecast 2014 and Five Year Plan 2015-2019 previously circulated was taken as read and noted.

4315.28 Mr. Cronin outlined the changes in this document since the last version and noted that the overall figures have not changed.

4315.29 Mr. Franks advised that the final "net financial effects" (NFE) figure would be submitted to the NTA next week. The Chairman asked that once the Five Year Plan had been updated to reflect this, it should be circulated to Directors. **Mr. Cronin**

4315.30 **Audit Review Group (ARG)**
The Report from the Chairman of the ARG previously circulated was taken as read and noted.

4315.31 The Chairman of the ARG, Ms. Golden, advised that this report had already been submitted to the CIE Board Audit and Risk Committee at its meeting on 18th June 2014. She stated that over 30 internal audits had taken place. She highlighted the key issues as follows:
- Procurement non-compliances,
- Payroll controls and
- Documentation retention.

4315.32 Ms. Golden acknowledged the time and work of the Internal Audit Department and the time given by management in responding to their recommendations. She stated that the ARG would continue to focus on the management follow up.

4315.33 The Chairman asked for the Terms of Reference of the ARG to be examined to see if risk is included. They should be updated if necessary. **Ms. Golden**

4315.34 **Safety Advisory Group (SAG)**
Mr. Gerry Culligan, Commercial Director, Mr. Jim Meade, Director Train Operations, Mr. Cliff Perry, Chairman, Safety and Trains Advisory Groups, Mr. Bob Clarke, Chairman, Infrastructure Advisory Group and Mr. Don Cunningham, Director Infrastructure Manager, joined the meeting at this time.

4315.35 The Report from the Chairman of the SAG previously circulated was taken as read and noted.

4315.36 The Chairman of the SAG, Mr. Perry, advised that at its recent meeting the SAG considered the following:
- Health and Safety Policy.
- Amendment to the Terms of Reference of the SAG.
- Level Crossing Incidents.
Gate discipline by users is poor. Against a target of 38 for the year to date to date, there have been 91 open gate reports. Iarnród Éireann's knowledge of

this situation adds to its safety responsibilities. The risk of train derailment through striking a vehicle is high. Therefore, it is important for the board to note that this strengthens the conviction that more needs to be done. In response to Mr. Nix, Mr. Cunningham confirmed that Iarnród Éireann is going out to tender next week for a technical review encompassing a wide range of solutions. It is expected that options will be presented to the next SAG meeting in September 2014 and to the Iarnród Éireann board in October 2014.

4315.37 Health and Safety Policy

The draft Health and Safety Policy previously circulated was taken as read and noted.

4315.38 The proposed Health and Safety Policy was approved.

4315.39 Revised Terms of Reference for the SAG

The memorandum previously circulated was taken as read and noted.

4315.40 The proposed revised Terms of Reference for the SAG were approved subject to one amendment. **Mr. Perry**

4316 TRAIN OPERATIONS

4316.1 Train Operations Report

The Train Operations Report including KPIs for Period 5 2014 previously circulated was taken as read and noted.

4316.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety,
- Performance,
- Financial Results for Period 5 2014 and
- Fleet.

4316.3 Matters discussed included the following:

- The alcohol policy for concert and GAA trains.
- Congratulations to staff at Drogheda Depot which achieved ISO14001 accreditation.
- An update is required in respect of the progress of the Department of Social Protection Review Group, chaired by Ms. Patricia Murphy, which is dealing with the Free Travel Scheme.

Mr. Franks

4316.4 Commercial Report

The Commercial Report including KPIs for Period 5 2014 previously circulated was taken as read and noted.

4316.5 Mr. Culligan circulated and Executive Summary of his report which covered the following matters:

- Macro economy.
- Performance during Period 5 2014.
- Marketing.
- NTA matters.
- Belmond Grand Hibernia Tour.
- Customer First Programme.
- Freight.

4316.6 The Chairman asked that the 2014 NFE figure be amended to take into account the impact on revenue during 2014 of the NTA's recent decisions relating to child fares and the "Kids go Free" Leap promotion. **Mr. Culligan**

4316.7 Advisory Paper – Belmond Grand Hibernia Tour

The memorandum previously circulated was taken as read and noted.

4316.8 The board noted the status of the commercial engagements with [REDACTED] wish to enter into a ten year contract with Iarnród Éireann for the provision of haulage services for a planned luxury rail tour product in Ireland.

4316.9 Matters discussed included the following:

- The use of one locomotive over the proposed [REDACTED] year contract is not sustainable. It is more than likely that a second locomotive would be needed (requiring investment of a further [REDACTED]) Otherwise there would be a significant reputational risk for Iarnród Éireann.
- Any announcements of the proposed tour should not include a commencement date. Setting a one year timescale for this project would not be wise given that a second locomotive is likely to be required.

" [REDACTED]

4316.10 Trains Advisory Group (TAG)

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

4316.11 The Chairman of the TAG, Mr. Perry, advised that the following matters were dealt with at its recent meeting:

- The proposed Belmond Grand Hibernia Tour.
- The cross border Enterprise Refurbishment Project.
- Settlement of the CAF arbitration.
- Customer satisfaction survey.
- Status of low rail adhesion activities.

The Chairman asked for a status report at the next board meeting.

Mr. Cunningham

4317 INFRASTRUCTURE MANAGER (IM)

4317.1 Infrastructure Manager (IM) Report

The IM Report including KPIs for Period 5 2014 previously circulated was taken as read and noted.

4317.2 Mr. Cunningham circulated an Executive Summary of his report which covered the following matters:

- Safety and security.
- Finance.
- Engineering asset performance.
- General Issues.

4317.3 Matters discussed included the following:

- Application for TEN-T funding and presentation to be given to the delegation from TEN-T.
- Verbal indication has been received that a MAC will not include funding for heavy maintenance. A formal letter in this regard is awaited. This gives time for further discussions.
- There has not been a significant delay on the GSMR Project. However, there have been some cash flow timing issues.

4317.4 Infrastructure Advisory Group (IAG)

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

- 4317.5 The Chairman of the IAG, Mr. Clarke, highlighted four main items:
- Wrong side track circuit failures due to leaf fall and rusty rails.
 - Network rationalisation – reduction in point ends.
 - Engineering and timetable planning.
 - Route performance management and profitability.

4317.6 **Capital Expenditure Proposals**

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

The board gave its approval for the following:

4317.7 **Luas Cross City Project – OB3 Fassaugh Road Bridge and UB4 Twin Arch Bridge**

The renewal of OB3, Fassaugh Road Bridge, and the strengthening of UB4, the Twin Arch Bridge, on the Broadstone/Galway Line, in order to facilitate the construction of the Luas Cross City Project by the Railway Procurement Agency (RPA).

It was noted that the work will be carried out by Iarnród Éireann at an estimated cost of [REDACTED] million (not including VAT) and all costs incurred by Iarnród Éireann will be recovered from the RPA.

4317.8 **DART Underground Project**

- (a) A reduction in scope and associated reduction in funding in the sum of [REDACTED] for the removal of the DART Underground Business Case and construction cost updates from the scope of DART Underground – Protection of a Railway Order and Route Project and
- (b) The establishment of a standalone project in the sum of [REDACTED] for a new DART Underground Business Case and updating of the life cycle costs.

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

4317.9 **City Centre Resignalling Project (CCRP) Phase 3 Construction – Property Agreements**

The memorandum previously circulated was taken as read and noted.

- 4317.10 The board gave its approval for the delegation of authority to the Director IM to enter into property agreements with Rohan Holdings, its legal entities and tenants, with a value not exceeding the value contained in the budget for the current phase of the project and approved by the board in January 2014.

It was noted that:

- These agreements will allow access for works at Grand Canal Dock Station as part of the CCRP Phase 3 and
- Funding for this project has been made available from the NTA in 2014.

4318 **ADMINISTRATIVE ITEMS**

4318.1 **Multi Annual Contract (MAC)**

The memorandum previously circulated was taken as read and noted.

- 4318.2 The board gave its approval for the application of the company seal to the MAC agreed between the DTTAS and Iarnród Éireann as IM.

4318.3 **Transactions for Approval, Sealing and Signing**

The transactions (14) 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

4318.4 Abandonment of the Tralee/Fenit Line

The memorandum previously circulated was taken as read and noted.

4318.5

The Iarnród Éireann board agreed that the Tralee to Fenit Railway Line extending from its junction point with the Tralee to Ballingrane Junction Railway Line in the townland of Ballynahoulort and in the Parish of Tralee to its terminus at Fenit Station in the townland of Fenit Without, in the Parish of Fenit, and all in the county of Kerry be abandoned and an Order to that effect be made and the necessary Notices be published in Iris Oifigiúil and in the local papers; the Kerryman, Tralee Advertiser and Kerry's Eye.

4319

ITEMS FOR NOTING

4319.1

Chairman's Report to the Minister

The Chairman's Report to the Minister following the board meeting on 27th May 2014 previously circulated was taken as read and noted.

4319.2

Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

(a) Minutes of the following :

- (i) Infrastructure Advisory Group Minutes 19th May 2014.
- (ii) Trains Advisory Group Minutes 20th May 2014.
- (iii) Safety Advisory Group Minutes 8th April 2014.
- (iv) Audit Review Group Minutes 20th March 2014.
- (v) Audit Review Group Notes 25th March 2014.

Mr. Clarke, Mr. Cronin, Mr. Culligan, Mr. Cunningham, Mr. Flannery, Mr. Franks, Mr. Perry, and Mr. Meade left the meeting at this time.

4320

PRIVATE SESSION

4320.1

[REDACTED]

4320.2

[REDACTED]

4320.3

[REDACTED]

4320.4

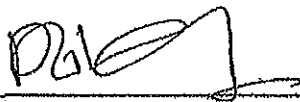
[REDACTED]

4321

DATE AND LOCATION OF NEXT MEETING

Tuesday 26th August 2014 at 9.30am in Heuston Station.

Chairman



Date



APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Supplemental Agreement in triplicate with North Tipperary County Council to alter an original Agreement dated 11th April, 2013, to allow the Council to carry out additional works as follows:
The Installation of a scour chamber on either side of the railway at Holycross, Co. Tipperary, at 89 miles 1,195 yards on the Dublin to Cork Railway Line, on the Cork side of OBC233 Holycross.
The Installation of a scour chamber on either side of the railway at Whitefort, Co. Tipperary, at 91 miles 64 yards on the Dublin to Cork Railway Line, on the Dublin side of OBC234 Holycross.
All other aspects of the Agreement remain the same.
2. Lease in triplicate with Balfour Beatty Ireland Ltd., for a premises at Portlaoise Sleeper Depot, for a term of [REDACTED] years, for a nominal rent of [REDACTED]. This company has been awarded the Iarnród Éireann OTM (On-Track Machines) contract and will require the premises for storage and repairs.
3. Lease in triplicate with Balfour Beatty Ireland Ltd., for a premises at Kildare Plant Shop, Kildare Station, for a term of [REDACTED] years, for a nominal rent of [REDACTED]. This company has been awarded the Iarnród Éireann OTM (On-Track Machines) contract and will require the premises for storage and repairs.
4. Collateral Agreement, four copies, in favour of CIÉ and IÉ from the Checker Halcrow Barry Ltd. This Collateral Agreement is a warranty in respect of the construction of two bridges over the Board's Railway Line at Gortroe and Airgloony, Co. Galway, as part of the N17/N18 Gort to Tuam PPP Scheme between Galway Co. Co. and the National Roads Authority.
5. Collateral Agreement, four copies, in favour of CIÉ and IÉ from the Designer Halcrow Barry Ltd. This Collateral Agreement is a warranty in respect of the construction of two bridges over the Board's Railway Line at Gortroe and Airgloony, Co. Galway, as part of the N17/ N18 Gort to Tuam PPP Scheme between Galway Co. Co. and the National Roads Authority.
6. Collateral Agreement in triplicate, in favour of CIÉ and IÉ from the Sub Contractor, Direct Route (Tuam) Construction Ltd. This Collateral Agreement is a warranty in respect of the construction of two bridges over the Board's Railway Line at Gortroe and Airgloony, Co. Galway, as part of the N17/ N18 Gort to Tuam PPP Scheme between Galway Co. Co. and the National Roads Authority.
7. Collateral Agreement in triplicate, in favour of CIÉ and IÉ from the PPP Co., Direct Route (Tuam) Ltd. This Collateral Agreement is a warranty in respect of the construction of two bridges over the Board's Railway Line at Gortroe and Airgloony, Co. Galway, as part of the N17/ N18 Gort to Tuam PPP Scheme between Galway Co. Co. and the National Roads Authority.
8. Licence Agreement in duplicate with Vodafone Ireland Ltd., for the installation, testing, maintenance and use of 2 x 24 core cables at Sheriff Street Lower, Dublin 1, for a licence period of [REDACTED] years, for a licence fee of [REDACTED].
9. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XL106A at 34 miles 360 yards on the Limerick to Waterford Railway Line, for a consideration of [REDACTED].
10. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing CL106B at 34 miles 370 yards on the Limerick to Waterford Railway Line, for a consideration of [REDACTED].

11. Lease in duplicate with Dublin City Council for two plots of ground at Heuston Station, for the construction of two bicycle stations for the storage and distribution of bicycles under the Dublin Bike Scheme, operated by Dublin City Council, for a term of [REDACTED] years, for a rent of [REDACTED]
12. Lease in duplicate with [REDACTED] [REDACTED] [REDACTED] for a retail unit at Pearse Railway Station, Westland Row, Dublin 2, to be used for the purposes of a snack bar and take-away food outlet, general grocery and delicatessen shop, for the sale of wines, as a newsagent and tobacconist, for a term of 20 years, for a rent of [REDACTED] of the Turnover of the business carried on by the [REDACTED] in the premises in respect of the preceding year.
13. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] [REDACTED] in respect of the closure of Level Crossing XT080 at 26 miles 1,042 yards on the Mallow to Tralee Line, for the transfer of 10.384 acres of land to them and their agreement to the closure of the Level Crossing.
14. Licence in duplicate with [REDACTED] for approximately 6.89 acres of land for the purposes of grazing livestock and tillage, for a licence period of 1 year, for a licence fee of [REDACTED] per annum, in respect of the closure of Level Crossing XT198 at [REDACTED] [REDACTED] Co. Limerick on the Cork Line.

Company Secretary
Iainróid Éireann
24th June 2014

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] to allow him place his mobile kiosk at Sallins/Naas Railway Station, for the sale of hot/cold drinks, light snacks including muffins, croissants, Danish pastries and newspapers, for a licence period of [REDACTED] year, for a licence fee of [REDACTED]
2. Agistment Licence in duplicate with [REDACTED] for a plot of land at Scrahan, Kilmacthomas, Co. Waterford, on the Dublin to Waterford Railway Line, for the purposes of grazing of cattle and sheep, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
3. Licence in duplicate with [REDACTED] for the installation, operation and maintenance of one air conditioning unit and five condenser units at his leased unit at Pearse Railway Station, Westland Row, Dublin 2, for the term of his lease, [REDACTED] years, for a consideration of [REDACTED]

Company Secretary
Iainróid Éireann
24th June 2014

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 TWO HUNDRED AND EIGHTY SIXTH
BOARD MEETING HELD ON 28th AUGUST 2014
AT 9.00AM IN HEUSTON STATION, DUBLIN**

PRESENT:

Mr. Phil Gaffney	Chairman
Mr. Frank Allen	Director
Ms. Tracey McGee	Director
Mr. James Nix	Director
Mr. Flor O'Mahony	Director
Mr. Tommy Wynne	Director

IN ATTENDANCE:

Mr. Bob Clarke	Chairman, Infrastructure Advisory Group (part)
Mr. Aidan Cronin	Chief Financial Officer
Mr. Gerry Culligan	Commercial Director (part)
Mr. Don Cunningham	Director Infrastructure Manager (part)
Ms. Geraldine Finucane	Company Secretary
Mr. Mike Flannery	Chief Operating Officer, CIE
Mr. David Franks	Chief Executive
Mr. Jim Meade	Director Train Operations (part)
Mr. Colm Reynolds	Chief Procurement Officer (part)

ABSENT: Apologies were received from Ms. Patricia Golden and Mr. John Moloney.

MIN NO.

4322 MINUTES

4322.1 The Minutes of the meeting held on 24th June 2014 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4322.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4322.3 It was noted that a Corporate Communications paper would be presented at the next meeting. **Mr. Kenny**

4322.4 The board noted that the Department of Transport, Tourism and Sport (DTTAS) had published a draft Strategic Framework for Investment in Land Transport (SFILT) for public consultation. All comments must be submitted by 16th October 2014. The Chairman advised that a presentation on the document would be given at the next meeting. He encouraged directors to pass on any comments they may have to the Chief Executive in the interim. **Mr. Franks**

4323 CHAIRMAN'S COMMENTS

4323.1 The Chairman thanked the board for agreeing to the change in the date of the meeting.

4323.2 The Chairman stated that he was extremely disappointed in that the two day stoppage on 24th and 25th August 2014 had occurred because of its impact on

customers and on the company as a whole. He stated that the company's finances are in very precarious position and the stoppage resulted in a loss of revenue for two days and probable penalties from the National Transport Authority (NTA), both of which cannot be afforded. He noted that Mr. Franks would give a presentation on the detailed impact of the stoppage and a status update later on in the meeting. He urged the Unions to cancel the next stoppage scheduled for 7th and 8th September 2014. He asked both sides to get back into dialogue and noted that the Government and the Labour Relations Commission (LRC) were closely monitoring the situation. He suggested that the services of State be used again if it is believed that they would help in preventing a further stoppage.

4323.3 The Chairman advised that the company is closely engaged with the NTA on producing a midyear review for the Minister which focuses on options to close the funding gap, which is now accepted by all parties. An update is to be given to the Minister later on in the afternoon and the final document is to be presented to him by the end of the month. This review will inform the Minister when he participates in the forthcoming discussions on the Exchequer Budget. The Chairman stated that he too would be meeting with the Minister on 1st September 2014. However, as far as the Minister and the DTTAS are concerned, immediate implementation of the payroll reductions are linked to the closure of the funding gap.

4323.4 The Chairman reminded the board of the forthcoming procurement seminar for directors on 9th September 2014.

4323.5 The Chairman stated that the board meeting planned for Galway is now more likely to take place in October rather than in September. The September board meeting will be held in Dublin.

4324 CHIEF EXECUTIVE'S REPORT

4324.1 The Chief Executive's Report including key performance indicators (KPIs) for Period 7 2014 previously circulated was taken as read and noted. KPIs for Period 8 2014 were circulated.

4324.2 Mr. Franks presented his report and the following matters were discussed:

- The Financial Results for Period 8 2014 are slightly ahead of forecast despite not achieving planned payroll savings. This was due to good revenue performance.
- AD Little prepared a review of safety performance. They highlighted a number of areas for improvement. An action plan is to be presented at the next meeting. **Mr. Cassidy**
- The reasons for the delay and increased costs for the hybrid Automatic Train Protection (ATP) System Project were outlined. The Chairman stated that he felt uneasy about the management of this and the City Centre Re-signalling Project (CCRP). Therefore, these projects are to be transferred from the Signalling, Electrical and Telecoms (SET) Department to the New Works Department and a specialist Project Manager is to be appointed to them. **Mr. Franks**
- The condition of the stabled Mark IV trains (including locomotives) was discussed. They are at the end of their maintenance cycle and would need heavy maintenance before they could be reintroduced to service.
- The target cash usage by the company for 2014 was [REDACTED] million. However, to date the company has generated [REDACTED] million. This is due mainly to the phasing and timing of payments and receipts and the unexpected receipt of [REDACTED] million in EU grants relating to previous years. The Chairman asked for this to be recognised at CIE Board level. **Mr. Flannery**
- There is acceptance by the DTTAS of a funding gap in Iarnród Éireann. This gap will amount to approximately [REDACTED] million in 2014 and €94.3 million in 2015. In addition, [REDACTED] is required for the heavy maintenance of trains. Therefore, the total funding gap for Iarnród Éireann for 2015 will be approximately €120 million. Mr. Franks outlined the activity supporting the

Mr. Franks

- There was a general discussion on the current situation with full participation from all directors. The Chairman emphasised that the finances of the company are so precarious that the financial impact of any deal reached must be examined closely and must be deliverable.

Mr. Bob Clarke, Chairman, Infrastructure Advisory Group and Mr. Don Cunningham, Director Infrastructure Manager (IM) joined the meeting at this time.

The IM Report including KPIs for Period 8 2014 previously circulated was taken as read and noted.

Mr. Cunningham

Mr. Cunningham

4325.4 The SET Department Live Projects Report as at Period 8 2014 previously circulated was taken as read and the board noted that better project management procedures are to be applied to the CCRP and TPS Projects. It is unacceptable that estimated

completion costs are not available.

Mr. Cunningham

4325.5 Mr. Allen referred to the Bridge Renewal Programme. Clare County Council has rejected Iarnród Éireann's application for exemption from planning permission in respect of alterations to OBE51. Iarnród Éireann is to appeal this decision to An Bord Pleanála. Mr. Allen queried Iarnród Éireann's reliance on its right to planning exemptions and wondered whether it would be better to adhere to normal planning procedures. It was agreed that a balanced approach needs to be adopted.

4325.6 **Infrastructure Advisory Group (IAG)**

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

4325.7 The Chairman of the IAG, Mr. Clarke, highlighted five main topics:

- Leaf fall control.
 - SET performance in Period 7 2014.
The Chairman stated that a highly structured and rigorous approach with great attention to detail is required to deal with points and track circuit failures etc.
 - Network rationalisation – reduction in point ends.
 - Route performance management – delay attribution.
 - Journey time improvement – ballast cleaning.
- It was agreed that Mr. Clarke's previous report on how to improve journey times should be forwarded it to Ms. Magee and Mr. O'Mahony.

Mr. Cunningham

4325.8 **Capital Expenditure Proposals**

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

The board gave its approval for the following:

4325.9 **TPS Development Phase – Scope Change**

Expenditure of an additional [REDACTED] million on the TPS Project to:

- Facilitate the release of trains to the TPS Project in line with the Fleet Management Strategy and
- Provide for significant additional safety approval works that were not envisaged at the project outset.

It was noted that:

- This brings the total approvals sought to date to [REDACTED]
- The current cost estimate for the fleet rollout of the TPS is approximately [REDACTED] million and
- Funding is provided for this project under the multi annual contract (MAC).

4325.10 **Rosslare Europort Emergency Dredging – Construction Stage**

[REDACTED]

[REDACTED]

4325.11 **Limerick /Foynes Line – Preliminary Design Stage**

To progress the preliminary design stage to reopen the Limerick/Foynes Line.

It was noted that:

- Shannon Foynes Port Company (SFPC) have agreed to fund this project to a value not exceeding [REDACTED] and have agreed payment terms such that costs are paid to Iarnród Éireann in advance and
- The estimated cost of implementing the full project is approximately [REDACTED]

million.

Mr. Nix advised the company to be wary of attempts for adverse possession along the line and also queried whether the SFPC would be able to satisfy Railway Safety Commission (RSC) requirements.

4325.12 CTC Building Refurbishment Works – Design and Implementation

Expenditure of [REDACTED] to undertake the design and implementation of refurbishment works to the current welfare and operational facilities of the existing CTC Building in Connolly Station.

It was noted that funding for this project has been approved by the NTA.

4325.13 Closeout Reports

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

4325.14 It was noted that Closeout Reports in respect of the following projects were withdrawn:

- * UBC247 Multeen River – Cork Line

The Chairman asked for further information on the costs incurred by the Limerick Division.

Mr. Cunningham

- * Points Heaters.

4325.15 The board gave its approval for the closeout of the following IM projects:

PAS Description	Approved €'000	Final Outturn €'000	Effective Variance		Contingency		
			€'000	%	App'vd €'000	Used €'000	%
CIR00279 Closure of XC006	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00693 Ticket Validation Pkg 8 – Kildare and Newbridge	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00291 Automation of Level Crossings – Waterford Line	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
IM Total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

4325.16 Advisory Papers

The two memoranda previously circulated were taken as read and the board noted the following:

- * Funding for severe weather damage and
- * Low Rail Adhesion – Review 2010-2013 and strategy for 2014.

The Chairman asked for the target delay minutes to be included in the list of KPIs.

Mr. Cunningham

Mr. Clarke and Mr. Cunningham left the meeting at this time.

4326 TRAIN OPERATIONS

Mr. Gerry Culligan, Commercial Director and Mr. Jim Meade, Director Train Operations, joined the meeting at this time.

4326.1 Train Operations Report

The Train Operations Report including KPIs for Period 7 2014 previously circulated were taken as read and noted.

4326.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- * Safety.
 - * Performance.
- Some train systems are so highly sophisticated that they can move into self protect mode very quickly resulting in train stoppages. Information is to be sought on how other companies deal with this.
- * Financial.
 - * Revenue Protection Strategy Update.

4326.3 In response to Mr. Wynne, Mr. Meade confirmed that the Driver Reminder Appliances Project is going through the procurement process at the moment. A paper on progress is to be provided for the next meeting. **Mr. Meade**

4326.4 The Chairman expressed his congratulations on the agreement in principle reached with the RSC to extend the "A" exam from 48 hours to 192 hours for Intercity rail cars (ICRs).

4326.5 The following information was sought regarding the consequences that would arise from a shortfall in funding for heavy maintenance:

- Further reassurance on the stated consequences. **Mr. Perry**
- Communications plan. **Mr. Kenny**
- Potential loss of revenue. **Mr. Cronin**

The Chairman emphasised that he did not want the customer to be disadvantaged just in order to make a point. Disruption to customers must be kept to a minimum.

Mr. Flannery left the meeting at this time.

4326.6 Commercial Report

The Commercial Report including KPIs for Period 8 2014 previously circulated was taken as read and noted.

4326.7 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- Macro economy.
- Performance during Period 8 2014.
- Marketing.
 - A presentation is to be given to the board by Publicist at some point in the future. **Mr. Culligan**
 - The way in which log-in issues on Wi-fi are to be resolved were outlined.
- NTA matters.
 - Fares in Cork will not be reversed to 2013 levels because a new solution to satisfy the NTA's need to promote Leap is to found.
- A final decision on the Belmond Grand Hibernia (Orient Express) proposal is to be made at the September board meeting.
- Customer First Programme.
- Freight.

4326.8 Mr. Nix asked for marked up aerial photos of CIE property along the Phoenix Park Tunnel area. He felt that this land may still have development potential.

Mr. Culligan

4326.9 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4326.10 DART Hand Straps

The board gave its approval for expenditure of (██████████) (including VAT) to install additional hand straps and grab rails on the DART fleet.

It was noted that this project would be financed by the NTA.

Mr. Allen warned that care should be taken to ensure that the hand straps do not block the view of the CCTV cameras.

4326.11 Advisory Paper - Automatic Ticket Vending Machine (ATVM) Project

The memorandum outlining the status of the ATVM Project and proposed distribution adjustments previously circulated was taken as read and noted.

4326.12 Trains Advisory Group (TAG)

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

Mr. Culligan and Mr. Meade left the meeting at this time.

4327 CENTRAL SERVICES

4327.1 Finance

The Finance Report for Period 7 2014 previously circulated was taken as read and noted.

4327.2 Mr. Cronin circulated a Profit and Loss Account and details of revenue for Period 8 2014 and it was noted that;

- There was a positive Intercity performance during Period 8.
- Car park revenue results are disappointing as it is not matching the change in commuter revenue.
- MAC receipts are down on forecast because the capital works budget was not achieved due to the level of storm damage works and maintenance works which had to be carried out.
- Payroll costs are higher than budget as the planned payroll savings had not been achieved and less capital work was carried out than forecast.

4327.3 Mr. Cronin advised that;

- Efforts are still continuing to reduce stock levels.
- The Cashflow Forecast for 2014 is that Iarnród Éireann will use [REDACTED] million. However, the company has generated [REDACTED] million to date due to an unexpected receipt of [REDACTED] million of EU grants relating to previous years.
- A VAT issue arose out of a Duty audit carried out by Customs. There is a question around the timing of VAT payments on the secondary warranty relating to the importation of rolling stock. Interest and penalties of approximately [REDACTED] are being pursued by the Revenue Commissioners. However, the issue is complicated and the Revenue Commissioners are considering Iarnród Éireann's arguments. The issue raised does not have any ramifications for other Iarnród Éireann imports.

4327.4 CIE Pharmacy

The memorandum previously circulated was taken as read and noted.

4327.5 The board gave its approval for the closure of the CIE Pharmacy.

4327.6 Procurement

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

4327.7 The Procurement Report for Period 8 2014 previously circulated was taken as read and noted.

4327.8 Mr. Reynolds advised that;

- Recommendations from the Procurement Review Report carried out by Mr. David Orr are being progressed. The proposed revised structure for the Procurement Department will be key to success.
- Revisions to the CIE Group Procurement Policy and Procedures are being prepared.
- The level of bespoke customised contracts will decrease once the standard contract is improved.

4327.9 Contracts and Selection and Award Criteria

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

The board gave its approval for the following:

4327.10 Road Fleet Framework Agreement – Selection and Award Criteria

The selection and award criteria as presented for the establishment of the Road Fleet Hire Services Framework Agreement 2015-2017.

It was noted that:

- Requirements will be tendered annually to members of the Framework Agreement.
- The estimated value to be let under the Framework Agreement is in the order of [REDACTED] million excluding VAT.

4327.11 Points and Crossings Contract – Selection and Award Criteria

The selection and award criteria as presented for the contract for the supply and delivery of points and crossings.

It was noted that:

- This contract will operate for a period of [REDACTED] years.
- The estimated value of the orders to be awarded under the contract is [REDACTED] million excluding VAT.

4327.12 Electrical Systems and Services – Contract Award and Framework Agreement

- (a) The award of a contract for the provision of "electrical systems inspections, routine replacements and emergency response services" to Contractor A, for a period of up to [REDACTED] years at a estimated annual cost of [REDACTED] million inclusive of non-recoverable VAT.
- (b) The establishment of multi party Framework Agreement for a period of up to [REDACTED] years with the following companies for the provision of "electrical systems and services remedial works" identified from the inspections undertaken in (a) above at an annual estimated cost of [REDACTED] inclusive of non-recoverable VAT:

KN Networks Services Ltd.
MD Electrical
MJ McGrath Electrical
Global Rail Services

It was noted that the funding source for the above contracts will be the MAC.

4327.13 Piling and Boundary Wall Works at Broadstone – Contract

The award of a contract to Sisk for piling and boundary wall works at Broadstone at a cost of [REDACTED] million exclusive of VAT.

It was noted that:

- The non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED] million.
- The Rail Procurement Agency (RPA) will pay all costs incurred through funds provided by the NTA for the Luas Cross City project.

4327.14 Procurement Timetable for 2014

The up to date Procurement Timetable for 2014 previously circulated was taken as read and noted.

Mr. Reynolds left the meeting at this time.

4328 **ADMINISTRATIVE ITEMS**

4328.1 Transactions for Approval, Sealing and Signing

The transactions (7) 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

4329 **ITEMS FOR NOTING**

4329.1 **Chairman's Report to the Minister**

The Chairman's Report to the Minister following the board meeting on 24th June 2014 previously circulated was taken as read and noted.

4329.2 **Miscellaneous**

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Infrastructure Advisory Group Minutes 12th June 2014.
- (b) Trains Advisory Group Minutes 17th June 2014.

4330 **ANY OTHER BUSINESS**

In response to Mr. Wynne, the Chairman confirmed that the former EU Separation Project Manager, Mr. [REDACTED] had left the company on standard voluntary severance terms.

Mr. Cronin and Mr. Franks left the meeting at this time.

4331 **PRIVATE SESSION**

4331.1 [REDACTED]

4331.2 [REDACTED]

4331.3 [REDACTED]

4332 **DATE AND LOCATION OF NEXT MEETING**

Tuesday 23rd September 2014 at 9.30am in Heuston Station.

Chairman

PJL [Signature]

Date

230914

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Licence Agreement in duplicate with the National Roads Authority, for the installation, testing, maintenance and use of one 110mm rising main foul sewer pipe, on the Board's property at OBR267 at 53 miles 200 yards on the Dublin to Wexford Railway Line, in the Townland of Ballylarkin, Inch, Co. Wexford, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
2. Surrender of Lease in duplicate with Blinds of Ireland Ltd., in respect of a lease of property at Strandville Avenue, Dublin 3.
3. Surrender of Lease in duplicate with Blinds of Ireland Ltd., in respect of a lease of property at 121 North Strand Road, Dublin 3.
4. Airspace Lease in duplicate with Shaws Lane Management Co. Ltd., for a gantry which overhangs their property at Shaws Lane, Sandymount, Dublin 4, in respect of the City Centre Resignalling Project Phase 3, for a consideration of [REDACTED] if requested, for a term of [REDACTED] years.
5. Deed of Variation in duplicate with Subway of Ireland Ltd., to note a [REDACTED] [REDACTED] [REDACTED] whichever is the greater, to a maximum rent of [REDACTED] per annum, for a Retail Kiosk at Tara Street Station, Dublin 2. Other terms and conditions which deviate from the original Lease are also noted in the Deed of Variation.
6. Lease in duplicate with [REDACTED] for a premises at 121 North Strand Road, Dublin 3, to be used for motor and fuel injector repairs and sales, for a term of [REDACTED] years, for a consideration of [REDACTED] per annum.
7. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XR085 at 58 miles 1,000 yards on the Dublin to Wexford Line, for a consideration of [REDACTED]

Company Secretary
Iarnród Éireann
28th August 2014

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] for lands, part of the Board's property, to the rear of 25 Ailesbury Park, Ballsbridge, Dublin 4, for recreational purposes only, for a licence period of [REDACTED] years, for a licence fee of [REDACTED] per annum.
2. Licence in duplicate with Werdna Ltd., to allow CIÉ/IE use part of their lands at Marsh Road, Drogheda, Co. Louth, as a works compound when carrying out essential maintenance works at Boyne Viaduct, Drogheda, Co. Louth, for a term of [REDACTED] for a consideration of [REDACTED]
3. Licence in duplicate with [REDACTED] as Trustees of Moate Golf Club, for a premises at Moate Station Goods Store, on the closed Mullingar to Athlone Railway Line, for use as a tool shed and storage purposes in connection with the Golf Club, for a period of [REDACTED] years, for a licence fee of [REDACTED]
4. Licence in duplicate with Shaws Lane Management Co. Ltd., to allow Córas Iompair Éireann and Iarnród Éireann access to install equipment and construct a gantry to carry out works, at Shaws Lane, Sandymount, Dublin 4, in respect of the City Centre Resignalling Project Phase 3, for a licence fee of [REDACTED] for a licence period of [REDACTED]

Company Secretary
Iarnród Éireann
28th August 2014

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 TWO HUNDRED AND EIGHTY SEVENTH
BOARD MEETING HELD ON 23RD SEPTEMBER 2014
AT 9.30am IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Mr. Frank Allen	Director
Ms. Tracey McGee	Director
Mr. John Moloney	Director
Mr. James Nix	Director
Mr. Flor O'Mahony	Director
Mr. Tommy Wynne	Director

IN ATTENDANCE:

Mr. John Cassidy	Safety Advisor (part)
Mr. Richard Clarke	AD Little (part)
Mr. Aidan Cronin	Chief Financial Officer
Mr. Gerry Culligan	Commercial Director (part)
Mr. Don Cunningham	Director Infrastructure Manager (part)
Ms. Geraldine Finucane	Company Secretary
Mr. Mike Flannery	Chief Operating Officer, CIE
Mr. David Franks	Chief Executive
Capt. Aedan Jameson	Harbourmaster, Rosslare Europort (part)
Mr. John Lynch	General Manager, Rosslare Europort (part)
Mr. Jim Meade	Director Train Operations (part)
Mr. Cliff Perry	Chairman Safety Advisory Group and Trains Advisory Group (part)
Mr. Michael Reidy	Strategic & Business Planning Manager, IM (part)
Mr. Colm Reynolds	Chief Procurement Officer (part)
Capt. Kevin Richardson	Designated Person, Rosslare Europort (part)

ABSENT: Apologies were received from Ms. Patricia Golden.

MIN NO.

4333 MINUTES

4333.1 The Minutes of the meeting held on 28th August 2014 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 4325.11

[REDACTED]

[REDACTED]

Mr. Cunningham"

4333.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4334 CHAIRMAN'S COMMENTS

4334.1 The Chairman stated that he was pleased that an agreement was reached at the Labour Relations Commission (LRC) between management and the trade unions

which meant that the work stoppages planned for last weekend did not take place. He stated that he was looking forward to a positive outcome to the ballots that are taking place in the next few weeks which should mean that there will be no further work stoppages.

4334.2 The Chairman noted that the temporary reduction in salary does not on its own solve Iarnród Éireann's financial problems. However, as a result of the payroll agreement the Government is now more likely to engage with the company to achieve a sustainable solution. An integral part of the LRC agreement is the active participation by management and staff in the Cost Containment Committee chaired by the Chief Executive. He urged both unions to re-engage with this Committee and work with management in identifying and implementing efficiencies in the company. He stated that he accepted that there are issues on the management side which need to happen to help progress matters.

4334.3 The Chairman advised that he and the Chief Executive had met with the new Minister for the third time. A good comprehensive briefing was given which focused on the financial sustainability of the company. The Minister was well engaged and understood the difficulties of the financial situation. The indications are that he will go to Cabinet and push for further short term and long term funding for Iarnród Éireann.

4334.4 The board meeting proposed for Galway before the end of the year is now not possible. This will be planned for early in the New Year instead. Two other locations will also be visited during 2015. An off-site strategy session for the board is also being considered.

4335 CHIEF EXECUTIVE'S REPORT

4335.1 The Chief Executive's Report including key performance indicators (KPIs) for Period 8 2014 previously circulated were taken as read and noted. KPIs for Period 9 2014 were circulated.

4335.2 Mr. Franks presented his report and the following matters were discussed:

- It has been emphasised to Balfour Beatty that the incident on 20th August 2014 whereby one of their drivers passed a signal at danger, must be treated very seriously.
- The incident on 15th August 2014 arising from an inconsistency in signals due to a faulty electronic insulated block joint detector, is to be referred to Mr. David Wilkinson. **Mr. Franks**
- Work carried out on the rail review indicates that additional subvention of **€11** million is required in 2015 to ensure that the company can continue as a Going Concern. While such funding would prevent a further deterioration in shareholders' funds, it would not address the ongoing issue of the underfunding of the company's asset base. This has been calculated at an additional **€11** million. The Minister has been presented with these figures and understands the implications of the funding gap. There appears to be a political will to solve the 2015 solvency issue. However, the total solution of approximately **€11** million p.a. will not come from the Government alone. A presentation on this topic is to be given at the next meeting. **Mr. Franks**
- As EU funding may be available for certain individual projects, Iarnród Éireann has to pursue this matter further in the future.
- The Strategic Framework for Investment in Land Transport (SFILT) consultation document displays a negative sentiment towards the railway which is understandable given the recent industrial action and the heightened awareness of the company's financial difficulties. A presentation on this document is to be given later in the board meeting.
- Risk Solutions are carrying out a risk assessment on the shortfall in funding. Their report is expected by 26th September 2014 which will be made available to the Railway Safety Commission (RSC), the National Transport Authority (NTA) and the Department of Transport, Tourism and Sport (DTTAS).
- Recent indications from the NTA are that the DART Expansion Project is likely to be deferred in favour of the Phoenix Park Tunnel Initiative. A Business

Case in respect of the Phoenix Park Tunnel must be presented to the board. The long term viability of any proposal in this regard will depend on the level of subvention required. Such subvention will have to be ring fenced.

- Iarnrod Éireann must do all that it can to ensure that the Railway Order in respect of the DART Expansion Project is not allowed to lapse.
- Due to the lack of investment in the asset base, a serious degradation issue has arisen in respect of the Cherryville Junction Relay Room. It could take up to € million to rectify. It was agreed that RSC should be notified.
- It was suggested that details of the results of the international benchmarking of Iarnrod Éireann services should be publicised. **Mr. Kenny**

4335.3

Chief Executive's Half Year Letter to the Chairman for 2014

The proposed contents for the Chief Executive's Half Year Letter to the Chairman for 2014 previously circulated was taken as read and noted. A number of amendments were suggested.

4336

SAFETY

Capt. Aedan Jameson, Harbourmaster, Rosslare Europort, Mr. John Lynch, General Manager, Rosslare Europort, Mr. Cliff Perry, Chairman, Safety Advisory Group (SAG) and Capt. Kevin Richardson, Designated Person, Rosslare Europort, joined the meeting at this time.

4336.1

Rosslare Europort Safety Review

The Report of the audit of the Rosslare Europort Marine Safety Code previously circulated was taken as read and noted.

4336.2

[REDACTED]

4336.3

[REDACTED]

4336.4

[REDACTED]

4336.5

[REDACTED]

Capt. Jameson, Mr. Lynch and Capt. Richardson left the meeting at this time.

4336.6

AD Little Review of Safety Performance

Mr. John Cassidy, Safety Advisor, Mr. Richard Clarke, AD Little, Mr. Don Cunningham, Director Infrastructure Manager and Mr. Jim Meade, Director Train Operations, joined the meeting at this time.

4336.7

Mr. Clarke gave a history of AD Little's involvement with Iarnród Éireann since 1998 which led to railway safety funding being provided for a number of years. The

funding programme finished in 2013. During 2013 concerns were raised with respect to signals passed at danger (SPADs), level crossing incidents and increased lost time accidents (LTAs) to employees. Also the company was restructured in 2014. Given these developments AD Little were asked to carry out a short penetrative review during 2014.

4336.8

Mr. Clarke outlined the objectives, scope and approach to this review. He outlined the key findings and recommendations which have been accepted by management. He stated that safety performance in Iarnród Éireann is good (in the top quarter) in comparison to other European railways. However, while the company has come a long way since the Knockcroghery derailment in 1997, it should now maintain its good position and look to the future. He outlined development opportunities and noted that investment in human capital is overdue (especially at graduate recruitment level). Associated issues include succession planning, the underpinning of knowledge and the retention of key expertise. He then went through the nine recommendations in greater detail for the information of the board.

4336.9

Matters discussed included the following:

- A copy of the AD Little report is to be sent to the board. Mr. Cassidy
- A disappointing aspect of the report is that there was only a 52% return on the survey issued to the "leaders" for completion.
- A broad based front line campaign to drive the safety culture is required with focus from both directions (management and front line staff).
- Any training programme that is development should not fade after 6/7 years.
- A "track to zero" programme should be defined narrowly and focus staff on safety matters which are within their control. Nobody should be allowed to use the shortage in funding as an excuse for not dealing with matters which are within their control.
- There is a certain layer in management that need to be galvanised. This may require training in leadership skills and safety knowledge.
- Key characteristics of a programme that would change management culture.
- Difficulties in implementing sanctions at lower levels in cases of non-compliances must be overcome.
- It needs to be communicated to all layers of staff that the board is doing all it can to resolve the gap in funding.
- The organisation must accept that individual line managers are responsible for safety and not the Safety Department.
- There must be greater attention to detail at every level of the organisation i.e. every minor incident must be investigated and the cause identified.
- The necessary changes to safety processes within the organisation arising from the restructuring into the Infrastructure Manager (IM) and the Railway Undertaking (RU) have been carried out and validated.
- More progress is required in the area of the retention of corporate knowledge.
- A report is to be brought to the board on the implementation of the general recommendations (as they affect processes, procedures and systems) arising from the investigation by the Railway Accident Investigation Unit (RAIU) into the collapse of the Malahide Viaduct. Mr. Cunningham
- Even with an incomplete train protection strategy (TPS) in Ireland, Iarnród Éireann's SPADs statistics are favourable compared to the UK. However, a lot of work can still be done and it only takes one incident to change everything.
- Forty actions arising out of the AD Little's nine recommendations have been identified. These are being addressed by the IM and the RU. An action plan is to be presented at the next board meeting.

Mr. Cunningham and Mr. Meade

Mr. Clarke, Mr. Cunningham and Mr. Flannery left the meeting at this time.

4336.10

Safety Report

The Safety Report including an update of the Safety Plan for Quarter 3 2014 previously circulated was taken as read and noted.

4336.11

Mr. Cassidy circulated an Executive Summary of his report which covered the following matters:

- SPADs,
- Level crossings.
- LTAs.
- Third party accidents.
- Summary of actions from the Safety Plan.

4336.12 A technical solution for level crossings is expected to be brought to the board by October 2015. If a high cost solution is required to satisfy the RSC, this should be challenged particularly if a low cost solution is found to work elsewhere.

4336.13 A lot of work has been done in the area of dedicated signage etc. on those user operated level crossings which have now become public road crossings. While 47 such crossings exist, they do not have CCTV because they do not rank as crossings with the most significant risk.

4336.14 **Safety Advisory Group (SAG)**

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

4336.15 The Chairman advised that he had asked the new Minister to appoint a director with railway safety experience to fill the board vacancy.

4336.16 **SAG Terms of Reference**

Draft revised Terms of Reference for the SAG previously circulated were taken as read and noted.

4336.17 The board gave its approval for the revised Terms of Reference as presented.

Mr. Cassidy left the meeting at this time.

4337 **TRAIN OPERATIONS**

Mr. Gerry Culligan, Commercial Director, joined the meeting at this time.

4337.1 **Train Operations Report**

The Train Operations Report including key performance indicators (KPIs) for Period 8 2014 previously circulated was taken as read and noted.

4337.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety.
- Performance.
- Enterprise refurbishment report.
- Financial performance.
- Human Resources.
- Revenue protection.

4337.3 Matters discussed included the following:

- A fleet reliability report for each fleet benchmarked with European statistics is to be brought to the board in due course. **Mr. Meade**
- An analysis of the methodology behind and results of revenue protection work is to be communicated to staff in a better way as there is a perception that the level of such work is insufficient. **Mr. Culligan and Mr. Kenny**

[REDACTED]

4337.4 **Driver Reminder Appliance (DRA)**

The advisory note to update the board on progress with the DRA previously circulated was taken as read and noted.

4337.5 Commercial Report

The Commercial Report including KPIs for Period 9 2014 previously circulated was taken as read and noted.

4337.6 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- The macro economy continues to improve.
- The impact of the stoppages on Period 9 2014 performance.
- There has been a soft start to performance in Period 10 2014.
- Marketing activity.
- NTA matters.
- Customer relationship management (CRM).
- Customer First Programme.
- Station retail.
- Freight.

4337.7 It was agreed that customers should be informed that Iarnród Éireann acknowledges that there are problems with the Wi-fi service but that these are being addressed,
Mr. Culligan and Mr. Kenny

4337.8 Belmond (Grand Hibernian) Tour

The memorandum previously circulated was taken as read and noted.

4337.9

[REDACTED]

4337.10

[REDACTED]

4337.11 Trains Advisory Group (TAG)

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

4337.12 The Chairman of the TAG, Mr. Perry, advised that the TAG is continuing to emphasise the continuing shortage of heavy maintenance funding. In addition, the Intercity railcars (ICRs) are continuing to have wheel bearing problems.

4337.13 Mr. Meade advised of the work being carried out to address the wheel bearing problems. He also referred to the track side acoustic monitoring procurement process. The Chairman asked him to provide more details in his next report.

Mr. Meade

Mr. Culligan and Mr. Meade left the meeting at this time.

4338 INFRASTRUCTURE MANAGER (IM)

Mr. Don Cunningham, Director Infrastructure Manager and Mr. Michael Reldy, Strategic & Business Planning Manager, IM, joined the meeting at this time.

4338.1 Infrastructure Manager (IM) Report

The IM Report including KPIs for Period 9 2014 previously circulated was taken as read and noted.

4338.2 Mr. Cunningham circulated an Executive Summary of his report which covered the following matters:

- Safety and security Incidents recorded during Period 9 2014.
- Financial results for Period 9 2014.
- Engineering asset performance.
- General issues
 - o Only a low cost technical solution is to be pursued for level crossings.
 - o The cost to rectify the serious degradation issue at the Cherryville Junction Relay Room will be approximately [REDACTED] million. The NTA should be encouraged to produce additional funding for this project. The RSC is aware of the issue. In addition to Cherryville, the position at Limerick is to be reviewed.
 - o An early indication is to be sought of the outcome of the work being carried out by AECOM on behalf of the NTA into the revisit of the Business Case for the DART Underground Project and DART Expansion Programme.

Mr. Cunningham

4338.3 **Strategic Framework for Investment in Land Transport (SFILT) Consultation Document**

Mr. Reidy circulated a presentation on the SFILT consultation document. It covered the following matters:

- Summary of the Framework.
- The Framework's negative rail sentiment must be challenged.
- The need to highlight the many positive aspects of the rail network.
- Ireland's ambition for rail is out of sync with the attitude in Europe.
- The need to grasp the unique opportunity of a new rail policy.

4338.4 Matters discussed included the following:

- The consultation document is too focused on economic growth.
- Insufficient or no mention in the document of the following:
 - o Public transport as a means to help Ireland reach its gas emission reduction targets.
 - o Shadow cost/damage cost/harm to society cost.
 - o Health Impact of air quality.
 - o Electrification.
- Iarnród Éireann should emphasise that it fulfilled its part of the bargain e.g. development of the Kildare Route Project, whereas the strategic land use proposals were not fully implemented (e.g. Adamstown, Spatial Strategy).
- Upgrade of road infrastructure -v- how to achieve a greater modal shift towards public transport.
- While listing all of Iarnród Éireann's priorities for investment as a demonstration of its long term vision, the company should focus on what is achievable.
- Market share of transport corridors.
- Lobby to have a seat at the table when rail policy is being considered. Otherwise, it could be developed without the company's involvement.

4338.5 It was agreed that Mr. Franks and Mr. Reidy would finalise Iarnród Éireann's response to the consultation document and would then circulate a copy to the board.

Mr. Franks and Mr. Reidy

Mr. Reidy left the meeting at this time.

4338.6 **Capital Expenditure Proposals**

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

The board gave its approval for the following:

4338.7 **Portmarnock Car Park Extension - Design and Construction**

Expenditure of [REDACTED] to undertake the design and construction works to facilitate the permanent extension of Portmarnock Car Park, subject to funding from the NTA.

- 4338.8** XG004 Ashtown Level Crossing – Strategic Land Purchase
Expenditure of [REDACTED] to purchase a parcel of land adjacent to Ashtown Level Crossing in order to remove a key risk to the future elimination of this manned level crossing on the Maynooth Line, subject to funding from the NTA.

4338.9 Closeout Reports

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

- 4338.10** The board gave its approval for the closeout of the following IM projects:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance		Contingency		
				€'000	%	App'vd €'000	Used €'000	%
CIR00682	Kildare Accessibility	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00681	Sallins Accessibility	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00685	Newbridge Accessibility	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00429	UBC 247 Multeen River	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00736	Points Heaters	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
IM Total		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Mr. Cunningham left the meeting at this time.

4339 CENTRAL SERVICES

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

4339.1 Finance

The Finance Report for Period 8 2014 previously circulated was taken as read and noted. An abridged Finance Report for Period 9 2014 was circulated.

- 4339.2** Mr. Cronin presented his reports and the following were noted:

- The net financial impact of the industrial action during the period amounted to a cost of [REDACTED]
- It will be a challenge to meet the stock level reduction targets by the year end.
- The public service obligation (PSO) audit is complete.
- The Revenue Commissioners are still considering Iarnród Éireann's arguments following the Duty audit carried out by Customs.

4339.3 Procurement

The Procurement Report for Period 9 2014 previously circulated was taken as read and noted.

4339.4 Selection and Award Criteria

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

The board gave its approval for the following:

4339.5 Repair and Overhaul of Engines and Generators

The selection and award criteria as presented for the proposed tender for the repair and overhaul of engines and generator sets.

It was noted that:

- The total estimated contract value is [REDACTED] million exclusive of VAT based on a maximum contract duration of [REDACTED] years.
- It is proposed to award a contract for [REDACTED] years with an option to extend it for a further [REDACTED] year period.

4339.6 Supply and Delivery of Rail

The selection and award criteria as presented for a contract for the supply and delivery of rail.

It was noted that:

- This contract will operate for a period of [REDACTED] years.
- The annual estimated value of work to be awarded under the contract is [REDACTED] million excluding VAT.

4339.7 Print Management Services – Framework Agreement

The award criteria as presented for the establishment of a Framework Agreement for print management.

It was noted that:

- This Framework Agreement will operate for a period of [REDACTED] years.
- The current estimated annual cost of print management is [REDACTED] excluding VAT.

4339.8 Disposal of Scrap Permanent Way materials 2014

The memorandum previously circulated was taken as read and noted.

4339.9 The board gave its approval for the disposal of additional scrap rail, in accordance with CIE Group policies and procedures, giving a revised estimated sales value of [REDACTED] for 2014 for the disposal of [REDACTED]

4339.10 Procurement Timetable for 2014

The up to date Procurement Timetable for 2014 previously circulated was taken as read and noted.

Mr. Reynolds left the meeting at this time.

4340 **ADMINISTRATIVE ITEMS**

4340.1 Appointment of Auditors

The memorandum previously circulated was taken as read and noted.

4340.2 It was proposed by Mr. Allen and seconded by Ms. McGee and resolved:

- "1. That subject to the consent of the Minister for Transport, Tourism and Sport under Section 19(3) of the Transport (Re-Organisation of Coras Iompair Éireann) Act 1986, that PricewaterhouseCoopers, Chartered Accountants and Registered Auditors, be and are hereby appointed Auditors for the year ended 31st December 2014 and
2. That the remuneration of the Auditors be fixed at no more than [REDACTED] plus VAT for the 2014 audit and [REDACTED] plus VAT for tax compliance services."

4340.3 Transactions for Approval, Sealing and Signing

The transactions (2) for approval and sealing at the meeting were approved and sealed. **Appendix I**

The transactions (2) for approval and signing at the meeting were approved and signed. **Appendix II**

Mr. Cronin and Mr. Franks left the meeting at this time.

4341 **PRIVATE SESSION**

4341.1

[REDACTED]

Mr. Franks and Mr. Reidy

4341.2 [REDACTED]

4341.3 [REDACTED]

4341.4 [REDACTED]

4341.5 [REDACTED]

4341.6 [REDACTED]

4342 **DATE AND LOCATION OF NEXT MEETING**
Tuesday 28th October 2014 at 9.30am in Heuston Station.

Chairman

P. O'Leary

Date

28/10/14

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with Cosgrave Transport (Limerick) Ltd. and [REDACTED] for a premises which is part of the former Freight Yard at North Esk, Cork, for the non-retail storage and distribution of plant and equipment and the positioning of a portable cabin, for use as an administration office, for a term of [REDACTED] years, for a rent of [REDACTED]
2. Licence in duplicate with Westmeath Co. Co. to them to construct and operative a public cycling facility on the closed Railway Line from Mullingar to Athlone, as part of the Department of Transport's proposed Dublin to Galway National Cycle Route, for a licence period of [REDACTED] years for a nominal annual fee of [REDACTED]

Company Secretary
Iarnród Éireann
23rd September 2014

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] for a premises, Railway Arch, at Robert Street, Dublin 3, to be used as a mechanic's workshop, for a licence period of 2 years, for a licence fee of [REDACTED].
2. Licence in duplicate with Cork Co. Co., to allow them access to an area of land, to carry out works in relation to the reconstruction of the sea wall, adjacent to the Cork to Cobh Railway Line, at 170 miles 440 yards in the Townland of Courtstown, Little Island, Co. Cork.

Company Secretary
Iarnród Éireann
23rd September 2014

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 TWO HUNDRED AND EIGHTY EIGHTH
BOARD MEETING HELD ON 28th OCTOBER 2014
AT 9.30AM IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Mr. Frank Allen	Director
Ms. Patricia Golden	Director
Ms. Tracey McGee	Director
Mr. James Nix	Director
Mr. Flor O'Mahony	Director
Mr. Tommy Wynne	Director

IN ATTENDANCE:

Mr. Bob Clarke	Chairman, Infrastructure Advisory Group (part)
Mr. Aidan Cronin	Chief Financial Officer
Mr. Gerry Culligan	Commercial Director (part)
Mr. Don Cunningham	Director Infrastructure Manager (part)
Ms. Geraldine Finucane	Company Secretary
Mr. Mike Flannery	Chief Operating Officer, CIE
Mr. David Franks	Chief Executive
Mr. Ronan Gill	Head of Group Finance (part)
Mr. Barry Kenny	Corporate Communications Manager (part)
Mr. Jim Meade	Director Train Operations (part)
Mr. Colm Reynolds	Chief Procurement Officer (part)

ABSENT: Apologies were received from Mr. John Moloney.

MIN NO.

4343 MINUTES

4343.1 The Minutes of the meeting held on 23rd September 2014 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:

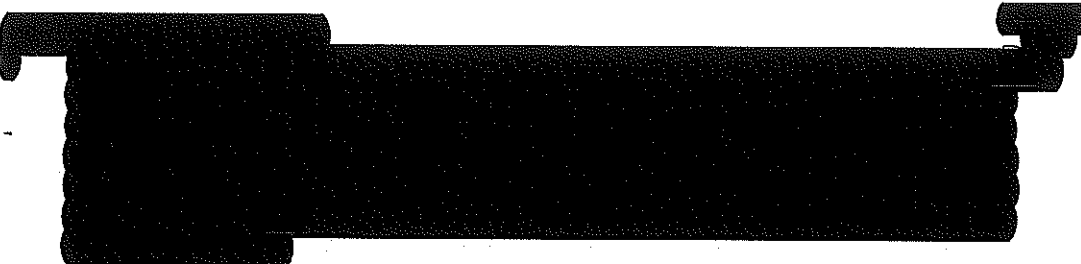
Minute 4334.2

Replace "Cost Containment Committee" with "Cost Management Committee".

4343.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4343.3



Mr. Franks is to follow up on whether the press release in respect of the results of the international benchmarking of Iarnród Éireann services has been issued.

Mr. Franks

4344 CHAIRMAN'S COMMENTS

4344.1 The Chairman advised of the following:

- The Draft 2015 Budget is on the meeting agenda for discussion.
- Progress has been made with the Minister and the Department of Transport, Tourism and Sport (DTTAS) on the funding gap. More work is required in respect of the long term funding position.
- The Railway Safety Commission (RSC) will be carrying out an audit of the company's safety management systems, performance and governance. They have employed a consultancy firm to do this work which will include interviews with the Chairman and two Directors including a Worker Director. This is scheduled for the week commencing 10th November 2014. The Safety Advisor, Mr. Cassidy, will put together an information pack to assist Directors in this process. **Mr. Cassidy**
- The Chairman expressed his thanks to Mr. Allen and Mr. Nix for their input into the company's response to the DTTAS's Strategic Framework for Investment in Land Transport (SFILT) document which was very helpful.
- "Board Effectiveness" will be on the agenda for next month's meeting. The CIE Chairman has decided that a detailed review will not be carried out until 2015. However, progress with the actions agreed at the last review carried out by [REDACTED] formerly of Pricewaterhouse Coopers (PwC), should be reviewed.

[REDACTED]
[REDACTED]
[REDACTED]

4345 CHIEF EXECUTIVE'S REPORT

4345.1 The Chief Executive's Report including key performance Indicators (KPIs) for Period 10 2014 previously circulated was taken as read and noted.

4345.2 Mr. Franks presented his report and the following matters were discussed:

- Passenger revenue is on target.
- [REDACTED]
[REDACTED]
- Mr. Franks is to check whether the feature contained in the first generation Automatic Train Protection (ATP) System (allowing an override of the system by the train driver) is being excluded from the new Train Protection System (TPS) Project which is under way at present. **Mr. Franks**
- A particular item which will be focused on in the forthcoming safety campaign is the issue of lost time accidents (LTAs).
- Following a recent incident whereby a passenger was injured, the force of closing plug sliding doors on InterCity railcars (ICRs) is to be examined. **Mr. Smyth**
- The additional funding of [REDACTED] million announced for 2014 was acknowledged by the board but it was noted that this decision was made very close to the year end. However, while it resolves the potential Going Concern issue for another year, it does not resolve the underlying long term financial problem facing the company.
- Work continues with the NTA on the company's funding requirements for the period 2015 to 2018. Even though initiatives have been identified and included in the Five Year Plan a funding gap still exists and this has been quantified. A number of options to close the funding gap have been discussed. It is clear that significant additional subvention will be required each year even after certain changes to the network have been implemented.
- Any potential opportunities for EU funding are to be followed up. **Mr. Franks**
- The leaf fall and low rail adhesion issues have become more significant in the past two weeks. These have resulted in a number of station overruns and wrong side track signal failures.

- The company should try to facilitate Green Way campaigners when discussing the proposed demolition of a rail over roadbridge on the disused Tuam/Athenry Line as part of the proposal to widen the N63.
- Now that the company has fallen within the ambit of the most recent Freedom of Information legislation, the additional workload will have to be planned for. Advice should be sought from other agencies who have handled this transition well.

Mr. Kenny

4346 INFRASTRUCTURE MANAGER (IM)

Mr. Bob Clarke, Chairman, Infrastructure Advisory Group (IAG) and Mr. Don Cunningham, Director Infrastructure Manager (IM), joined the meeting at this time.

4346.1 IM Report

The IM Report including KPIs for Period 10 2014 previously circulated was taken as read and noted.

4346.2 Mr. Cunningham circulated an Executive Summary of his report. Matters discussed included the following:

- Low cost technical solution for level crossings.
- [REDACTED] million in additional funding (over and above the [REDACTED] million additional funding announced recently) is to be provided in respect of the storm damage which occurred earlier in the year.
- Support for the Green Way campaigners was encouraged but it was emphasised that the DTTAS/National Roads Authority (NRA) must fund any initiatives in this regard.
- [REDACTED]
- [REDACTED]
- Since the collapse of the Malahide Viaduct in August 2009, a new process of maintenance inspections has become embedded. In addition, the knowledge base is building up.

4346.3 Infrastructure Advisory Group (IAG)

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

4346.4 The Chairman of the IAG, Mr. Clarke, advised of the following matters being addressed by the IAG:

- Signalling, electrical and telecoms (SET) asset condition.
- Journey time improvement on the Dublin/Cork Line.
- Route performance management - delay attribution.
- Wrong side track circuit failures due to leaf fall.
- Turnout rationalisation programme.

4346.5 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4346.6 Phoenix Park Tunnel - Scope Change

The board gave its approval for a scope change to the Phoenix Park Tunnel preliminary design project to the value of [REDACTED] to undertake more extensive ground investigations than originally envisaged.

It was noted that:

- This project is being funded by the NTA and
- The total board approved authority for this project will increase to [REDACTED]

4346.7 Closeout Report

The memorandum previously circulated was taken as read and noted.

4346.8 The board gave its approval for the closeout of the following IM project:

PAS	Description	Contingency					
		Approved €'000	Final Outturn €'000	Effective Variance		App'vd €'000	Used €'000
				€'000	%		
CIR100824	CCRP Phase 3 Materials						
IM Total							

4347 SAFETY

Mr. Jim Meade, Director Train Operations, joined the meeting at this time.

4347.1 Action Plan to Address the Recommendations of the AD Little Report

Mr. Meade gave a presentation which covered the following matters:

- Background to the AD Little review carried out during 2014.
- Governance.
- Key considerations.
- Key areas to action.
- How the nine recommendations following the AD Little review are to be addressed.
- Key steps.

4347.2 Mr. Meade concluded his presentation by stating that:

- The action programme requires a brand name.
- Some of AD Little's recommendations overlap and interlock.
- A mapping out of key line management with direct responsibility is to be carried out.
- Specific, measurable, achievable, realistic and time bound (SMART) plans are to be drafted.
- An owner and planned completion date is to be set for each action item.
- The target launch date has been set for 23rd January 2015.

4347.3 Matters discussed included the following:

- Scope of the budget allocation provision.
- Follow up on who and why they didn't complete the recent AD Little survey.
- Importance of engaging front line staff with the action programme to ensure that it is not seen as yet another management programme. It was suggested that Safety Representatives be involved to assist in ensuring that the whole company becomes involved as this is in everyone's interest.

Mr. Clarke and Mr. Cunningham left the meeting at this time.

4348 TRAIN OPERATIONS

Mr. Gerry Culligan, Commercial Director, joined the meeting at this time.

4348.1 Train Operations Report

The Train Operations Report including KPIs for Period 10 2014 previously circulated was taken as read and noted.

4348.2 Mr. Meade circulated an Executive Summary of his report and the main items discussed included the following:

- The seasonal uplift in passenger numbers (especially in the West of Ireland) should have been better anticipated given the work of the Commercial Director.
- The recruitment of apprentices will be publicised and the Minister is to be advised.
- Fuel prices have been hedged for all of 2015 and some of 2016. **Mr. Kenny and Mr. Meade**
- The soil contamination issue at Connolly Station has been resolved. The soil contamination problem in Cork is being managed. However, the soil

contamination issue at Limerick poses the biggest risk and needs to be planned for, because remedial work can be very expensive.

4348.3 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4348.4 Chief Mechanical Engineer (CME) Heavy Maintenance (HM)

The board gave its approval for additional funding of [REDACTED] million to provide additional heavy maintenance on the fleet during 2014.

It was noted that:

- This funding would be in addition to the current approved budget of [REDACTED] million for 2014 and
- This additional heavy maintenance expenditure is to be funded by the DTTAS.

4348.5 Commercial Report

The Commercial Report including KPIs for Period 10 2014 previously circulated was taken as read and noted.

4348.6 Mr. Culligan circulated an Executive Summary of his report and the main items discussed included the following:

- The company should look beyond Europe for information on Wi-Fi service quality, **Mr. Culligan**
- Some UK services which have seat reservation systems operate without on board train hosts.
- It was suggested that staff could be used on board trains to resolve any seat reservation issues and then leave the train just before it departs.

4348.7 Trains Advisory Group (TAG)

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

4348.8 Belmond "Grand Hibernian" Tour

The memorandum previously circulated was taken as read and noted.

4348.9 The board gave its approval for the execution of a contract for the provision of haulage, stabling and passenger services between Belmond, Iarnród Éireann and CIE.

It was noted that:

- The proposed term of this contract is ten years and following execution, Belmond wish to commence passenger operations in May 2016 indicatively.
- The net value of the contract to Iarnród Éireann is [REDACTED] million over the ten year term.

4348.10 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4348.11 Customer First Programme

Subject to clarification on:

- The availability of staff throughout the life of the project,
 - Whether staff costs should be capitalised and
 - The benchmarking of the operating costs to similar types of projects,
- the board gave its approval for:

- (a) Capital expenditure of [REDACTED] million inclusive of non-recoverable VAT on the Customer First Programme. [REDACTED] million of this funding will be drawn from the approved 2014 NTA grant allocation to the Customer First Programme in respect of expenditure to be incurred in 2014, with the balance from the [REDACTED] million NTA approved grant to the Customer First Programme for 2015-2018. This brings the total board approved capital expenditure on the Customer First Programme to date to [REDACTED] million.

- (b) Incremental operational expenditure of [REDACTED] million p.a. inclusive of non-recoverable VAT, commencing in 2017 throughout the seven year support term of the contract. This will be self funded by Iarnród Éireann from 2017 expiring in mid 2024.

4348.12 Given that the level of contingency was considered to be low and, therefore, requires protection, the board decided that all calls on contingency during this project requires Chief Executive approval.

4349 CENTRAL SERVICES

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

4349.1 Contracts

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

4349.2 Customer First Programme

The board gave its approval to award a contract to Cubic Transportation for the design, development, implementation and maintenance of the Customer First Programme system and related services for a value of [REDACTED] exclusive of VAT based on a maximum duration of [REDACTED] years, of which [REDACTED] years is for implementation (design, develop, build and test) followed by a [REDACTED] year support period.

It was noted that:

- The contract award value is to be comprised of:
 - Capital expenditure of [REDACTED] million excluding VAT funded by the NTA,
 - Operational expenditure of [REDACTED] excluding VAT funded by Iarnród Éireann's own resources over the [REDACTED] year period and
- The non-recoverable VAT arising is [REDACTED] giving a total contract value of [REDACTED]

4349.3 It was emphasised that integration with Scheidt and Bachmann will be very important. Therefore, project management will have to be robust and the associated costs very transparent.

Mr. Culligan and Mr. Meade left the meeting at this time.

4349.4 Labour Services Framework Agreement – Selection and Award Criteria

The board gave its approval for the selection and award criteria as presented to facilitate the commencement of the procurement process for the establishment of a framework agreement for labour services.

It was noted that:

- The framework agreement will operate for a period of [REDACTED] years and
- The estimated annual value of this contract is [REDACTED] million excluding VAT.

4349.5 Security Services – Selection Criteria

The board gave its approval for the selection criteria as presented to facilitate the commencement of the procurement process for security services.

It was noted that:

- The estimated value of the contract is [REDACTED] and
- It is proposed to tender a [REDACTED] year contract with an option to extend it for up to a further [REDACTED] years on an annual basis.

4349.6 Building and Structures Maintenance Services – Contract Awards and Establishment of a Framework Agreement

The board gave its approval for:

- (a) The award of contracts for building and structures maintenance services (labour with transport) to:
- (i) Contractor A covering five of eight areas at a value of [REDACTED] million exclusive of VAT. It was noted that the non-recoverable VAT arising is [REDACTED] giving a total contract award figure of [REDACTED] million.

- (ii) Contractor G covering three of eight areas at a value of [REDACTED] exclusive of VAT. It was noted that the non-recoverable VAT arising is [REDACTED] giving a total contract award figure of [REDACTED] million.
- (b) The establishment of a framework agreement for the provision of call off services for emergency works to the following companies under which works to an estimated value of [REDACTED] exclusive of VAT will be undertaken over its [REDACTED] year duration:

Brian Conneely & Company Ltd.
 Cumnor Construction Ltd.
 Global Rail Services Ltd.
 HBS Construction Ltd.
 KN Network Services Ltd.
 Michael Hanrahan Builder
 Kelly Builders Ltd.
 ODM Contract Maintenance Ltd.
 Owen Bee Services Ltd.
 Thomas Agnew & Sons Ltd.
 Tom Byrne Building Maintenance Ltd.
 Townlink Construction Ltd.
 Triur Construction Ltd.

4349.7 Track Welding Services - Framework Agreement

The board gave its approval for the entry into a framework agreement with the following companies for the provision of track welding services:

Global Rail Services Ltd.
 GPX Rail Ltd.
 Lloyd Rail Ltd.

It was noted that:

- This framework agreement will operate for a period of [REDACTED] years.
- The annual estimated value of work to be awarded under this framework agreement is [REDACTED] million excluding VAT.

4349.8 Mr. Reynolds was asked to find out why Balfour Beatty did not tender.

Mr. Reynolds

4349.9 Graduate Engineers Placement Programme - Derogation

The board gave its approval for:

- (a) Retrospective approval for [REDACTED] incurred to date, under derogation, with Engineers Ireland in excess of the threshold limit of [REDACTED] million above which prior board approval should have been sought and
- (b) The continued use of the commercial arrangement, under derogation, for an estimated additional [REDACTED] million with Engineers Ireland for completion of the Graduate Engineer Placement Programme.

4349.10 GSM-R Phase 2 - Contracts

The board gave its approval for the award of the following contracts to facilitate the implementation of Phase 2 of the Global System for Mobile Communications - Railway (GSM-R) Project:

- (a) A call off contract, under a framework agreement, at a value of [REDACTED] million to Kapsh Carrier Com and
- (b) A contract, under derogation, at a value of [REDACTED] to Frequentis AG, for the expansion of the Central Traffic Control (CTC) operator terminals to facilitate Phases 2 and 3 (Phase 3 to be awarded when funding is approved), which will bring the total value of awards under derogation to Frequentis AG to [REDACTED] million.

It was noted that:

- Board approval is required when derogations, once off or cumulatively, exceed [REDACTED] million.

- In 2009 following a procurement process a contract award of [REDACTED] was made to Frequentis AG to integrate various communication systems into a standard touch screen terminal for CTC operators. Although the procurement process included the requirement for future integration with GSM-R, the [REDACTED] contract award excluded the value of the GSM-R requirement as at that time, the GSM-R Project had not received authority to proceed.
- When GSM-R Phase 1 commenced, a number of derogations amounting to [REDACTED] million were made to Frequentis AG. The first derogation for [REDACTED] million caused the total contract award value to then exceed [REDACTED] million and prior board approval should have been sought at that time. The failure to receive approval reoccurred upon the award of each of the two subsequent derogations. Measures have since been put in place to avoid reoccurrence.

4349.11 Procurement Timetable for 2014

The up to date Procurement Timetable for 2014 previously circulated was taken as read and noted.

4349.12 Procurement Report

The Procurement Report for Period 10 2014 previously circulated was taken as read and noted.

Mr. Reynolds left the meeting at this time.

4349.13 Finance

The Finance Report for Period 10 2014 previously circulated was taken as read and noted.

4349.14 Mr. Cronin presented this report in detail.

4349.15 Draft Budget 2015

Mr. Ronan Gill, Head of Group Finance, joined the meeting at this time.

4349.16 Mr. Cronin presented the Draft Budget for 2015 which covered the following matters:

- Budget assumptions.
 - Operational performance 2008-2015.
 - Revenue considerations
NTA approval of the 2015 fares application and marketing campaigns will be key to the delivery of the 2015 revenue budget.
 - Cost considerations.
 - Bank covenants and solvency.
 - Consolidated Profit and Loss Account.
 - Consolidated Balance Sheet.
- The board stated that the budgeted level of Shareholders' Funds is not acceptable.
- Consolidated Cash Flow Statement.
 - Reconciliation of the Five Year Plan to the Draft 2015 Budget.
 - Impact of the [REDACTED] million in additional funding which has recently been announced for 2014 on the outturn for 2014 and on the budget for 2015.

4349.17 The board discussed the draft budget in detail and noted that the additional funding of [REDACTED] million which has been recently announced will get the company through 2015. However, dialogue has to continue regarding long term funding for 2016 onwards. The board asked for further information on a number of matters and it was agreed that an updated version of the budget should be presented at the next meeting.

Mr. Cronin

Mr. Allen, Mr. Gill and Ms. Golden left the meeting at this time.

4349.18 Audit Review Group (ARG)

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

4349.19 The Chairman advised that a paper is to be brought to the board next month outlining terms and conditions of a new voluntary severance scheme.

4349.20 **Revised Terms of Reference for the ARG**
Revised Terms of Reference for the ARG previously circulated were taken as read and noted.

4349.21 The board gave its approval for the revised Terms of Reference for the ARG.

4349.22 **Corporate Communications**
Mr. Barry Kenny, Corporate Communications Manager, joined the meeting at this time.

4349.23 The memorandum previously circulated was taken as read and noted.

4349.24 Mr. Kenny presented his report and referred to the following:

- SFILT response
- An information pack is to be circulated to the board,
- Freedom of Information legislation,
- Social media,
- Corporate social responsibility.

Mr. Kenny

Mr. Flannery and Mr. Kenny left the meeting at this time.

4350 **ADMINISTRATIVE ITEMS**

4350.1 **Transactions for Approval, Sealing and Signing**

The transactions (7) 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

4350.2 **CIE Board Remuneration Committee**

The memorandum previously circulated incorporating draft revised Terms of Reference for the CIE Board Remuneration Committee and a draft Remuneration and Recruitment Policy, previously circulated was taken as read and noted.

4350.3 The Chairman explained the background and purpose of the proposals. These were agreeable to the board.

4350.4 **2015 Timetable**

The Timetable for meetings in 2015 previously circulated was taken as read and noted.

4350.5 It was noted that there may be further amendments.

4351 **ANY OTHER BUSINESS**

4351.1 It was agreed that when the route profitability review has been completed, details should be provided to the board.

Mr. Cronin

4351.2 It was agreed that when the Risk Solutions Report (being carried out for the RSC) is completed, it should be circulated to the board.

Mr. Cunningham and Mr. Franks

Mr. Cronin and Mr. Franks left the meeting at this time.

4352 **PRIVATE SESSION**

4352.1

[REDACTED]

4352.2

[REDACTED]

4352.3

[REDACTED]

4352.4

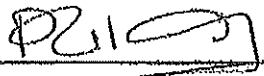
[REDACTED]

4353

DATE AND LOCATION OF NEXT MEETING

Tuesday 2nd December 2014 at 9.00am in Inchicore.

Chairman



Date

02.12.2014

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Closure Agreement, single copy, with [REDACTED] in relation to the closure of Level Crossing XE225 at 1 mile 60 yards on the Tuam to Claremorris Railway Line, for a consideration of [REDACTED]
2. Closure Agreement, single copy, with Galway Co. Co. in relation to the closure of Level Crossing XE225 at 1 mile 60 yards on the Tuam to Claremorris Railway Line, for a consideration of [REDACTED]
3. Licence Agreement in duplicate with Irish Water for the installation, testing, maintenance and use of one steel concrete sleeve pipe containing two rising main sewer pipes on the Board's property at 30 miles 593 yards on the Dublin to Cork Railway Line, in the Townland of Kildare, Co. Kildare, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
4. Lease in duplicate with [REDACTED] for two plots of land at Priorstown Crossing XL130, Kilsheelan, Co. Tipperary, on the Limerick to Waterford Railway Line, for recreational purposes and for storing building materials, for a term of [REDACTED] years, for a rent of [REDACTED]
5. Agreement in duplicate with Mr. Martin Hartigan in relation to the closure of Level Crossing XN101 at 35 miles 230 yards on the Ballybrophy to Killonan Line, for a consideration of [REDACTED]
6. Lease in duplicate with Berwick Solicitors for 16 Eyre Square, Galway for the use of vacant offices and 4 car parking spaces for five years at a rent in year [REDACTED] years [REDACTED] and [REDACTED] and in years [REDACTED] subject to an initial [REDACTED] rent free period.
7. Licence/Consent to Assign in triplicate with Sanrex Pearse Trading Ltd. and Hanover Entertainment Ltd. for Café Sobo which is a retail unit at Pearse Station. Sanrex Pearse Trading Ltd. have a lease for [REDACTED] years from 1st June, 2013 and are now assigning their lease to Hanover Entertainment Ltd.

Company Secretary
Iainróid Éireann
28th October 2014

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Agistment Licence in duplicate with [REDACTED] for two plots of land at Ballycullane Railway Station, Ballycullane, Co. Wexford, on the Waterford to Rosslare Railway Line, for the purposes of farming and grazing, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
2. Licence in duplicate with Ward & Burke Construction Ltd., for a Yard at Kent Station, Cork, to be used for the storage of building materials and machinery associated with the Licensee's business, for a licence period of [REDACTED] months, for a licence fee of [REDACTED]
3. Licence in duplicate with McGinty & O'Shea Ltd., for a Yard at Kent Station, Cork, to be used for the storage of building materials and equipment associated with the Licensee's business, for a licence period of [REDACTED] months, for a licence fee of [REDACTED]
4. Licence in duplicate with [REDACTED] T/A Is Maith Liom Coffee to allow him trade from a portacabin parked at Inchicore Works, Inchicore, Dublin 8, for the sale of hot/cold drinks, light snacks including pre-packed pastries, sandwiches and hot foot, for a licence period of [REDACTED] months, for a licence fee of €[REDACTED]

Company Secretary
Iarnród Éireann
28th October 2014

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 TWO HUNDRED AND EIGHTY NINTH
BOARD MEETING HELD ON 2ND DECEMBER 2014
AT 9.00AM IN INCHICORE**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Mr. John Moloney	Director
	Mr. Flor O'Mahony	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. John Cassidy	Safety Advisor (part)
	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Director Infrastructure Manager (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Aidan Greene	Media Vest (part)
	Mr. Ciaran Masterson	Director Human Resources (part)
	Mr. Jim Meade	Director Train Operations (part)
	Mr. Jimmy Murphy	Publicis (part)
	Mr. Paul O'Kelly	Head of Marketing (part)
	Mr. Cliff Perry	Chairman, Safety Advisory Group and Trains Advisory Group (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)
	Mr. Peter Smyth	Chief Mechanical Engineer (part)

ABSENT: Apologies were received from Ms. Tracey McGee and Mr. James Nix.

MIN NO.

4354 MINUTES

4354.1 The Minutes of the meeting held on 28th October 2014 previously circulated were taken as read and noted.

4354.2 **Outstanding Items**
The memorandum previously circulated was taken as read and noted.

4354.3 It was noted that:

- EU TENS-T funding is being sought via the Department of Transport, Tourism and Sport (DTTAS) and this will be mentioned in the monthly report to the Minister.
- New apprentices will commence their work with Iarnród Éireann on 8th December 2014. The Minister will be in attendance.
- The corporate information pack has been circulated to the board.

4355 CHAIRMAN'S COMMENTS

- 4355.1** The Chairman advised of the following:
- The Customer Service Awards event will take place directly after the board meeting.
 - Mr. Gerry Murphy, has retired as Chief Executive from the National Transport Authority (NTA). He has been replaced by his direct report, Ms. Ann Graham. She knows Iarnród Éireann well and was involved in the recent rail review.
 - The Minister's and Department's efforts in trying to get additional funding for Iarnród Éireann are welcome as a genuine attempt to address the funding issues facing the company.

4356 CHIEF EXECUTIVE'S REPORT

- 4356.1** The Chief Executive's Report including key performance Indicators (KPIs) for Period 11 2014 previously circulated was taken as read and noted.

- 4356.2** Mr. Franks presented his report and the following matters were discussed:
- There has been inconsistency across a number of Garda Divisions on how they deal with fatalities on the line. Further protocols need to be agreed and discussions have taken place on this matter with Gardai at senior level.
 - The recently announced additional funding of [REDACTED] million has not been received yet. It is due to be approved by the Dáil shortly.
 - The effectiveness of the Cost Management Committee is to be reviewed by an independent facilitator.
- [REDACTED]

4357 CENTRAL SERVICES

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

4357.1 Procurement Report

The Procurement Report for Period 11 2014 previously circulated was taken as read and noted.

- 4357.2** It was noted that another reportable procurement non-compliance was identified. Mr. Reynolds outlined how this is to be addressed. He was asked to prepare a paper for the board meeting on 24th February 2015 outlining the following matters:
- Progress on delivering the SAP Contracts Project.
 - Details of where controls fell down on the recently identified non-compliance.
 - An assessment on whether current reporting is fit for purpose or whether it gives the board a false sense of assurance.

Mr. Reynolds

4357.3 Contracts

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

4357.4 Credit Card Merchant Services – Contract

The board gave its approval for the entry into the [REDACTED] year of an existing [REDACTED] year agreement with Barclaycard for the provision of credit card merchant services.

It was noted that the original approval for this contract was in line with threshold levels in December 2010 as the contract was estimated as having a total value of [REDACTED] million over [REDACTED] years. However, due to the growth of online business since then, the projected final value of the contract over the full [REDACTED] year period is now approximately [REDACTED] million thus exceeding the threshold of [REDACTED] million above which board approval is required.

4357.5 Security Services – Award Criteria

The board gave its approval for the award criteria as presented to facilitate the procurement process for security services.

It was noted that:

- The estimated value of the contract is [REDACTED] p.a. and
- It is proposed to tender a [REDACTED] year contract with an option to extend it for up to a further two years on an annual basis.

357.6 Fencing Framework Agreement – Selection and Award Criteria

The board gave its approval for the selection and award criteria as presented for the establishment of a framework agreement for fencing works.

It was noted that:

- This framework agreement will operate for a period of [REDACTED] years and
- The estimated annual value to be awarded under this framework is in the order of [REDACTED] million excluding VAT.

4357.7 Procurement Timetable for 2014

The up to date Procurement Timetable for 2014 previously circulated was taken as read and noted.

4357.8 Capital Expenditure and Contract Proposals – Remote Diagnostics (Nexala) on the Class 29000 Commuter Fleet

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

4357.9 The board gave its approval for the following:

- (a) Expenditure of [REDACTED] (including non-recoverable VAT) to provide remote condition monitoring of the Iarnród Éireann Class 29000 DMU fleet of diesel commuter trains.

It was noted that this project will be fully funded by the NTA.

- (b) The award of the second call off contract as part of the five year single party framework agreement with Nexala for the provision of remote diagnostics at a value of [REDACTED]

It was noted that:

- The second call off contract relates specifically to the expansion of the fleet remote diagnostics to the Class 29000 commuter fleet.
- The approval for the first call off for this contract was authorised in line with threshold levels in December 2011 when the total value of the contract was estimated at [REDACTED] million. However, due to the additional requirements arising since then, the projected contract value over the full [REDACTED] year period is now estimated to be in the order of [REDACTED] million thus exceeding the threshold level of [REDACTED] million above which board approval is required.

Mr. Reynolds left the meeting at this time.

4357.10 Finance

The Finance Report for Period 11 2014 previously circulated was taken as read and noted.

4357.11 Mr. Cronin presented his report and the following matters were discussed:

- Whether Iarnród Éireann should not be benefitting more from the upturn in the economy and consequential increase in traffic congestion. However, it was noted that Government action (by reducing subvention) has resulted in customers having to pay more for the service at a level which is higher than inflation. This may be resulting in a resistance to the level of fares.
- It was noted that the route profitability analysis has demonstrated that no rail route is paying for itself. [REDACTED]

4357.12 Draft Budget 2015

The draft Budget for 2015 previously circulated was taken as read and noted.

4357.13 Mr. Cronin outlined the differences between the draft budget presented at the last board meeting and the current version.

4357.14 Following a detailed discussion of the draft Budget for 2015, it was approved by the board even though:

- It still leaves the company underfunded in terms of the asset (which requires an investment of () p.a.),
- It still leaves the company with a deteriorating Shareholders' Funds position going forward which is unsustainable,
- Additional funding is still required and
- It raises "Going Concern" issues which directors will have to consider when finalising the 2014 Financial Statements because a 12 month view beyond the proposed date for signing has to be taken.

357.15 It was agreed that as a separate exercise, work should be carried out on the potential financial impact on the budget of the cost and benefit of an increase in passenger numbers arising from increased traffic congestion. **Mr. Cronin**

4357.16 Rail Review

The memorandum previously circulated was taken as read and noted.

4357.17 Mr. Cronin outlined the work carried out with the NTA over the past few months. Much of this work was supported by a route profitability study which contained:

- Segment analyses along routes,
- The development of a business case from the segment analyses,
- Details of the loss per passenger journey by route and
- The Impact of closing the least profitable routes.

4357.18 The Minister was presented with the rail review which outlined the true level of subvention required for the whole network. The Minister understands the document and the issues raised which will require to be addressed in the medium to long term. The company will have to keep seeking additional funding in 2015 and 2016.

The Chairman asked Mr. Cronin to brief Ms. McGee on this paper. **Mr. Cronin**

4357.19 The board acknowledged the hard work which went into the preparation of this document and the additional funding of () million which has been promised as a result. This is due to be received shortly. It was suggested that the rail review document should now be used in terms of the company's normal reporting process and as a guide to direct where money should be spent. **Mr. Cronin and Mr. Franks**

4357.20 Audit Review Group (ARG)

The Chairman of the ARG, Ms. Golden, advised of the following matters considered at the ARG meeting held on 21st November 2014:

- The external auditors, PricewaterhouseCoopers, presented their plan for the 2014 audit. Significant risks to be considered are: Going Concern, revenue recognition (including Leapcard revenue) and the risk of fraud.
- The draft Internal Audit Programme for 2015 was considered.
- Four recently issued Internal Audit Reports were discussed including a payroll audit.
- Procurement matters were also discussed with two issues highlighted: Non-compliance and a decision to discontinue the use of requisitions before invoicing as a compliance measure as it is not showing the full picture.
- The revised budget for 2015 was reviewed.
- Compliance by the ARG with its own Terms of Reference was reviewed also.

4357.21 Proposed Revision to Voluntary Severance Terms

Mr. Claran Masterson, Director Human Resources, joined the meeting at this time.

4357.22 The memorandum previously circulated was ~~taken~~ ^{noted} as read and noted.

4357.23 Following discussion the board ~~agreed~~ ^{noted} revised voluntary severance terms as presented. However, it was noted that:

- These revised terms would have to be ratified by the DTTAS and the Department of Public Expenditure and Reform,

- [REDACTED] and

Mr. Masterson left the meeting at this time.

4358 TRAIN OPERATIONS

Mr. Gerry Culligan, Commercial Director, Mr. Aidan Greene, Media Vest, Mr. Jim Meade, Director Train Operations, Mr. Jimmy Murphy, Publicis, Mr. Paul O'Kelly, Head of Marketing and Mr. Cliff Perry, Chairman of the Safety and Trains Advisory Groups, joined the meeting at this time.

4358.1 Presentation on Media and Marketing

Mr. Greene and Mr. Murphy gave a presentation which covered the following matters:

- Why separate creative and media?
- Introduction to both agencies (Publicis and Media Vest).
- Understanding the audience (including the audience's media influences).
- Areas of focus (digital, social, mobile, media partnerships and visual media).
- Various campaigns.
- Next steps.

4358.2 The Chairman stated that the general view is that the economy is picking up. This has led to increased traffic congestion. Iarnród Éireann should be able to benefit from this. He asked for the DART and commuter businesses to be reviewed with this in mind during 2015.

Mr. Culligan

The Chairman also asked for data to be gathered on what time margin commuters give themselves.

Mr. Culligan

4358.3

[REDACTED]

Mr. Greene, Mr. Murphy and Mr. O'Kelly left the meeting at this time.

4358.4 Train Operations Report

The Train Operations Report including KPIs for Period 11 2014 previously circulated were taken as read and noted.

4358.5 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety
 - Signals passed at danger (SPADs), three fatalities and actions arising out of the meeting with the Gardai.
- Performance
 - Public service obligation (PSO) targets: fleet reliability, punctuality performance and availability targets.
- Period 11 2014 finances.
- Human Resources
 - Iarnród Éireann won two innovation awards from the Institution of Railway Operators. It was suggested that the award for addressing anti-social behaviour through community involvement at Broombridge Station should be publicised.

Mr. Kenny

4358.6 Capital Expenditure Proposals

Mr. Peter Smyth, Chief Mechanical Engineer, joined the meeting at this time.

4358.7 The two memoranda previously circulated were taken as read and noted.

4358.8 Heavy Maintenance 2015

The board gave its approval for expenditure of [REDACTED] million for planned heavy maintenance on the Iarnród Éireann fleet during 2015.

It was noted that this project will be financed from the company's own resources utilising part of the additional [REDACTED] million to be received in 2014. However, the company will try and obtain heavy maintenance funding from the DTTAS for 2015 and beyond.

4358.9 The Chairman asked that a presentation outlining progress be given to the board by Mr. Smyth in mid-2015 at a location to be decided, possibly Portlaoise or Drogheda.
Mr. Smyth

4358.10 Line Side Detection System

The board gave its approval for expenditure of [REDACTED] (including non-recoverable VAT) for the design, supply, installation and maintenance of three line side detection systems to provide acoustic detection and advance warning of the failure of train axle bearings.

It was noted that the NTA will provide funding of [REDACTED] for this project with the balance to be funded from the company's own resources.

Mr. Smyth left the meeting at this time.

4358.11 Commercial Report

The Commercial Report including KPIs for Period 11 2014 previously circulated was taken as read and noted.

4358.12 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- Mixed macro economy environment,
- Period 11 2014 performance,
- NTA/DTTAS matters,
- On board Wi-Fi improvements to date (quality is dependent on the national roll out of broadband),
- Seat Reservation System remedial action plan.

4358.13 Mr. Culligan confirmed that all issues raised by the CIE Chairman on the Customer First Programme have been resolved.

4358.14 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4358.15 Integrated Ticketing System Phase 3 - Cork E-Purse

The board gave its approval for additional expenditure of [REDACTED] to complete the implementation of Leap in Cork bringing the total expenditure to [REDACTED] million.

It was noted that:

- The [REDACTED] will cover the cost of the rollout of "Leap e-purse" with the prior expenditure having been approved under the Chief Executive's delegated authority on the following projects:
 - Cork Enabling Works - consisting of detailed site surveys for the location of validation equipment and the ordering of validation equipment with long lead times [REDACTED]
 - The upgrade of Cork ticket vending machines (TVMs) to allow for the loading of product on Leap cards and dispensing Leap cards at TVMs [REDACTED] and [REDACTED]
 - Release weekly and monthly products on Leap in Cork [REDACTED]
- All projects are in receipt of NTA funding.

4358.16 Trains Advisory Group (TAG)

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

4358.17 The Chairman of the TAG, Mr. Perry, stated that the next meeting will focus on what will happen to the customer experience in 2015.

Mr. Culligan and Mr. Meade left the meeting at this time.

359 SAFETY

Mr. John Cassidy, Safety Advisor and Mr. Don Cunningham, Director Infrastructure Manager, joined the meeting at this time.

4359.1 Safety Advisory Group (SAG)

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

4359.2 The Chairman of the SAG, Mr. Perry, stated that it was excellent to see the "remote pilotman" initiative come through the system and get recognition from the Institution of Railway Operators.

4359.3 Review of Safety Plan 2014

The memorandum previously circulated was taken as read and noted.

4359.4 Mr. Cassidy circulated an Executive Summary of the safety plan update which covered the following matters:

- SPADs (the driver reminder appliance fit out is to start in December 2014).
- Level crossings (the technical solution is progressing and there is a campaign to target user behaviour).
- Lost time accidents (LTAs) (psychological trauma cases increased from 11 in 2013 to 21 in 2014).
- Third party accidents.
- Low rail adhesion season.

4359.5 A draft report from the Railway Safety Commission (RSC) audit is expected before Christmas.

Mr. Cassidy left the meeting at this time.

4360 INFRASTRUCTURE MANAGER (IM)

4360.1 IM Report

The IM Report including KPIs for Period 11 2014 previously circulated was taken as read and noted.

4360.2 Mr. Cunningham circulated an Executive Summary of his report. Matters referred to included the following:

- Delayed minutes caused by signalling failures, storms and fatalities.
- General issues such as:
 - Work done in preparation for the low rail adhesion season.
 - Resolution of a computer failure in the suburban signalling system.
 - Recruitment of six new apprentices.
 - Meetings with Wicklow County Council in relation to the Bray Head derailment on 8th July 2014.
 - Results of the first test of the prototype hybrid signalling system.

4360.3 Ejectment Proceedings

The memorandum previously circulated was taken as read and noted.

4360.4 The board gave its approval to commence ejectment proceedings against [REDACTED]

4360.5

Advisory Papers

The following advisory papers previously circulated were taken as read and noted:

- (a) Centralised Traffic Control Centre Strategy Review
[REDACTED]
- (b) DART Underground Project Business Case
Due to passenger demand and population changes, the business case is not as good now as it had been. However, the NTA still appear to be interested in the project because they have asked for further analysis to be carried out between the previous business case and the current business case.
- (c) Fingal Transport Study
Six viable options are being examined.
- (d) Technological Enhancement for User Worked Level Crossings on Single Lines – Potential Low Cost Solutions
[REDACTED] tender returns have been received. A contract will be awarded in January 2015. Eight level crossings will be used during 2015 to test the various systems. This will cost approximately [REDACTED] per crossing.
- (e) Possessions Management Project Update
It was suggested that the implementation of this project should be run in parallel with the launch of the safety campaign in January 2015.

Mr. Cunningham

Mr. Cunningham left the meeting at this time.

4361

ADMINISTRATIVE ITEMS

4361.1

Transactions for Approval, Sealing and Signing

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

Appendix I

The transactions (6) for approval and signing at the meeting were approved and signed.

Appendix II

4361.2

Corporate Governance Updates

The memorandum previously circulated was taken as read and noted.

4361.3

The board noted and agreed with the following revised Corporate Governance documents:

- (a) Code of Business Ethics for Employees,
- (b) Code of Business Ethics for Directors and
- (c) Terms of Reference for the CIE Board Audit and Risk Committee.

4361.4

Fishguard and Rosslare Railways and Harbours Company

The memorandum previously circulated was taken as read and noted.

4361.5

The board gave its approval for the appointment of a Proxy as follows:

[REDACTED]

4362

ITEMS FOR NOTING

4362.1

Chairman's Report to the Minister

The Chairman's Report to the Minister following the board meeting on 28th October 2014 previously circulated was taken as read and noted.

4362.2 **Miscellaneous**

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (i) Safety Advisory Group Minutes 9th September 2014.
- (ii) Audit Review Group Minutes 19th September 2014.
- (iii) Infrastructure Advisory Group Minutes 16th October 2014.
- (iv) Trains Advisory Group Minutes 21st October 2014.

4363 **ANY OTHER BUSINESS**

4363.1 **Board Evaluation**

The memorandum previously circulated was taken as read and noted.

4363.2 The Chairman stated that he will discuss this matter with directors when he has his one to one meetings with them.

4364 **DATE AND LOCATION OF NEXT MEETING**

Tuesday 3rd February 2015 at 9.30am in Heuston Station.

Chairman



Date



APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Wayleave Agreement in duplicate with Dun Laoghaire Rathdown Co. Co., for the installation, testing, maintenance, and use of two 100mm ducts to carry cables associated with new traffic lights, at OBR110 at 8 miles 73 yards on the Dublin to Wexford Railway Line, at Dalkey, Co. Dublin, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
2. Wayleave Agreement in duplicate with Dun Laoghaire Rathdown Co. Co., for the installation, testing, maintenance, and use of two 100mm ducts to carry cables associated with new traffic lights, at OBR105 at 7 miles 1,298 yards on the Dublin to Wexford Railway Line, at Dalkey, Co. Dublin, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
3. Licence Agreement in duplicate with Irish Water, for the installation, testing, maintenance and use of one 315mm foul sewer pipe in the road beneath UBE078 at 25 miles 1,292 yards on the Limerick to Athenry Railway Line, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
4. Licence Agreement in duplicate with Irish Water, for the installation, testing, maintenance and use of one 150mm water main beneath public road Level Crossing XX056 at 160 miles 522 yards on the Manulla to Ballina Railway Line, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
5. Licence Agreement in duplicate with Irish Water, for the installation, testing, maintenance and use of water mains, in respect of the Athlone Watermains Rehabilitation Scheme, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]

Locations as follows:

Loc 1 - UBM679	78 miles 552 yards	Athlone to Westport Line
Loc 2 - UBG108	78 miles 393 yards	Athlone to Galway Line
Loc 3 - UBG106	78 miles 24 yards	Athlone to Galway Line
Loc 4 - UBG105	77 miles 1,614 yards	Athlone to Galway Line
Loc 5 - UBG 104	77 miles 1,300 yards	Mullingar to Athlone Line
Loc 6 - UBA83	80 miles 675 yards	Portarlinton to Athlone Line
Loc 7 - XG100	77 miles 740 yards	Mullingar to Athlone Line
Loc 8 - OBA80	79 miles 992 yards	Portarlinton to Athlone Line

Company Secretary
Iarnród Éireann
2nd December 2014

1. Licence in duplicate with [REDACTED] to allow her place her mobile kiosk at Portmarnock Railway Station, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] months, for a licence fee of [REDACTED]
2. Licence in duplicate with [REDACTED] to allow him place his mobile kiosk at Donabate Railway Station, for the sale of hot/cold drinks, newspapers and light snacks, including muffins, croissants and Danish pastries, for a licence period of [REDACTED] months, for a licence fee of [REDACTED] per annum.
3. Licence in duplicate with PD Two Film Productions Ltd., in respect of Railway Arches beneath Connolly Station, Dublin 1, to be used as a location for filming of a television production, for a licence period of [REDACTED] months, for a licence fee of [REDACTED]
4. Licence in duplicate with [REDACTED] to allow her place her mobile kiosk at Howth Junction and Donaghmede Railway Stations, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] months, for a licence fee of [REDACTED]
5. Licence in duplicate with Cork Co. Co., to allow them enter onto CIÉ property, adjacent to the Cork to Cobh Railway Line, to erect temporary fencing and to demolish the collapsed section of a neighbouring sea wall and the construction of a new revetment, for a licence period of [REDACTED] year, for a licence fee of [REDACTED]
6. [REDACTED]

Company Secretary
Iarnród Éireann
2nd December 2014

Freedom of Information Request:
Schedule of Records for IE_FOI_006 : 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	03.02.2015	IE Board Minutes 3rd February 2015	10	Part Grant	redaction list on sheet 2	
2	24.02.2015	IE Board Minutes 24th February 2015	12	Part Grant	redaction list on sheet 2	
3	31.03.2015	IE Board Minutes 31st March 2015	8	Part Grant	redaction list on sheet 2	
4	28.04.2015	IE Board Minutes 28th April 2015	13	Part Grant	redaction list on sheet 2	
5	26.05.2015	IE Board Minutes 26th May 2015	10	Part Grant	redaction list on sheet 2	
6	24.06.2015	IE Board Minutes 24th June 2015	8	Part Grant	redaction list on sheet 2	
7	25.08.2015	IE Board Minutes 25th August 2015	12	Part Grant	redaction list on sheet 2	

Signed

IE Decision Maker

Redactions			
IE Board Minutes 3rd February 2015			
Page #	Minute #	Section of Act Applicable	Reason
2	4365.2	Section 37 - Personal Information	Personal Information relating to Director Nix
2	4366.1	S15	correction of information
3	4367.2	Section 29 - Deliberations of Public Bodies	ongoing deliberations/consultation with a third party
3	4367.2	Section 35 - Information received in confidence	Protected Disclosures Act 2014
4	4368.2	Section 36(1)(c) - Commercially Sensitive Information	Information which could prejudice the conduct and outcome of procurement and negotiations
4	4368.5	Section 29 - Deliberations of Public Bodies	Deliberations relating to the Infrastructure Advisory Group
5	4370.4	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a fin loss to winning vendor
5	4370.8	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a fin loss to winning vendor
7	4372.3	Section 30 - Functions & Negotiations of Public Bodies	Changes to banking mandate
7	4372.5	Section 36(1)(c) - Commercially Sensitive Information	Information which could prejudice the conduct of negotiations
8	4375.1	Section 35 - Information received in confidence	Private sessions of the board - disclosure would constitute a breach of directors duties - S22 of 1986 Railway Act
8	4375.2	Section 29 (1) - Deliberations of Public Bodies	Safety Deliberations
9	App 1(1-3)	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
10	App 2(1-9)	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
IE Board Minutes 24th February 2015			
Page #	Minute #	Section of Act Applicable	Reason
2	4379.2	Section 37 - Personal Information	Personal Information relating to employees
3	4379.2	Section 29 - Deliberations of Public Bodies	NTA Deliberations
3	4379.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
3	4379.2	Section 40 - Economic & Fin Interests of Public Body	strategy & finances of a public body
3	4380.2	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
4	4381.3	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
4	4381.6 & .7	Section 29 - Deliberations of Public Bodies	Phoenix Park Tunnel Deliberations
5	4381.9 & .10	Section 29 - Deliberations of Public Bodies	Capital Expenditure Deliberations
5	4382.1 & .2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
5	4382.3	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
6	4383.3	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to winning vendor
6	4383.5	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to winning vendor
6	4383.6	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to winning vendor

7	4383.8	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to winning vendor
7	4383.9	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to winning vendor
7	4383.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
8	4383.15	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
8	4386.2	Section 35 - Information received in confidence	Investigation into Protected Disclosures Legislation
9	4387.1	Section 29 - Deliberations of Public Bodies	Pheonix Park Tunnel Deliberations
10	App 1(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
11	App 2(1)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
12	App 3(1)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

IE Board Minutes 31st March 2015

Page #	Minute #	Section of Act Applicable	Reason
1	4389.1	Section 29 - Deliberations of Public Bodies	Deliberations/amendments
2	4390.2	Section 29 - Deliberations of Public Bodies	Deliberations relating to the Chief Executive's Report
2	4391.2	Section 29 - Deliberations of Public Bodies	Deliberations relating to the Audit Review Group
3	4391.6	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
3	4391.7	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
4	4393.2	Section 29 - Deliberations of Public Bodies	Deliberations relating to the Pheonix Park Tunnel
5	4393.3	Section 36(1)(c) - Commercially Sensitive Information	Information which could prejudice the conduct of negotiations
5	4394.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
5	4397.2	Section 35 - Information received in confidence	Protected Disclosures Act 2014
7	App 1(1-8)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
8	App 2(1-4)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

IE Board Minutes 28th April 015

Minute #	Section of Act Applicable	Reason
1	Section 29 - Deliberations of Public Bodies	Deliberations with third party
1	Section 29 - Deliberations of Public Bodies	Deliberations with third party
2	Section 29 - Deliberations of Public Bodies	Deliberations with third party
2	Section 29 - Deliberations of Public Bodies	Deliberations with third party
3	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
3	Section 40 - Economic & Fin Interests of Public Body	strategy & finances of a public body
4	Section 29 - Deliberations of Public Bodies	Deliberations on organisation design
5	Section 29 - Deliberations of Public Bodies	Deliberations on DART expansion business case
6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations

6	4404.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
6	4404.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
7	4404.8	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
7	4405.4	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
7	4405.5	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
7	4405.7	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
8	4405.9	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
8	4405.11	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
8	4405.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
8	4405.14	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
9	4405.16	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
10	4408.4	Section 29 - Deliberations of Public Bodies	Deliberations surrounding organisation layout private sessions of the board - disclosure would constitute a breach of directors duties - S22 of 1986 Railway Act
10	4408.5	Section 35 - Information received in confidence	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
11	App 1(1-14)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
12	App 1(15-16)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
13	App 2(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

IE Board Minutes 26th May 2015

Minute #	Section of Act Applicable	Reason
2 4411.5-4411.7	Section 29 - Deliberations of Public Bodies	Deliberations with third party
2 4412.6	Section 40 - Economic & Fin Interests of Public Body	strategy & finances of a public body
3 4412.7	Section 40 - Economic & Fin Interests of Public Body	strategy & finances of a public body
5 4413.17	Section 37 - Personal Information	Personal Information relating to employee
5 4413.20 & .21	Section 29 - Deliberations of Public Bodies	Deliberations on Forecast & Draft Five Year Plan 2016-2020
6 4414.1	Section 29 - Deliberations of Public Bodies	Deliberations on Pheonix Park Tunnel Design and Construction
6 4416.4	Section 36(1)(c) - Commercially Sensitive Information	Information which could prejudice the conduct of negotiations
7 4418.1 & .2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomair Éireann (CIE) Holding Co
7 4419.1	Section 35 - Information received in confidence	private sessions of the board - disclosure would constitute a breach of directors duties - S22 of 1986 Railway Act
7 4419.2	Section 29 - Deliberations of Public Bodies	DART Expansions Deliberations
7 4419.3	Section 37 - Personal Information	Personal Information relating to employee
9 App 1(1-5)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

10	App 2	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
IE Board Minutes 24th June 2015			
Minute #		Section of Act Applicable	Reason
1	4421.1	Section 37 - Personal Information	Personal Information relating to employee
2	4424.4	Section 40 - Economic & Fin Interests of Public Body	strategy & finances of a public body
2	4424.4	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
3	4425.4 & .5	Section 29 - Deliberations of Public Bodies	Deliberations in relation to DART Expansion
4	4426.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
4	4426.2	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
4	4427.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
5	4427.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
7	App 1(1-7)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
8	App 2(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
IE Board Minutes 25th August 2015			
Minute #		Section of Act Applicable	Reason
1	4432.3	Section 29 - Deliberations of Public Bodies	ongoing deliberations/consultation with a third party
2	4433.2	Section 40 - Economic & Fin Interests of Public Body	strategy & finances of a public body
3	4433.8	Section 40 - Economic & Fin Interests of Public Body	strategy & finances of a public body
4	4433.11	Section 29 - Deliberations of Public Bodies	ongoing deliberations/consultation with a third party
4	4434.6	Section 29 - Deliberations of Public Bodies	ongoing deliberations/consultation with a third party
4	4434.10-4434.14	Section 29 - Deliberations of Public Bodies	ongoing deliberations/consultation with a third party
6	4435.2	Section 36(1)(c) - Commercially Sensitive Information	Information which could prejudice the conduct of negotiations
6	4435.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
6	4435.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
7	4435.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
7	4436.8	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
9	4440.3	Section 35 - Information received in confidence	private sessions of the board - disclosure would constitute a breach of directors duties - S22 of 1986 Railway Act
9	4440.2	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
9	4440.3	Section 35 - Information received in confidence	private sessions of the board - disclosure would constitute a breach of directors duties - S22 of 1986 Railway Act
10	App 1(1-5)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
11	App 2(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
12	App 3(1)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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 TWO HUNDRED AND NINETIETH
BOARD MEETING HELD ON 3RD FEBRUARY 2015
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Ms. Tracey McGee	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
	Mr. Flor O'Mahony	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. John Cassidy	Safety Advisor (part)
	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director
	Mr. Don Cunningham	Director Infrastructure Manager
	Ms. Geraldine Flinucane	Company Secretary
	Mr. Mike Flannery	Group Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Jim Meade	Director Train Operations
	Mr. Colm Reynolds	Chief Procurement Officer (part)

ABSENT: Apologies were received from Mr. Bob Clarke.

MIN NO.**4365 CHAIRMAN'S COMMENTS**

4365.1 The Chairman welcomed everyone to the first board meeting of 2015. He thanked the non-executive directors for making time available for one to one discussions with him recently. These were useful and would help to reach a mutual understanding of what the board will try to achieve during 2015.

4365.2 The Chairman advised of the following:

- The main activity of the board during 2015 will be to work with Iarnrod Eireann and CIE management and the CIE Board to ensure that the Minister, the Department of Transport, Tourism and Sport (DTTAS) and the National Transport Authority (NTA) continue to be focused on addressing Iarnrod Eireann's continuing need for sufficient funding for its operational business and maintenance requirements.
- Effort must also be focused on obtaining funding for expansion and improvement projects such as the DART Underground Project, the Airport Link Project and the Line Speed Improvement Project. This is important because a review of public transport infrastructure investment will be taking place during 2015.
- The board must remain vigilant and challenge and support management to progress improvement in the area of safety management, the procurement process and the Customer First Programme.

- Progress is being made in the transition to paperless board papers. Suggestions for further improvements would be welcomed.
- Changes have been made to board meeting attendance and the reporting format. This will improve the efficiency of the board and reduce repetition. Again any suggestions for improvements would be welcome.
- The DTTAS has confirmed that a new process is being put in place in respect of the appointment/reappointment of non-executive directors to the board. These will be processed through the Public Appointments Service. Guidelines have been issued in this regard. They allow the Chairman of the board to have much greater input to the process. It is expected that this will lead to the appointment of a non-executive director with railway credentials and safety experience to fill the board vacancy which has existed for some time.
- Mr. Nix has taken up an appointment [REDACTED] However, he will try to attend as many board meetings as possible or alternately will participate at meetings by telephone.

Personal
Information

4366 MINUTES

4366.1 The Minutes of the meeting held on 2nd December 2014 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 amendments:

1. Minute 4357.11

Delete from the second bullet:

[REDACTED]

2. Minute 4357.20

Add to the fourth bullet:

"The non-compliance related to maintenance of electrical rotation equipment."

3. Minute 4357.23

Amend:

"Following discussion the board agreed revised voluntary severance terms as presented."

to:

"Following discussion the board noted revised voluntary severance terms as presented."

4366.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4366.3 It was noted that:

- A paper would be prepared to demonstrate the financial impact on the cost and benefit of incremental increases in DART and commuter passenger numbers. **Mr. Culligan**
- The NTA wants the rail review document to be updated for the 2014 actual results and the 2015 Budget. Roland Berger will carry out this work. The Chairman suggested that this work should consider the impact on the Kildare Route if the Phoenix Park Tunnel is opened.
- A review of the effectiveness of the Cost Management Committee is under way.

4367 CHIEF EXECUTIVE'S REPORT

4367.1 The Chief Executive's Report including key performance indicators (KPIs) for Period 13 2014 previously circulated was taken as read and noted. It was also noted that the appendices to this document included:

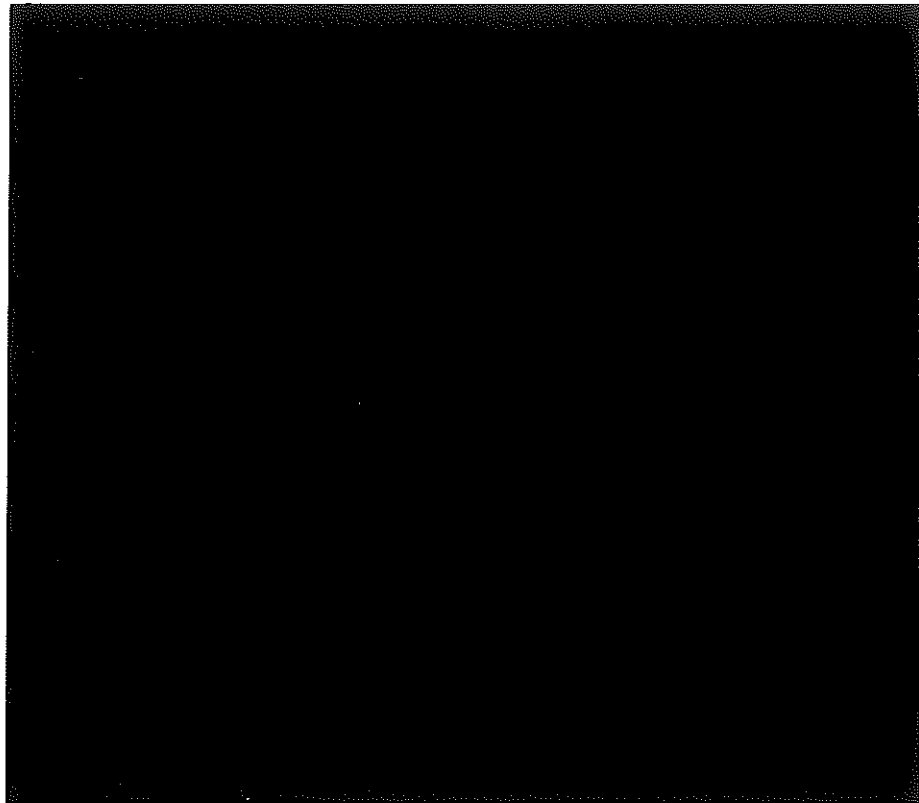
- Draft Financial Results for 2014,
- The Train Operations Report (including commercial issues) and

- The Infrastructure Manager (IM) Report.

4367.2

Matters discussed included the following:

-
-
-
-



Deliberations /
Information
received in
confidence

- Statutory Instruments to amend Rule 29(b) of the 1951 Superannuation Scheme are awaiting signature. When signed, arrangements will be made to appoint over 100 employees into the permanent positions they have been covering. This will result in an increase in pension costs for the employer by approximately €600,000 p.a. which was not included in the 2015 Budget.
- Resources must be put in place to meet the expected high level of requests under the Freedom of Information Act 2014.
- The expected financial outturn for 2014 is a net deficit of €2.17 million compared to a budgeted deficit of €12.988 million and a deficit of €16.415 million for 2013. The improvement of performance over that which was budgeted reflects the additional Exchequer funding received just before the year end as well as unexpected EU funding received during 2014. As a result of the additional funding, earnings before interest, taxation, depreciation and amortisation (EBITDA) was more favourable than budgeted for by approximately €5.6 million. Cashflow also improved as a result but much of the inflow will be absorbed during 2015. While the Balance Sheet was healthier at the end of 2014 than at the start of 2014, Shareholders' Funds still remain well below 50% of the company's called up share capital.
- The company was comfortably within its bank covenants as at 31st December 2014.
- Discussions are taking place with the DTTAS regarding EU TENS-T funding.
- Key focus areas for Period 2 2015 for the railway undertaking (RU) will be:
 - Ballast cleaning on the Cork Line
A Safety Risk Assessment has been carried out. Lessons have been learned from the episode in the UK over the 2014 Christmas period with respect to possessions work. It was suggested that the benefits of ballast cleaning should be publicised at local level.
 - A review of the low rail adhesion season in 2014 to ascertain if any further lessons can be learned.
 - Non-technical skills for District Traction Executives.

- Revenue protection customer survey.
- Key focus areas for Period 2 2015 for the IM will be:
 - Completion of the multi annual contract (MAC) reporting for all works done in 2014. Emphasis must also be placed on finalising MAC funding for the medium and long terms.
 - Ballast cleaning programme and associated track processions.
 - Rollout of the new safety campaign.
 - The finalisation of Iarnród Éireann's comments on the "Review of the NTA Transport Strategy for the Greater Dublin Area (GDA) 2015-2035". It was agreed that these proposed comments would be presented at the next board meeting. **Mr. Cunningham**
- Level of resources to be devoted to the Customer First Programme. It was agreed that a presentation giving details of project resources and staffing, project governance and the project assurance regime should be given to the board. **Mr. Culligan**
- It was agreed that a detailed breakdown should be given to Ms. McGee of the figure of €300,000 agreed with the NTA which is planned for Leap card transfer rebates during 2015. **Mr. Culligan**

4367.3 Proposed Reporting Format for 2015

The memorandum previously circulated was taken as read and noted.

4367.4 It was agreed that:

- The results of the risk management pilot project should be incorporated into the Chief Executive's Report. **Mr. Franks**
- The ARG should review the revised KPI dashboard at its next meeting. **Mr. Cronin and Ms. Golden**

4367.5 Projects Report

The Projects Report for Quarter 4 2014 previously circulated was taken as read and noted.

4367.6 The Chairman suggested that the report should include details of performance against CPI (Cost Performance Index) and SPI (Scheduled Performance Index). **Mr. Cronin and Mr. Cunningham**

4368 INFRASTRUCTURE MANAGER (IM)

4368.1 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4368.2 New Centralised Traffic Control Centre

The board gave its approval for expenditure of [REDACTED] (of which [REDACTED] is not eligible for NTA funding) to determine the most advantageous implementation strategy and location for the new Centralised Traffic Control Centre and to prepare the tender specification for the new control systems, subject to funding from the NTA.

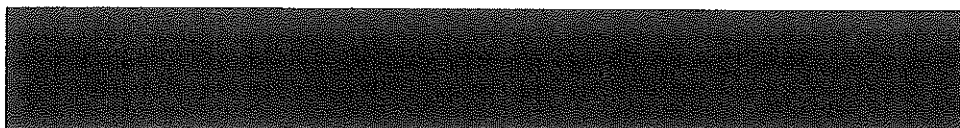
Commercially
Sensitive

4368.3 Infrastructure Advisory Group (IAG)

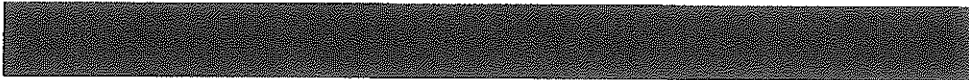
The Report from the Chairman of the IAG previously circulated was taken as read and noted.

4368.4 In response to the Chairman, Mr. Cunningham stated that in Iarnród Éireann's view RSC approval will not be required for journey time improvement work on the Dublin/Cork Line as the work involves the removal of permanent speed restrictions from this 100mph line. He added that track maintenance and renewal work is entirely within Iarnród Éireann's own remit and does not require RSC approval. He confirmed that much of the above work will be carried out during the forthcoming ballast cleaning work.

4368.5



Deliberations



4369 TRAIN OPERATIONS

4369.1 Trains Advisory Group (TAG)

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

4370 CENTRAL SERVICES

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

4370.1 Procurement Report

The Procurement Report for Period 13 2014 previously circulated was taken as read and noted.

4370.2 Mr. Reynolds explained the development of this report. It was agreed that possible amendments to improve this report should be discussed further at the ARG.
Ms. Golden and Mr. Reynolds

4370.3 Contract

The memorandum previously circulated was taken as read and noted.

4370.4 User Worked Level Crossings

The board gave its approval to award a contract to Company A for;

- (a) Phase 1 – the design of solutions for the various types of crossings, the installation of these solutions at eight trial sites, the successful integration of these sites into the Iarnród Éireann infrastructure, the monitoring and development of these sites and the full approvals process to gain acceptance from the RSC at an estimated cost of [REDACTED] exclusive of VAT. It was noted that the non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED]
- (b) Phase 2 – the rollout of the approved solutions and system maintenance at an estimated cost of [REDACTED] exclusive of VAT. It was noted that the non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED] and the Phase 2 Implementation profile will be determined by funding availability under the MAC, with requirements advised to the contractor on an annual basis.

CHECK OJEU

4370.5 It was noted that Company A is Schweizer Electronics.

4370.6 It was agreed that details of the eight sites are to be given to Mr. Wynne.
Mr. Cunningham

4370.7 Selection Criteria

The memorandum previously circulated was taken as read and noted.

4370.8 Overhead Line Equipment (OHLE) Maintenance and Repair Services

The board gave its approval for the selection criteria as presented to facilitate the commencement of the procurement process for the establishment of a contract to carry out maintenance and repair services to Iarnród Éireann's 1500V DC OHLE on the DART network. It was noted that this framework agreement will operate for a period of four years and that the estimated total value of this contract is [REDACTED] excluding VAT.

Commercially
sensitive

4370.9 Procurement Timetable for 2015

The Procurement Timetable for 2015 previously circulated was taken as read and noted.

Mr. Reynolds left the meeting at this time.

4371 SAFETY

Mr. John Cassidy, Safety Advisor, joined the meeting at this time.

4371.1 2015 Safety Plan

The memorandum previously circulated was taken as read and noted.

4371.2 Mr. Cassidy circulated a document which covered the following matters:

- Background to the Safety Plan,
- Safety Programme and
- Actions contained in the 2015 Safety Action Plan to mitigate risk.

4371.3 Matters discussed included the following:

- Success depends on the full engagement of staff and managers (for whom more training is required). Through this engagement a better safety culture can be encouraged.
- Approximately €40 million will be invested in such matters as:
 - GSMR replacement,
 - Level crossings strategy,
 - Driver reminder appliances,
 - System to manage staff competencies,
 - Acoustic monitoring and
 - ATP/CAWS.
- Slogan for the safety campaign.
- Incentive programme/awards arrangement to reward good safety behaviour.
- Zero tolerance -v- an achievable target against which management performance can be measured.
- How better near miss reporting can be encouraged. Open dialogue between management and staff is required in this area. **Mr. Franks**
- Invitations are to be extended to the Rail Accident Investigation Unit (RAIU) and the RSC to attend a board meeting. **Mr. Franks**

4371.4 Following further discussion the board gave its approval for the 2015 Safety Plan.

4371.5 Health and Safety Policy Review

The memorandum previously circulated was taken as read and noted.

4371.6 The board noted the proposed amendment to the Health and Safety Policy. This was approved.

4371.7 Draft Response to the RSC Audit

The draft response to the draft report from DNV GL, who were appointed by the RSC, to carry out the audit, previously circulated was taken as read and noted.

4371.8 The comments made earlier in the meeting were reiterated.

4372 ADMINISTRATIVE ITEMS

4372.1 Transactions for Approval, Sealing and Signing

The transactions (3) for approval and sealing at the meeting were approved and sealed. **Appendix I**

The transactions (9) for approval and signing at the meeting were approved and signed. **Appendix II**

4372.2 Bank of Ireland Mandate

The memorandum previously circulated was taken as read and noted.

4372.3 The board gave its approval for the following:

Functions & negotiations

4372.4 Financial Arrangements

The memorandum previously circulated was taken as read and noted.

4372.5 The board noted that the approval of the CIE Board is to be sought for the following:

Commercially sensitive

4372.6 Companies Act 2014

The memorandum previously circulated was taken as read and noted.

4372.7 The implications for directors, Financial Statements and legal status of Iarnród Éireann which arise as a result of the enactment of the new Companies Act 2014 were noted.

4373 ITEMS FOR NOTING

4373.1 Chairman's Report to the Minister

The Chairman's Report to the Minister following the board meeting on 2nd December 2014 previously circulated was taken as read and noted.

4373.2 Miscellaneous

The documents relating to the following items contained in the board papers were taken as read and noted:

- (a) Transport related legislation:
 - (i) SI No. 523 of 2014
European Communities (Interoperability of the Rail System) Regulations 2011 (Amendment) Regulations 2014.
 - (ii) SI No. 351 of 2014
Freedom of Information Act 2014 (Fees) (No.2) Regulations 2014.
 - (iii) SI No. 549 of 2014
European Union (Rail Passengers' Rights and Obligations) (Domestic Passenger Rail Services) (Renewal of Exemption) Regulations 2014.
 - (iv) Notice of Submission to the Minister for Transport, Tourism and Sport, by CIE of proposed amendments to the two pension schemes.
 - (v) Companies Act 2014.
- (b) Minutes of the following meetings:
 - (i) Infrastructure Advisory Group Minutes 20th November 2014.
 - (ii) Trains Advisory Group Minutes 25th November 2014.

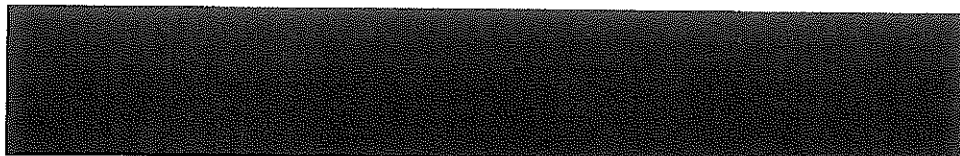
4374 ANY OTHER BUSINESS

4374.1 Management was asked to consider from a passenger customer perspective the implications of the construction works on the Luas Cross City Project.
Mr. Culligan

Mr. Cassidy, Mr. Cronin, Mr. Cunningham, Mr. Culligan, Mr. Meade and Mr. Franks left the meeting at this time.

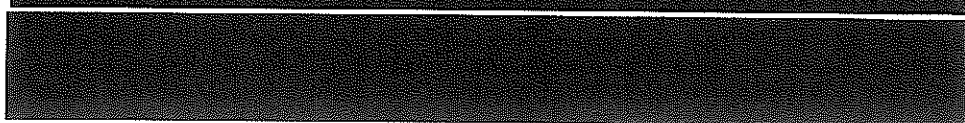
4375 PRIVATE SESSION

4375.1



Confidential

4375.2



Deliberations

4376 DATE AND LOCATION OF NEXT MEETING

Tuesday 24th February 2015 at 9.30 a.m. in Heuston Station.

Chairman



Date

24.02.2015

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XS053 at 53 miles 1,550 yards, on the Mullingar to Sligo Railway Line for a consideration of [REDACTED]
2. Licence Agreement with [REDACTED] the Trustees of Ballinearla-Newtown Group Water Scheme and Kilkenny Co. Co., for the installation, testing, maintenance and use of one 110mm diameter watermain on CIÉ property at OBL181 at 73 miles 1,423 yards on the Limerick to Waterford Railway Line, in the Townland of Ballynearla, Kilmacow, Co. Kilkenny, for a licence period of [REDACTED] for a licence fee of [REDACTED]
3. Lease in duplicate with [REDACTED] t/a Go Fresh, for a shop unit at Tara Street Station for a period of [REDACTED] for a rent of [REDACTED]

**Company Secretary
Iarnród Éireann
3rd February 2015**

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] for a property adjoining Ballymote Station, Ballymote, Co. Sligo, for residential use, for a licence period of [REDACTED] for a licence fee of [REDACTED]
2. Licence in duplicate with [REDACTED] for a unit at Tullamore Railway Station, Tullamore, Co. Offaly, for the sale of tea, coffee, minerals and other pre-packed light refreshments, sandwiches and light snacks, mobile telephone top up, newspapers, ice-cream and confectionery, for a licence period of [REDACTED] for a licence fee of [REDACTED]
3. Licence in duplicate with AMT Coffee Ltd., for a unit situated at Connolly Station, for a licence period of [REDACTED] for a licence fee of [REDACTED] in every year, whichever is the greater for the period of the licence.
4. Licence in duplicate with [REDACTED] to allow him place his mobile unit at Coolmine Railway Station, Dublin 15, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] for a licence fee of [REDACTED]
5. Licence in duplicate with Cork Co. Co., to allow them access to IÉ/CIÉ property, on part of the closed Midleton to Youghal Railway Line from OBY14 at 6 miles 1,558 yards to 20 miles 1,440 yards, to facilitate the clearance of vegetation/overgrowth and the subsequent carrying out of works/walkway surveys, for a licence period of 6 months, for a licence fee of [REDACTED]
6. Licence in duplicate with [REDACTED] to allow him carry out works to install electrical cable, television cable and a hydro pipe to accommodate water and to allow installations remain in place, at Athenry Level Crossing, Athenry Railway Station, Co. Galway, for a licence period of [REDACTED] for a licence fee of [REDACTED]
7. Licence in duplicate with [REDACTED] to allow him place his mobile unit at Malahide Railway Station, Malahide, Co. Dublin, for the sale of hot/cold drinks, light snacks including muffins, croissant, Danish pastries and newspapers, for a licence period of [REDACTED] for a licence fee of [REDACTED]
8. Licence, single copy, with [REDACTED] for the parking of their private cars at the rear of 16 Eyre Square, Galway, for a licence period of [REDACTED] for a consideration of [REDACTED]
9. Licence, single copy, with M & D Leisure Ltd., for the yard area known as Galway Stables Yard, adjacent to Ceannt Station, Galway, for a licence period from 7th November, 2014 to 8th January, 2015, for the parking of caravan accommodation for a consideration of [REDACTED]

Company Secretary
Iainród Éireann
3rd February 2015

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 TWO HUNDRED AND NINETYFIRST
BOARD MEETING HELD ON 24TH FEBRUARY 2015
AT 9.3AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Ms. Tracey McGee	Director
	Mr. Flor O'Mahony	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. Kevin Brady	AECOM (part)
	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director
	Mr. Don Cunningham	Director Infrastructure Manager
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Group Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Jim Meade	Director Train Operations
	Mr. Peter Muldoon	Manager Operations & New Works (part)
	Mr. James Nix	Director (by telephone)
	Mr. Cliff Perry	Chairman, Safety Advisory Group (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)

ABSENT: Apologies were received from Mr. John Moloney.

MIN NO.

4377 MINUTES

4377.1 The Minutes of the meeting held on 3rd February 2015 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4377.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4377.3 It was noted that:

- The impact on revenue of Leapcard transfer rebates will have to be monitored very closely.
- The results of the risk management pilot project will be presented at the Audit Review Group (ARG) meeting on 20th March 2015 and thereafter to the Iarnród Éireann board on 31st March 2015.
- A meeting has been held between management and staff during which feedback was received on how near miss reporting could be improved.
- Mr. Murton from the Rail Accident Investigation Unit (RAIU) will attend the Iarnród Éireann board meeting on 23rd June 2015.

4378 CHAIRMAN'S COMMENTS

4378.1 The Chairman asked for input on the following topics which would be discussed during the board meeting:

- The Chief Executive's objectives and targets for 2015.
- The Phoenix Park Tunnel Project business case and capital expenditure proposal.
- Iarnród Éireann's comments on the proposed Greater Dublin Area (GDA) Transport Strategy.

4378.2 The Chairman advised that the board meeting scheduled for 1.00pm on 31st March 2015 would address only the following two issues:

- 2014 Financial Statement and
- Results of the risk management pilot project.

4379 CHIEF EXECUTIVE'S REPORT

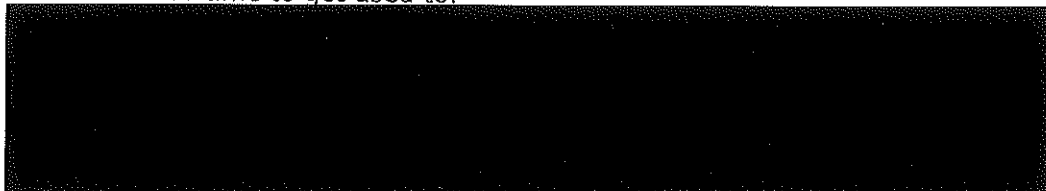
4379.1 The Chief Executive's Report previously circulated was taken as read and noted. It covered in respect of Period 1 2015:

- Key performance indicators (KPIs),
- Financial results,
- The Train Operations Report,
- The Commercial Report and
- The Infrastructure Manager (IM) Report.

Mr. Perry joined the meeting at this time.

4379.2 Matters discussed included the following:

- Signals passed at danger (SPADs) including one which occurred at Boyle Station on 18th January 2015 which had the potential to be very serious. This incident demonstrated the importance of investing in driver reminder appliances (DRAs). It was noted that this equipment will take drivers time to get used to.



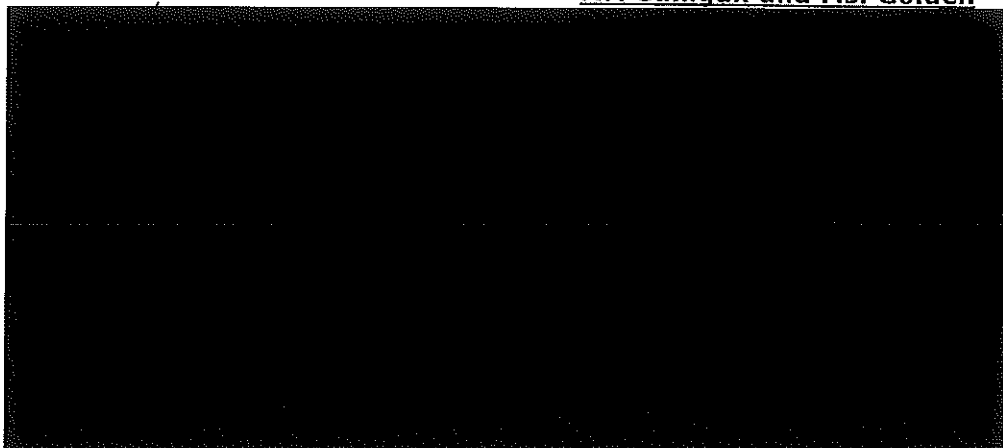
Personal
information

- Difficulties being encountered with the seat reservation system relate to poor Wi-Fi and operational issues. The board asked for an update on plans to address these issues for its meeting on 26th May 2015.

Mr. Culligan

- Two major delays during the period resulted in a high level of feedback from customers.
- A possible KPI which would track "average fare" is to be considered by the ARG along with other KPIs mentioned at previous meetings.

Mr. Culligan and Ms. Golden



Deliberations

- Outstanding issues have been resolved in respect of Reilly's Level Crossing which will open today 24th February 2015.
- Funding for Phase II of the City Centre Resignalling Project is to be rescheduled by the NTA and reviewed on a month by month basis.
- The total cost of the Customer First Programme is estimated at [REDACTED]. Commercially sensitive
- [REDACTED] The cost of the first phase of the project is estimated at [REDACTED]. It was suggested that the Risk and Opportunities List should refer to this project. **Mr. Cronin**
- The key focus areas of the Commercial Department include:
 - Marketing campaigns (Relaxed Fares Seat Sale and the Student Go Home Campaign).
 - The annual passenger count took place in bad weather in November and is just a snapshot in time. Therefore, its results may not be a proper indication of volume growth.
 - Leapcard -v- Interim smartcard.
 - A project advisory group is to be established with Terms of Reference approved by the board for the Customer First Programme. It was noted that not all of the concerns of the CIE Chairman and the Iarnród Éireann board such as governance and resource issues have been fully addressed yet.
- CIE wishes to piggyback on the external advice that Iarnród Éireann will be getting regarding succession planning and the leadership and development programme.
- While financial performance for Period 1 2015 was approximately [REDACTED] better than budget, a loss of [REDACTED] was still incurred. S40 Fin strategy
- The positive variance in cash flow of [REDACTED] at the end of Period 1 2015 reflects a multi annual contract (MAC) receipt not budgeted for that period. This will reverse in Period 2.
- More renewals work was carried out in Period 1 2015 than budgeted for and less enhancement work was carried out than budgeted for, resulting in a positive variance of [REDACTED] for materials costs. This will reverse over the next few periods.

4379.3 **Chief Executive's Objectives for 2015**

The Chief Executive's Objectives for 2015 previously circulated were taken as read and noted.

4379.4 Mr. Franks explained the process for establishing these objectives for the business and his direct reports and explained how these would be cascaded down throughout the organisation.

4379.5 Mr. Franks was asked to clarify figures in respect of passenger journeys for 2014 and 2015 and to provide an update for the board on the organisation review. **Mr. Franks**

4379.6 The board asked for a half year review of actual performance against these objectives in June/July 2015 before it is presented to the CIE Board Remuneration Committee. **Mr. Franks**

4380 **SAFETY**

4380.1 **Safety Advisory Group (SAG)**

The Report from the Chairman of the SAG, Mr. Perry, previously circulated was taken as read and noted.

4380.2 Mr. Perry highlighted the main points from his report which included the internal Safety Audit Programme and [REDACTED]

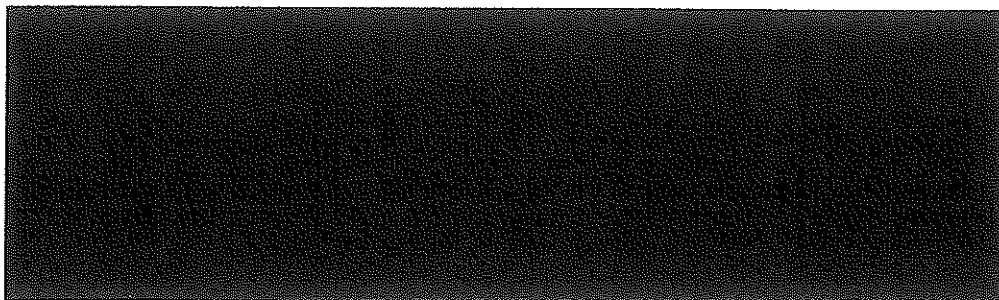
4381 ADVISORY PAPERS

4381.1 Trains Advisory Group (TAG)

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

4381.2 Mr. Perry highlighted the excellent achievement of fuel and electricity economies. However, he stated that any further savings will require investment. This will be discussed at the next TAG meeting.

4381.3



CIE
business

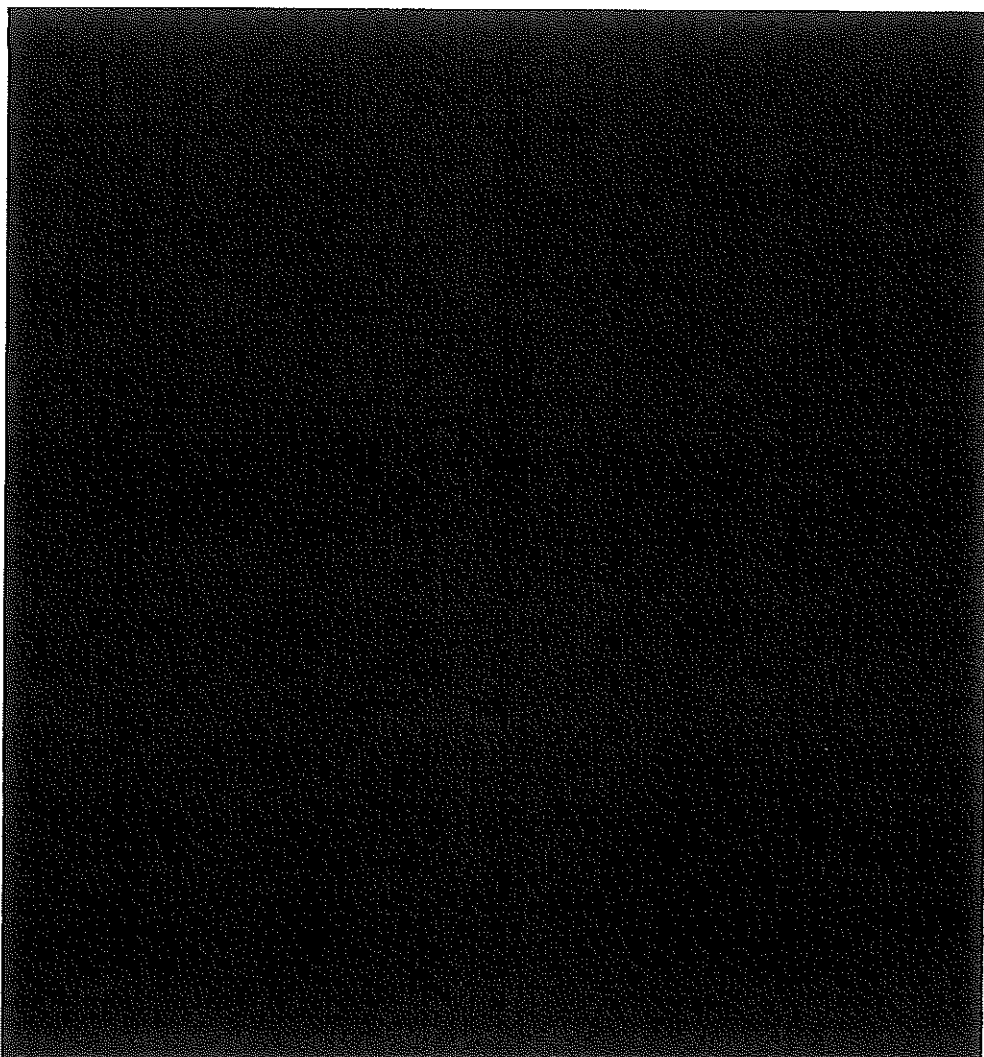
4381.4 Phoenix Park Tunnel Project

Mr. Kevin Brady, AECOM and Mr. Peter Muldoon, Manager Operations and New Works, joined the meeting at this time.

4381.5 Business Case Advisory Paper

The business case advisory paper previously circulated was taken as read and noted.

4381.6



4381.7

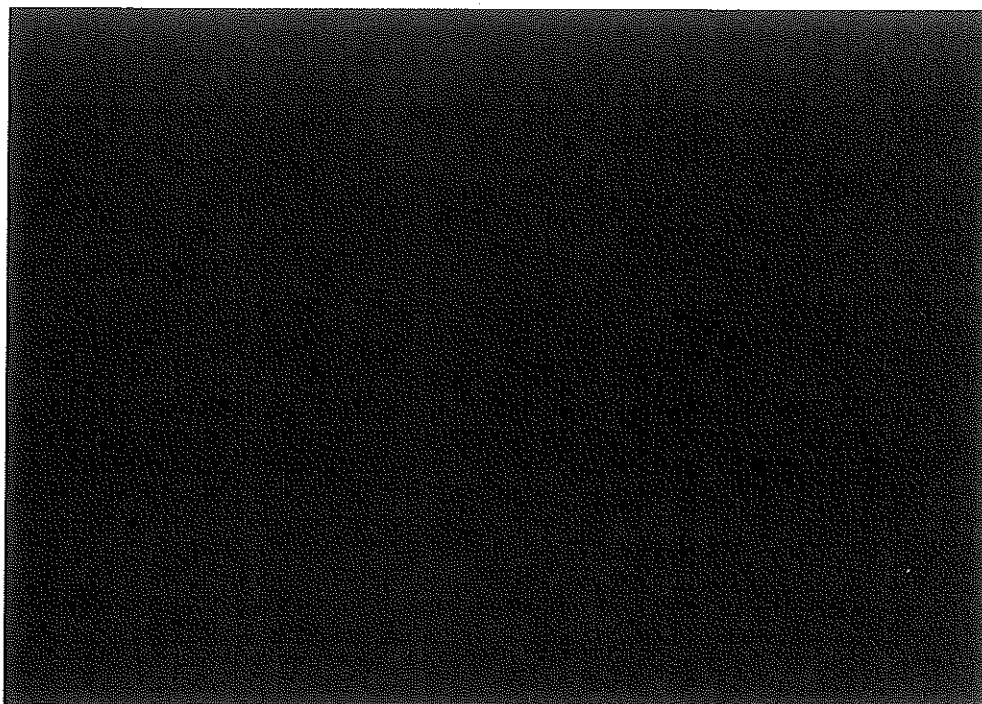
Deliberations

4381.8

Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4381.9



Deliberations

4381.10

4381.11

Response to the NTA Transport Strategy for the GDA 2015-2035

The memorandum previously circulated was taken as read and noted.

4381.12

The board stated that the proposed response to the NTA document was an excellent synopsis its views. A number of amendments were suggested.

Mr. Muldoon left the meeting at this time.

4382

CAPITAL EXPENDITURE

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

The board gave its approval for the following:

4382.1

Suburban Centralised Traffic Control (CTC) Centre Workstation

Expenditure of [REDACTED] (of which [REDACTED] is ineligible for NTA funding) to provide a suburban workstation within the CTC centre to manage the increased workloads associated with the City Centre Resignalling Project Phase 3 service uplift, subject to funding from the NTA.

Commercially
sensitive

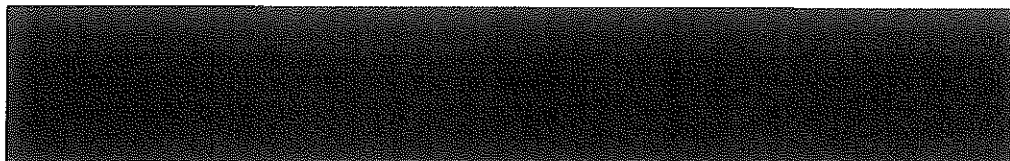
4382.2

Accessibility Programme – Connolly Station Platforms 6 and 7 Construction Phase

Expenditure of [REDACTED] (of which [REDACTED] is ineligible for NTA funding) for the construction phase for a new fully accessible lift and associated works at Connolly Station Platforms 6 and 7.

It was noted that funding for this project has been approved by the NTA.

4382.3



Rosslare

Mr. Flannery left the meeting at this time.

4383 PROCUREMENT

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

4383.1 Procurement Report

The Procurement Report for Period 1 2015 previously circulated was taken as read and noted.

4383.2 Contracts

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

The board gave its approval for the following:

4383.3 Security Services

The award of a contract to Company A for the provision of company-wide security services at an estimated value of [REDACTED] exclusive of VAT for a period of three years.

Commercially
sensitive

It was noted that:

- The contract contains an option to extend for a further two years at an estimated additional cost of [REDACTED]
- The total value of the contract will not exceed [REDACTED] excluding VAT.
- The non-recoverable VAT arising is estimated at [REDACTED] for [REDACTED] years and [REDACTED] over the [REDACTED] year period.

4383.4 It was noted that Company A is OCS, which would be a change in supplier.

4383.5 Supply of Mechanical Engineering (ME) Material Requirements

The continued purchase for a three year period of ME material requirements, from the following companies:

- (a) Faiveley Transport Birkenhead at an estimated value of [REDACTED] for the provision of train pneumatic and braking system materials and support.
- (b) David Rees at an estimated value of [REDACTED] for the provision of train pneumatic and braking system materials and support.
- (c) Knorr Bremse at an estimated value of [REDACTED] for the provision of train pneumatic and braking system materials and support.
- (d) Electro Motive Diesel at an estimated value of [REDACTED] for locomotive engine parts.
- (e) Timken Rail Services at an estimated value of [REDACTED] for axle bearing requirements for all fleets.
- (f) Voith Turbo at an estimated value of [REDACTED] for train coupling and transmission systems.

Commercially
sensitive

4383.6 Supply and Delivery of Rail

The award of a contract to Company A for the supply and delivery of rail at an estimated cost of [REDACTED] exclusive of VAT based on estimated quantities of [REDACTED] p.a.

It was noted that:

- The non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED] over a [REDACTED] year period.
- The funding source for this project is the MAC.

Commercially
sensitive

4383.7 It was noted that Company A is Tata Steel, the incumbent.

4383.8 Labour Services Framework Agreement

The entry into a Framework Agreement with the 12 companies listed below for the provision of labour services:

Brian Conneely & Co. Ltd.
Breffni Group
CWS Communications Ltd.
David Rees Ltd.
Global Rail Services Ltd.
GPX Rail Ltd.
KN Networks (Ire) Ltd.
Lokotraction (Ire) Ltd.
McCrory Ltd.
MRSE Ltd.
Noonan Services Group Ltd.
Servisource Recruitment Ltd.

It was noted that:

- This Framework Agreement will operate for a period of [REDACTED]
- The annual estimated value of work to be awarded under the Framework Agreement is [REDACTED] excluding VAT. Commercially sensitive
- The funding source for the work to be awarded under this contract will be the MAC.

4383.9 Fencing Framework Agreement

The entry into a Framework Agreement with the ten companies listed below for the provision of fencing works:

Brian Conneely & Co. Ltd.
Carra Plant Hire Ltd.
Coolavaron Contractors Ltd.
Duncan Fencing & Plant Hire Ltd.
FRS Boyle
FRS Athenry
Global Rail Services Ltd.
JN Cummins & Co. Ltd.
KN Network Services Ltd.
Morrissey Fencing Ltd.

It was noted that:

- The Framework Agreement will operate for a period of [REDACTED]
- The annual estimated value of work to be awarded under the Framework Agreement is [REDACTED] excluding VAT.

4383.10 Award Criteria

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

The board gave its approval for the following:

4383.11 Provision of a Remote Monitoring System for Infrastructure Assets

The award criteria as presented for the tender for the provision of a remote monitoring system for infrastructure assets.

It was noted that the funding source for this contract will be the MAC.

4383.12 Overhead Line Equipment (OHLE) Maintenance and Repair Services

The award criteria as presented to facilitate the commencement of the procurement process for the establishment of a contract to carry out maintenance and repair services to Iarnród Éireann's 1500V DC OHLE on the DART network.

It was noted that:

- This Framework Agreement will operate for a period of [REDACTED]
- The estimated total value of this contract is [REDACTED] excluding VAT.

4383.13 Procurement Timetable for 2015

The up to date Procurement Timetable for 2015 previously circulated was taken as read and noted.

4383.14 Disposal of Scrap Permanent Way material

The memorandum previously circulated were taken as read and noted.

4383.15 The board gave its approval for the disposal of approximately [REDACTED] of scrap rail for an estimated value of [REDACTED] in accordance with CIE Group Policy and Procedures governing the disposal of assets. Commercially sensitive

4383.16 The board asked for details of the status with respect to the disposal of timber sleepers and whether there are any stockpiles of these in existence.

Mr. Cunningham

Mr. Reynolds left the meeting at this time.

4384 ADMINISTRATIVE ITEMS

4384.1 Transactions for Approval, Sealing and Signing

The transactions (2) 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**

The transaction approved for signing at the last meeting but which was subsequently withdrawn and not signed was noted. **Appendix III**

4385 ITEMS FOR NOTING

4385.1 Chairman's Report to the Minister

The Chairman's Report to the Minister following the board meeting on 3rd February 2015 previously circulated was taken as read and noted.

4385.2 Miscellaneous

The documents relating to the following items contained in the board papers were taken as read and noted:

- (a) Minutes of the following meetings:
 - (i) Infrastructure Advisory Group Minutes 15th January 2015.
 - (ii) Trains Advisory Group Minutes 19th January 2015.
 - (iii) Safety Advisory Group Minutes 11th November 2014.

4386 ANY OTHER BUSINESS

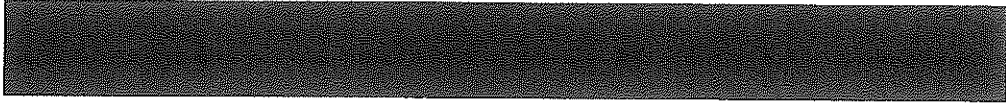
4386.1 In response to Ms. McGee, Mr. Franks confirmed that Iarnród Éireann is committed to revising the route profitability study with 2014 actuals and the 2015 Budget. It will also be overlaid by the Phoenix Park Tunnel Project.

4386.2 [REDACTED] Info. obtained in confidence
[REDACTED] It will be presented to the next ARG meeting on 20th March 2015 and thereafter to the Iarnród Éireann board.

Mr. Cronin, Mr. Culligan, Mr. Cunningham, Mr. Franks, Mr. Meade and Mr. Perry left the meeting at this time.

4387 PRIVATE SESSION

4387.1 [REDACTED] Deliberations



4388

DATE AND LOCATION OF NEXT MEETING

Tuesday 31st March 2015 at 1.00pm in Heuston Station.

Chairman



Date

31st 3 2015

TRANSACTIONS FOR APPROVAL AND SEALING

1. Licence in duplicate with Dublin City Council for the installation, testing, maintenance and use of 4 x 100mm diameter steel ducts to contain traffic signal cables and fibre optic cables associated with traffic signals beneath the footpath on IÉ/CIE property adjacent to the Connolly abutment of UBLL51, Westland Row, Dublin 2, at 0 miles 14 yards on the Loop Line in the Townland of Dublin City and County of Dublin, for a licence period of [REDACTED] for a licence fee of [REDACTED]
2. Lease in duplicate with Butlers Chocolates, for a retail unit at Heuston Station, Dublin 8, for the sale of tea, coffee, hot chocolate, chocolates, pastries, muffins and novelty items including Butlers mugs and teddy bears, for a period of [REDACTED] for a rent of [REDACTED] or [REDACTED] of the Gross Turnover.

Company Secretary
Iarnród Éireann
24th February 2015

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] and [REDACTED], to allow them place their mobile kiosk at Salthill/Monkstown Railway Station, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] for a licence fee of [REDACTED]

**Company Secretary
Iarnród Éireann
24th February 2015**

PREVIOUS TRANSACTIONS FOR APPROVAL AND SIGNING

The following item was approved at the Iarnród Éireann board meeting dated 3rd February, 2015, but was subsequently withdrawn following the meeting and not signed:

Item 2

Licence in duplicate with [REDACTED] for a unit at Tullamore Railway Station, Tullamore, Co. Offaly, for the sale of tea, coffee, minerals and other pre-packed light refreshments, sandwiches and light snacks, mobile telephone top up, newspapers, ice-cream and confectionery, for a licence period of [REDACTED] for a licence fee of [REDACTED]
[REDACTED]

**Company Secretary
Iarnród Éireann
24th February 2015**

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 TWO HUNDRED AND NINTYSECOND
BOARD MEETING HELD ON 31st MARCH 2015
AT 1 PM IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Mr. Frank Allen	Director
Ms. Patricia Golden	Director
Ms. Tracey McGee	Director
Mr. John Moloney	Director
Mr. James Nix	Director
Mr. Tommy Wynne	Director

IN ATTENDANCE:

Mr. Aidan Cronin	Chief Financial Officer
Mr. Don Cunningham	Director Infrastructure Manager
Ms. Geraldine Finucane	Company Secretary
Mr. Mike Flannery	Group Chief Operating Officer, CIE
Mr. David Franks	Chief Executive
Mr. Jim Meade	Director Train Operations
Mr. Colm Reynolds	Chief Procurement Officer (part)
Mr. Peadar Duffy	RMI (part)
Mr. Ronan Glynn	Safety, Technical & Approvals Manager (part)

ABSENT:

Apologies were received from Mr. Flor O'Mahony.

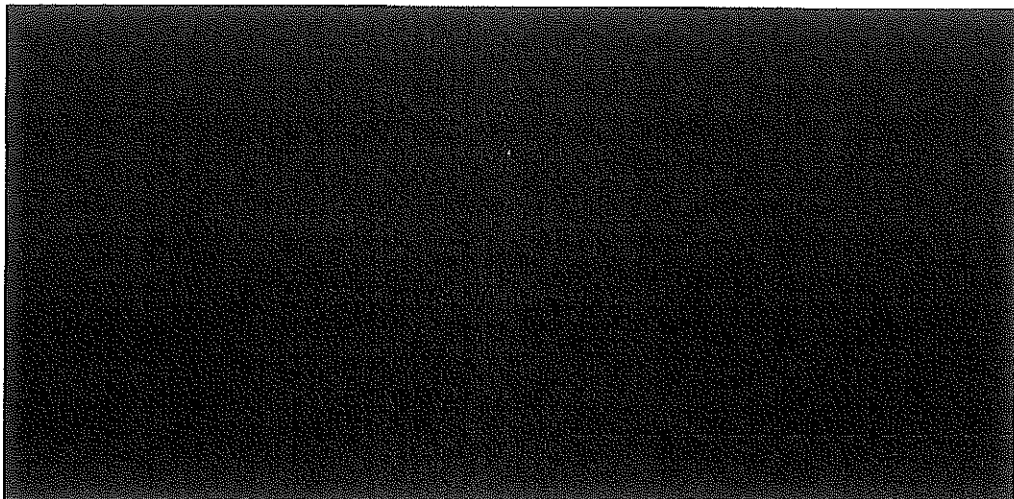
MIN NO.

4389

MINUTES

4389.1

The Minutes of the meeting held on 24th February 2015 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 amendments:



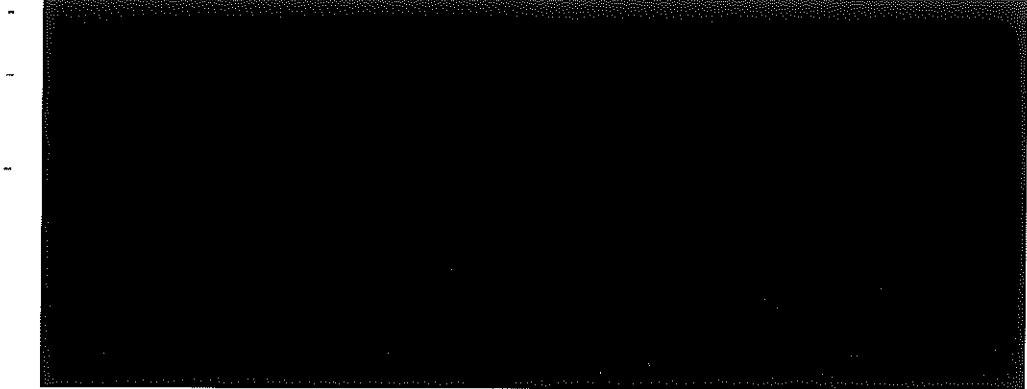
Deliberations

4390 CHIEF EXECUTIVE'S REPORT

4390.1 The Chief Executive's Report previously circulated was taken as read and noted. It covered in respect of Period 2 2015:

- Key performance indicators (KPIs),
- Financial results,
- Key areas of focus in Train Operations,
- Key areas of focus in the Commercial Department and
- Key areas of focus in the Infrastructure Manager Department.

4390.2 Matters discussed included the following:



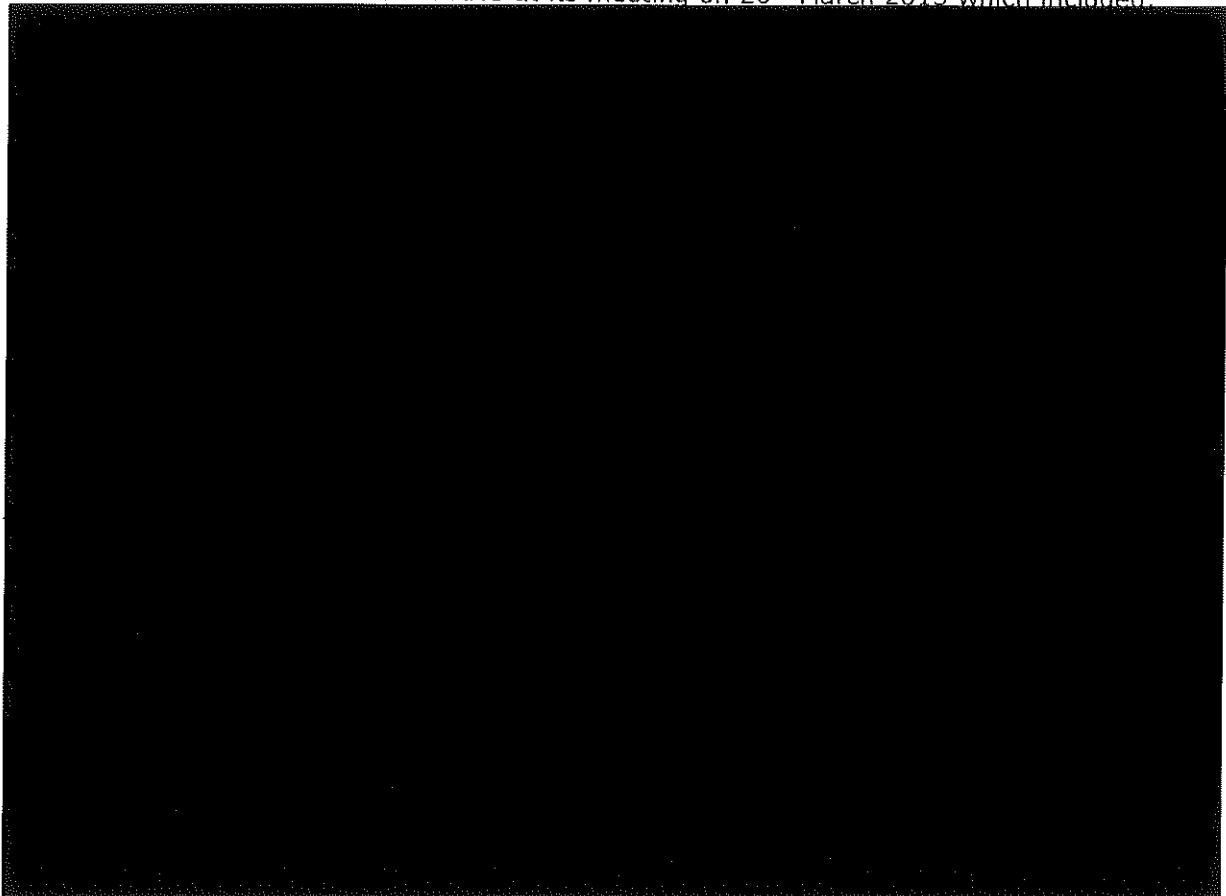
Deliberations

4391 2014 ANNUAL REPORT AND FINANCIAL STATEMENTS

4391.1 The draft 2014 Annual Report and Financial Statements previously circulated were taken as read and noted.

4391.2 Audit Review Group (ARG)

The Chairman of the ARG, Ms. Golden, circulated a document outlining the deliberations of the ARG at its meeting on 20th March 2015 which included:



Deliberations

4391.6

4391.7

CIE

4391.8

Approval of the Draft 2014 Financial Statements

The memorandum previously circulated was taken as read and noted.

4391.9

It was proposed by Mr. Nix and seconded by Mr. Allen and resolved;

"(i) That the Financial Statements for the year ended 31st December 2014 be approved by the board subject to:

- Layout and minor classification changes which may be approved by the Chief Financial Officer and

- Receipt of a satisfactory Letter of Support from CIE and

(ii) That two Directors be authorised to sign the Financial Statements on its behalf."

4391.10

Draft Chief Executive's Letter to the Chairman

The draft Chief Executive's Letter to the Chairman in respect of 2014 required under the Code of Practice for the Governance of State Bodies previously circulated was taken as read and noted.

4391.11

Ms. Golden advised that a letter had been sent to the Chief Executive subsequent to the ARG meeting identifying a number of matters which need to be reflected in his letter before he sent it to the Chairman. Mr. Cronin advised that these matters related to Appendix B which covered the Procurement Exceptions Report for 2014.

4391.12

It was agreed that the letter should be signed and sent to the Chairman subject to the necessary amendments to Appendix B.

4392

RISK MANAGEMENT

Mr. Peadar Duffy (RMI) and Mr. Ronan Glynn, Safety Technical & Approvals Manager joined the meeting at this time.

4392.1

The memorandum previously circulated was taken as read and noted.

4392.2

Mr. Glynn advised that the risk management process involves developing the strategy of the business, identifying the objectives of the strategy, identifying the risks to achieving those objectives, developing a Risk Appetite in respect of each of the risks and measuring the risks against a set of criteria.

4392.3

Mr. Glynn then gave a presentation on the pilot project carried out in Iarnrod Eireann. A software product was used as a means of operationalising the proposed risk management process. The main elements of the project involved:

- Identifying risks and assigning them to risk owners,
- Analysing risks,

- Evaluating risks,
- Treatment of those risks and
- Monitoring and reviewing the risks.

4392.4

Matters discussed included the following:

- RMI has no proprietary or financial interests in the particular software used during the pilot. While other software systems are available and a procurement process would be required, RMI feel that the software used during the pilot best suits Iarnrod Eireann.
- Of the top 20 risks, approximately 50% are expected to be generic risks. The remaining 50% of risks would be unique to the business and a knowledge base would need to be developed for them (much of which was already carried out during the pilot).
- The danger of risk owner inputting into the software system a risk treatment which is unaffordable. The board expressed the view that it should not be put into a position where it was told that it has to carry out certain actions because the residual risk is intolerable. Instead there should be a documented, robust governance and assurance system in place to ensure that residual risks are being managed.
- There should be a restricted user base for the moment (Executive team only) while the system is being refined.
- A peer review should be carried out by the Advisory Groups and an independent third party.
- A paper is to be prepared outlining the resources, governance and assurance processes for the full implementation of a risk management system in the company.
- Approval for the Risk Appetite Framework should be sought in tandem with the approval sought for business strategy/ Five Year Plan.
- A presentation is to be given to Executives of the bus companies.

Mr. Cronin

Mr. Cronin

Mr. Glynn

4392.5

Following further discussion the board endorsed the risk management approach which was being recommended as it is a more rigorous and robust approach than that which previously existed. The board felt that in time it should become an integral part of the business just like the safety management system.

Mr. Duffy and Mr. Glynn left the meeting at this time.

4393

CAPITAL EXPENDITURE PROPOSAL

The memorandum previously circulated was taken as read and noted.

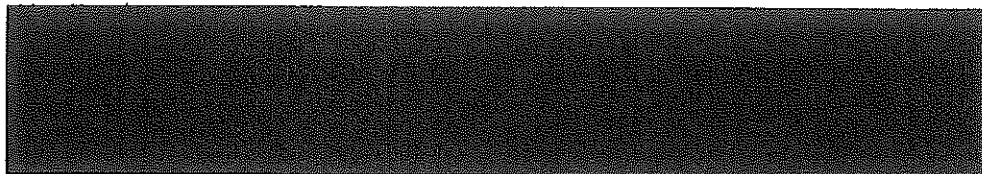
4393.1

Phoenix Park Tunnel

Mr. Franks advised that an update of the business case would be presented at the next board meeting.

Mr. Muldoon

4393.2



Deliberations

4393.3

Following further discussion, the board gave its approval for expenditure of a further [REDACTED] (of which [REDACTED] is ineligible for NTA funding) to progress the detailed design, tender action and enabling works for the Phoenix Park Tunnel Project.

Commercial

It was noted that:

- This approval would maintain progress while the issues raised at the board meeting on 24th February 2015 are being addressed.
- This approval would increase total expenditure approved to date to [REDACTED]

- The project is funded by the NTA.

4393.4 The Chairman asked that the automatic train protection (ATP) issue be considered by the Safety Advisory Group (SAG) before the issue is presented again to the board.
Mr. Muldoon

4394 CONTRACT

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

4394.1 Rail Flaw Detection Services

The memorandum previously circulated was taken as read and noted.

4394.2 The board gave its approval for the award of a contract to Company A for the provision of rail flaw detection services at an estimated cost of [REDACTED] over its maximum duration term of [REDACTED] years.

It was noted that:

- The non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED] and
- The funding source for this contract is the multi annual contract (MAC).

4394.3 It was noted that Company A is the incumbent, Sperry Rail.

Mr. Reynolds left the meeting at this time.

4395 ADMINISTRATIVE ITEMS

4395.1 Transactions for Approval, Sealing and Signing

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

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

4395.2 Draft Protected Disclosure Policy

The Draft Protected Disclosure Policy previously circulated was taken as read and noted.

4395.3 The board gave its approval for the Draft Protected Disclosure Policy subject to a number of amendments.

4396 ITEM FOR NOTING

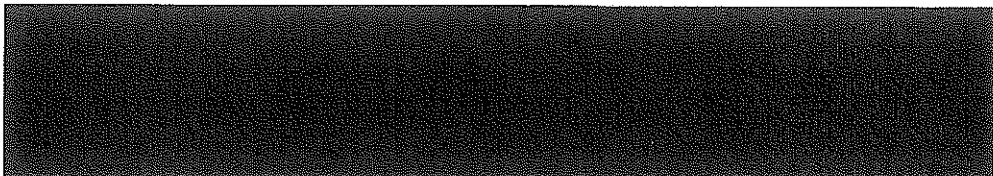
4396.1 Chairman's Report to the Minister

The Chairman's Report to the Minister following the board meeting on 24th February 2015 previously circulated was taken as read and noted.

4397 ANY OTHER BUSINESS

4397.1 It was noted that ballots are to be carried out in all three CIE subsidiary companies following the collapse of talks at the Labour Relations Commission (LRC) on the issue of Direct Award contracts and the opening of the market in relation to some bus routes. Directors expressed surprise at the involvement of Iarnrod Eireann in the ballot. However, it was noted that the unions feel that this issue may impact on Iarnrod Eireann in the long term.

4397.2



Confidential
information

4397.3

Mr. Franks agreed to meet with Mr. Nix in advance of Mr. Nix's forthcoming meeting with the Minister's advisor, Mr. Stephen Lynam.

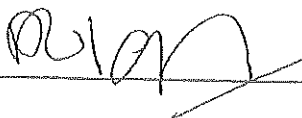
Mr. Franks and Mr. Nix

4398

DATE AND LOCATION OF NEXT MEETING

Tuesday 28th April 2015 at 9.30am in Heuston Station.

Chairman



Date

280415

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with National Transport Authority for a plot of ground at Kent Railway Station, Cork, to construct, install and manage a bike station, for a lease period of [REDACTED] for a rent of [REDACTED]
2. Lease in duplicate with Bodycraft Repairs Ltd., for 6 railway arches and ancillary yard at Bessborough Avenue, North Strand, Dublin 3, to be used as mechanics garage, for a term of [REDACTED] for a rent of [REDACTED] subject to review.
3. Lease in duplicate with [REDACTED] for a unit at Longford Railway Station, for the sale of teas, coffees, milk, pre-packed sandwiches and snacks, cold drinks, confectionery, newspapers, magazines, books, call credit, cigarettes, ice-cream, fruit, toiletries, for a term of [REDACTED] for a rent of [REDACTED]
4. Agreement in duplicate with [REDACTED] the Legal Representative of the Estate of [REDACTED] in relation to the closure of Level Crossing XM077 at 93 miles 760 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
5. Closure Agreement in duplicate with [REDACTED] the Legal Representative of the Estate of [REDACTED] in relation to the closure of Level Crossing XM077 at 93 miles 760 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
6. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XS089 at 98 miles 1,000 yards on the Mullingar to Sligo Railway Line, for a consideration of [REDACTED]
7. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XM223 at 137 miles 1,700 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
8. [REDACTED]

**Company Secretary
Iarnród Éireann
31st March 2015**

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] to allow him place his mobile kiosk at Rush and Lusk Railway Station, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] for a licence fee of [REDACTED]
2. Licence in duplicate with [REDACTED] for a unit at Tullamore Railway Station, Co. Offaly, for the sale of tea, coffee, minerals and other pre-packed light refreshments, sandwiches and light snacks, mobile phone top-up, newspapers, ice-cream and confectionery, for a licence period of [REDACTED] for a licence fee of [REDACTED]
3. Licence in duplicate with JCDECAUX Ireland Ltd., to allow them affix advertising hoarding to the station boundary wall at Ceannt Station, Galway, for the purposes of bill posting for commercial return, for a licence period of [REDACTED] for a licence fee of [REDACTED]
4. Licence in triplicate with Mayo Co. Co., to allow them to carry out works in relation to the construction of a rail based cycling facility (Velorail) and its subsequent operation and management by the Council, between the Townlands of Tonroe and Murneen, on the Claremorris to Collooney Railway Line, at the 4 milepost to the 14 milepost, for a licence period of [REDACTED] for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
31st March 2015

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 TWO HUNDRED AND NINETY THIRD
BOARD MEETING HELD ON 28TH APRIL 2015
AT 9.30AM IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Mr. Frank Allen	Director
Ms. Patricia Golden	Director
Ms. Tracy McGee	Director
Mr. John Moloney	Director
Mr. Flor O'Mahony	Director
Mr. Tommy Wynne	Director

IN ATTENDANCE:

Mr. John Cassidy	Safety Advisor (part)
Mr. Aidan Cronin	Chief Financial Officer
Mr. Gerry Culligan	Commercial Director
Mr. Don Cunningham	Director Infrastructure Manager
Ms. Geraldine Finucane	Company Secretary
Mr. Mike Flannery	Chief Operating Officer, CIE
Mr. David Franks	Chief Executive
Mr. Jim Meade	Director Train Operations
Mr. Peter Muldoon	Manager Operations & New Works (part)
Mr. Cliff Perry	Chairman, Safety Advisory Group
Mr. Colm Reynolds	Chief Procurement Officer (part)

ABSENT: Apologies were received from Mr. James Nix.

MIN NO.

4399 MINUTES

4399.1 The Minutes of the meeting held on 31st March 2015 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4399.2 **Outstanding Action Items**
The memorandum previously circulated was taken as read and noted.

4400 CHAIRMAN'S COMMENTS

4400.1

4400.2



4400.3

4400.4

4401

CHIEF EXECUTIVE'S REPORT

4401.1

The Chief Executive's Report previously circulated was taken as read and noted. It related to Period 3 2015 and covered the following matters:

- Key Performance Indicators (KPIs),
- Relationship with the RSC,
- Areas of focus in Train Operations, the Commercial Department and the Infrastructure Manager Department,
- Rosslare Europort and
- Financial Results.

4401.2

Matters discussed included the following:

- Relationship with the RSC.
- The need for greater support for drivers to help them to avoid braking speed restriction limits in the future as the provision of warnings and alerts alone is not sufficient. However, it is important to ensure that any solutions to this issue do not create new risks.
- All Intercity railcars (ICRs) have now been fitted with driver reminder appliances (DRAs).
- Only three responses to Internal Audit Reports are outstanding now. These are with the Chief Executive for review before reply.
- The pool of internal candidates to fill driver vacancies appears to be limited and external recruitment is likely.
- The Enterprise Refurbishment Project is under pressure to meet the November 2015 deadline. Meetings are being held with CAF to progress matters. Liaison is also taking place with Northern Ireland Railway (NIR) regarding the availability of NIR trains while Enterprise trains remain out of service. It appears that an NIR commuter train may have to be used on the InterCity service as an interim measure.
- Launch of the Cork/Dublin Express service.
A timesaving of 15 minutes is expected with the train arriving in Dublin at 8.30am. Expressions of interest for a similar service that may come from elsewhere will be considered.
- Official launch of plans for the Belmond Grand Hibernian Tour.
- Awards received for the recent student campaign.
- The need for the Essential Functions Body (EFB) not to be overcomplicated.

- [REDACTED]
- [REDACTED] Rosslare
- The company incurred a [REDACTED] for Period 3 2015 compared to a budgeted [REDACTED]. The positive variance represents good revenue performance. The year to date loss amounts to [REDACTED] compared to a budgeted [REDACTED] and [REDACTED] for the same period in 2014. S40
 - While net capitalisations were on budget during Period 3 2015, this involved lower than budgeted enhancement work offset by a higher than budgeted level of multi annual contract (MAC) funded work and also a change in the profile of MAC funded work from maintenance activity to renewals work.
 - Cash flow continues to be healthy with an overall cash improvement of [REDACTED] at the end of Period 3 2015.
 - Total financial risks and opportunities have been identified as follows:

	€m
Net operating result variance (before exceptional items) year to date	[REDACTED]
Net expenditure risks and opportunities	[REDACTED]
Net revenue risks and opportunities	[REDACTED]
Total	[REDACTED]

4402 SAFETY

4402.1 Safety Advisory Group (SAG)

The Report from the chairman of the SAG, Mr. Perry, previously circulated was taken as read and noted.

4402.2 Mr. Perry advised of an in depth report which had been carried out on slips, trips and falls on platforms and when boarding trains. Nothing major was identified to suggest any targeted action is required other than the fact that 70% of the incidents relate to females. Work continues in the area of poster campaigns, warnings, monitoring of CCTV footage, etc.

4402.3 Mr. Allen referred to the increasing number of drugs and alcohol test failures. One individual failed the test twice and is going through the appeals process. The Chairman of the Bus Éireann Disciplinary Appeals Tribunal (DAT) is chairing the Iarnród Éireann DAT in the interim while a new Chairman is sought. The board asked for a paper on this topic for its next meeting. **Mr. Cassidy**

4402.4 Safety Plan Update

Mr. John Cassidy, Safety Advisor, joined the meeting at this time.

4402.5 The Safety Plan Update Report as at Quarter 1 2015 previously circulated was taken as read and noted.

4402.6 Mr. Cassidy circulated an Executive Summary of this Report which covered the following matters:

- Safety Programme,
- Level crossings,
- Signals passed at danger (SPADs),
- Operational risk and train protection systems,
- Third party accidents,
- Lost time accidents,
- Train defects and
- Status of actions from the Safety Plan.

4402.7 The board asked for details of the outcome of the possession management project to be considered by the SAG and incorporated into Mr. Cassidy's next quarterly report. **Mr. Ballance and Mr. Cassidy**

4402.8 The Chairman advised that there may be something to learn in the area of slips, trips and falls experienced by staff, from a report carried out for a rail contractor in London by a former member of the military with expertise in the area of spatial awareness. He promised to give details to Mr. Cassidy. **Chairman**

Mr. Cassidy left the meeting at this time.

4403 ADVISORY PAPERS

4403.1 Trains Advisory Group (TAG)

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

4403.2 A paper detailing the recent independent review of the benchmarking of Iarnród Éireann fleet reliability with similar fleets in the UK is to be presented at the next meeting. **Mr. Smyth**

4403.3 Infrastructure Advisory Group (IAG)

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

4403.4 The improving trend in signalling, electrical and telecoms (SET) asset faults and incidents was noted.

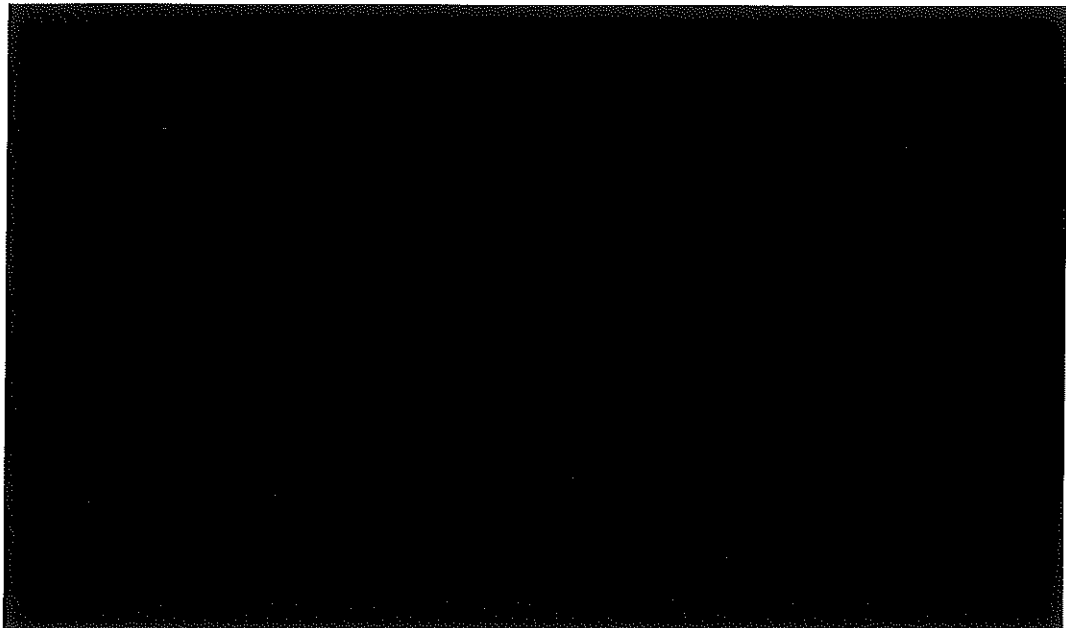
Mr. Perry left the meeting at this time.

4403.5 Overview on Organisation Design

Mr. Franks circulated a document and stressed the need for confidentiality. The document gave an overview on organisation design and covered the following:

- Context for organisation design,
- Four layers of an organisation,
- Safety accountability,
- Work Package 1: Shared service proposals,
- Work Packages 2 and 3: Safety management changes,
- Work Package 4: Enhanced on board services,
- Approach to implementation,
- Overview implementation plan and
- Outline timetable.

4403.6



Deliberations

- 4403.7** The Chairman asked management to consider the benefits of engaging an external facilitator. **Mr. Franks**

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

- 4403.8** **Multi Annual Contract (MAC)**
The memorandum previously circulated was withdrawn.

- 4403.9** **Customer First Programme**
The memorandum previously circulated was taken as read and noted.

- 4403.10** Mr. Culligan gave an update on the planning and resourcing of the Customer First Programme, the governance approach and programme assurance.

- 4403.11** Mr. Wynne queried how the team comprising seven full time equivalents were selected. He felt that even if the right people were chosen the process may not have been transparent. However, it was pointed out that these staff members are only being seconded to the project for the duration of the project and their current jobs are not being backfilled. There are no terms and condition benefits for those who are being seconded to the project.

- 4403.12** Other matters discussed included the following:
- The costs of the external advisor to the project, Mr. Tom Ramsay, are included in the project.
 - The costs of the staff seconded to the project are not covered by National Transport Authority (NTA) funding. However there will be no additional cost to the company because their current jobs will not be backfilled.
 - Iarnród Éireann was involved in the selection of the project manager appointed by Cubic.

- 4403.13** **Financial Impact of an Increase in Passenger Numbers of DART Services**
The memorandum previously circulated was taken as read and noted.

- 4403.14** The board noted the increase in passenger numbers on the DART service.

- 4403.15** **Proposed DART 10 Minute Even Interval Timetable**
The memorandum previously circulated was taken as read and noted.

- 4403.16** The board agreed with Mr. Meade that this proposed change to the timetable should not be implemented at the same time as the leaf fall/low rail adhesion season.

- 4403.17** **Phoenix Park Tunnel**
The memorandum previously circulated was taken as read and noted.

- 4403.18** The board thanked Mr. Muldoon for the clarity contained in this advisory paper. It was noted that a capital expenditure proposal for construction is to be brought to the board next month incorporating business case information, the programme summary and details of the financial arrangement that is finally agreed with the NTA. **Mr. Muldoon**

- 4403.19** **DART Expansion Business Case**
The memorandum previously circulated was taken as read and noted.

- 4403.20**





4404 CAPITAL EXPENDITURE PROPOSALS

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

The board gave its approval for the following:

4404.1 DART Underground Project – Protection of Railway Order and Route

An increase in the scope and associated increase in funding in the sum of [REDACTED] in 2015 (of which [REDACTED] is ineligible for NTA funding), thereby increasing the total project expenditure from [REDACTED] to [REDACTED] for works necessary to allow for the preparation and serving of Notices to Treat on all lands referenced in the DART Underground Project, subject to funding from the NTA.

4404.2 The board asked for further details in respect of the proposed costs for the CIE Group Property Department and the Group Solicitor's Office. **Mr. Cunningham**

Ms. Golden and Mr. Muldoon left the meeting at this time.

4404.3 Cork Kent Station Transport Interchange

Additional expenditure of [REDACTED] to complete the construction phase of the proposed Transport Interchange at Kent Station, Cork, subject to funding from the NTA.

It was noted that this would increase the total approved expenditure on this project from [REDACTED] to [REDACTED]

4404.4 Accessibility Programme 2015

Expenditure of [REDACTED] (of which [REDACTED] is ineligible for NTA funding) to deliver accessibility works in 2015 across five stations on the Iarnród Éireann network, subject to funding from the NTA.

4404.5 City Centre Resignalling Project (CCRP) Phase 3 – Scope change

The transfer of responsibility for managing the CCRP Phase 2 works to the New Works Department.

It was noted that:

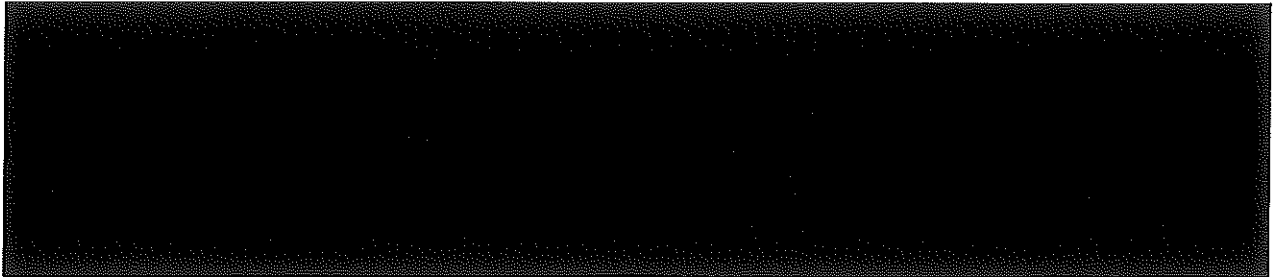
- This would be achieved by increasing the scope of the CCRP Phase 3 works to include Phase 2 outstanding works,
- No additional funding is required and
- The project is being funded by the NTA.

4404.6 The Chairman suggested that a more efficient way of isolating signals should be found.

4404.7 Closeout Report

The memorandum previously circulated was taken as read and noted.

4404.8 The board gave its approval for the closeout of the following Infrastructure Manager (IM) project:



Rosslare

4405 PROCUREMENT

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

4405.1 Procurement Report

The Procurement Report outlining KPIs for Period 3 2015 previously circulated was taken as read and noted.

4405.2 Mr. Reynolds advised that tenders are going out this week for the contract in respect of electrical rotating equipment.

4405.3 Contract Awards + Selection and Award Criteria

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

The board gave its approval for the following:

4405.4 Supply and Delivery of Ballast

To increase the previously approved estimated spend value of [REDACTED] to a revised estimate of [REDACTED] to be incurred under the Framework Agreement for the supply and delivery of ballast.

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

4405.5 Points and Crossings Layouts

The award of a call off contract to Company A for the supply and delivery of points and crossings as required at an estimated cost of [REDACTED] exclusive of VAT over a [REDACTED] year period.

It was noted that:

- The non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED] and
- The funding source for this contract is the MAC.

4405.6 It was noted that Company A is the incumbent, Progress Rail.

4405.7 City Centre Resignalling Project (CCRP) Phase 3

A contract totalling [REDACTED] for the CCRP Phase 3 awarded to [REDACTED] for works at Grand Canal Dock.

It was noted that:

- Board approval was not sought in October 2014 for this contract when its value was estimated at below the €2 million threshold. However, the revised estimated cost of [REDACTED] exceeds this threshold.
- The project is being funded by the NTA.

4405.8 Treatment of Surface Rail Defects

The selection criteria as presented to procure the services of a contractor to treat surface rail defects on the rail network.

It was noted that:

- This contract will operate for a period of five years.
- The estimated total value of the contract is €15 million excluding VAT.
- The funding source for the contract is the MAC.

4405.9 Kent Station Interchange

The award of a contract to Contract A, for civil engineering and building works at Kent Station, Cork, associated with the construction of a new entrance building and subway at a cost of [REDACTED] exclusive of VAT.

It was noted that:-

- The non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED]
- The contract will be funded by the NTA.

4405.10 It was noted that Contractor A is SIAC.

4405.11 Contract Cleaning Services

The award of a contract to Company A, for the provision of contract cleaning services at an estimated cost of [REDACTED] exclusive of VAT over a [REDACTED] year period.

It was noted that the funding sources for this contract are the operational budgets of the Railway Undertaking (RU) and the IM.

4405.12 It was noted that Company A is the incumbent, ISS.

4405.13 Traction Motor Overhaul and Casualty Repair Service

The award criteria as presented for the tender for the provision of traction motor overhaul and casualty repair services.

It was noted that:

- The proposed duration of the contract is for three years with an option to extend it by a further one year.
- The funding source for the contract will be the Chief Mechanical Engineering (CME) Heavy Maintenance budget and is estimated to have an annual contract value of [REDACTED]

4405.14 Train Coupling Systems Overhaul Programme

- (a) The conclusion of negotiations and the award of a contract, under derogation from the CIE Group Procurement Policies and Procedures, to Voith Turbo Ltd. for the nine year mid-life overhaul of 388 automatic and semi-automatic permanent couplers from various fleets of rolling stock.
- (b) The grant of authority to the Chief Executive to conclude negotiations in accordance with the above. Where, in his view, amendments to the contract terms are such that they should be considered by the board, the contract will be referred to the board prior to its execution.

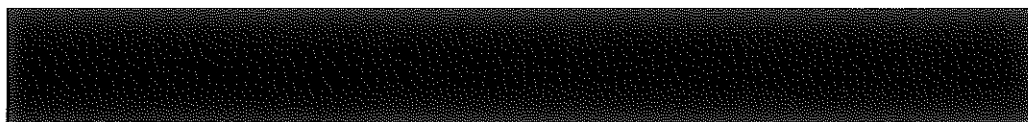
It was noted that:

- The estimated cost of the overhaul programme is [REDACTED] exclusive of VAT [REDACTED]
- The non-recoverable VAT arising is calculated at [REDACTED] giving a total contract award figure of [REDACTED] over the life of the proposed three year agreement.
- The funding source for this contract is the CME Heavy Maintenance budget.

4405.15 Disposal

The memorandum previously circulated was taken as read and noted.

4405.16



Rosslare

4405.17 Derogations during 2014

The memorandum previously circulated was taken as read and noted.

4405.18 Mr. Reynolds confirmed that these items do not need to be reported to the Minister because they are not non-compliances.

4405.19 Procurement Timetable

The up to date Procurement Timetable for 2015 previously circulated was taken as read and noted.

Mr. Reynolds left the meeting at this time.

4406 ADMINISTRATIVE ITEMS

4406.1 Transactions for Approval, Sealing and Signing

The transactions (16) for approval and sealing at the meeting were approved and sealed. The amended 2014-2018 MAC was withdrawn. **Appendix I**

The transactions (2) for approval and signing at the meeting were approved and signed. **Appendix II**

4407 ITEMS FOR NOTING

4407.1 Chairman's Report to the Minister

The Chairman's Report to the Minister following the board meeting on 31st March 2015 previously circulated was taken as read and noted.

4407.2 Miscellaneous

The board noted the following items contained in the board papers which were previously circulated:

- (a) Legislation and Government publications:
 - (i) SI No. 90 of 2015 – Coras Iompair Éireann Pension Scheme for Regular Wages Staff (Amendment) Scheme (Confirmation) Order 2015.
 - (ii) SI No. 91 of 2015 – Coras Iompair Éireann Spouses' and Children's Pension Scheme for Regular Wages Staff (Amendment) Scheme (Confirmation) Order 2015.
 - (iii) SI No. 92 of 2015 – Coras Iompair Éireann Superannuation Scheme 1951 (Amendment) Scheme (Confirmation) Order 2015.
 - (iv) SI No. 103 of 2015 – Freedom of Information Act 2014 (Commencement Date for Certain Bodies) Order 2015.
 - (v) Regulation of Lobbying Act 2015.
- (b) Minutes of the following meetings:
 - (i) Infrastructure Advisory Group Minutes 13th February 2015.
 - (ii) Infrastructure Advisory Group Minutes 12th March 2015.
 - (iii) Trains Advisory Group Minutes 16th February 2015.
 - (iv) Safety Advisory Group Minutes 10th February 2015.
 - (v) Audit Review Group Minutes 21st November 2014.
 - (vi) Internal Audit Plan 2015 – Status Report + List of Remaining Scheduled Audits.

Mr. Cronin, Mr. Culligan, Mr. Cunningham, Mr. Flannery, Mr. Franks, Mr. Meade and Mr. Perry left the meeting at this time.

4408 PRIVATE SESSION

4408.1

4408.2

4408.3

4408.4

Deliberations

4408.5

Info.
obtained in
confidence

4409

DATE AND LOCATION OF NEXT MEETING

Tuesday 26th May 2015 at 9.30am in Heuston Station.

Chairman

P. J. O. A.

Date

260515

TRANSACTIONS FOR APPROVAL AND SEALING

1. Agreement in duplicate with [REDACTED] selling 3.75 acres of land to CIÉ, to enable the closure of Level Crossing XM005 at 79 miles 0 yards on the Athlone to Westport Railway Line for a consideration of [REDACTED]
2. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XM005 at 79 miles 0 yards on the Athlone to Westport Railway Line for a consideration of [REDACTED]
3. Agreement in duplicate with [REDACTED] selling 6.86 acres of land to CIÉ, to enable the closure of Level Crossing XM125 at 112 miles 400 yards on the Athlone to Westport Railway Line for a consideration of [REDACTED]
4. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XM125 at 112 miles 400 yards on the Athlone to Westport Railway Line for a consideration of [REDACTED]
5. Closure Agreement in triplicate with [REDACTED] in relation to the closure of Level Crossing XL170 at 65 miles and 1,620 yards on the Limerick to Waterford Railway Line, for a consideration of [REDACTED]
6. Lease in duplicate with [REDACTED] T/A Phoenix Tyres Ltd., for a premises, Railway Arch No. 15, Robert Street, Dublin 3, to be used for storage, for a term of [REDACTED] for a rent of [REDACTED]
7. Lease in duplicate with Dublin City Council for a premises, six Railway Arches and adjoining yard at Aldborough Parade/Shamrock Terrace, North Strand, Dublin 3, to be used as a cleansing and recycling depot, for a term of [REDACTED] for a rent of [REDACTED] subject to review in the [REDACTED] of the lease.
8. Licence in duplicate with Galway City Council to allow them carry out works at Lough Atalia Road, beneath Bridge UB171 at 126 miles 803 yards on the Dublin to Galway Railway Line, for a consideration of [REDACTED]. The City Council proposes to lower the level of the road beneath the bridge so as to improve height clearance for road traffic passing under the bridge. This will be beneficial to Iarnród Éireann in terms of reduced bridge strikes.
9. Lease in duplicate with Irish Tar and Bitumen Suppliers, for a premises, part of the Fuel Storage Depot at Alexandra Road, Dublin 1, for the storage of polymer materials and other non-hazardous materials for use in connection with the Tenant's business for a term of [REDACTED] for a rent as follows:
[REDACTED]
10. Agreement in duplicate with [REDACTED] in relation to the transfer of 10.8 acres of land to CIÉ to enable the closure of Level Crossings XM011 at 79 miles 280 yards and XM016 at 79 miles 540 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
11. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossings XM011 at 79 miles 280 yards and XM016 at 79 miles 540 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
12. Agreement in duplicate with [REDACTED] in relation to the transfer of 14 acres of land to CIÉ to enable the closure of Level Crossing XM114 at 108 miles 1,400 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
13. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XM114 at 108 miles 1,400 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
14. Licence in duplicate with Galway City Council, for the installation, testing, maintenance and use of four ducts which are required for future use, for traffic signal cables on CIÉ

property, beneath railway bridge UBG171 Lough Atalia at 126 miles 803 yards on the Dublin to Galway Railway Line in the Parish of St. Nicholas, Co. Galway, for a licence period of 250 years, for a licence fee of [REDACTED]

15. Licence in duplicate with Ervia for the installation, testing, maintenance and use of a 400mm diameter gas main on CIÉ property at 41 miles 190 yards on the Ballybrophy to Killonan Railway Line in the Townland of Shanbally, Kilcomenty, Co. Tipperary, for a licence period of 99 years for a licence fee of [REDACTED] for 20 years and thereafter at [REDACTED] for the remaining 79 years.
16. Licence in duplicate with Ervia for the installation, testing, maintenance and use of a 400mm diameter gas main on CIÉ property at XN165 at 48 miles 1,320 yards on the Ballybrophy to Killonan Railway Line in the Townland of Lisnagry, Stradbally, Co. Limerick, for a licence period of 99 years, for a licence fee of [REDACTED] for 20 years and thereafter at [REDACTED] for the remaining 79 years.

Company Secretary
Iarnród Éireann
28th April 2015

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence Agreement in duplicate with [REDACTED], to allow him place his mobile kiosk at Dundalk Railway Station, Co. Louth, for the sale of hot and cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] for a licence fee of [REDACTED]
2. Licence Agreement in duplicate with [REDACTED], to allow him place his mobile kiosk at Balbriggan Railway Station, Balbriggan, Co. Dublin, for the sale of hot and cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED], for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
28th April 2015

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 TWO HUNDRED AND NINETY FOURTH
BOARD MEETING HELD ON 26TH MAY 2015
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Ms. Tracey McGee	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
	Mr. Flor O'Mahony	Director
	Mr. Tommy Wynne	Director

IN ATTENDANCE:	Mr. Bob Clarke	Chairman, Infrastructure Advisory Group
	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director
	Mr. Don Cunningham	Director Infrastructure Manager
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Ciaran Masterson	Director Human Resources (part)
	Mr. Jim Meade	Director Train Operations

MIN NO.

4410 MINUTES

4410.1 The Minutes of the meeting held on 28th April 2015 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4410.2 **Outstanding Action Items**
The memorandum previously circulated was taken as read and noted.

4411 CHAIRMAN'S COMMENTS

4411.1 The Chairman thanked Directors for attending the seminar on the new Companies Act 2014 held on 13th May 2015. It was very informative.

4411.2 The Chairman stated he was still awaiting feedback from the Minister regarding board appointments.

4411.3 The Chairman advised that one of the proposed changes to the Code of Practice for the Governance of State Bodies which is being updated by the Department of Public Expenditure and Reform (DPER) is that there should be three independent non-executive directors on Audit Committees. This will be discussed in further detail in due course.

4411.4 The next board meeting will take place on 23rd June 2015 in Portlaoise during which the board will get a briefing on heavy maintenance.

4411.5

4411.6

4411.7

Deliberations

4412

CHIEF EXECUTIVE'S REPORT

4412.1 The Chief Executive's Report previously circulated was taken as read and noted.

4412.2 Mr. Franks gave details of:

- Key performance indicators (KPIs) for Period 4 2015 and
- Recent international train accidents.

4412.3 Mr. Meade outlined key areas of focus in the Railway Undertaking (RU) including:

- Customer service strategy,
- Fare evasion survey and
- Belmond luxury train.

4412.4 Mr. Culligan outlined key areas of focus in the Commercial Department including:

- Service enhancements (Cork/Dublin Express) and
- Commercial campaign activity.

4412.5 Mr. Cunningham outlined key areas of focus for the Infrastructure Manager (IM) Department including:

- Rail Accident Investigation Unit (RAIU) Level Crossing Report,
- Submission to the DTTAS regarding potential additional funding and
- Multi annual contract (MAC).

4412.6 Mr. Cronin outlined the Financial Results for Period 4 2015 and it was noted that the company incurred a loss of [REDACTED] for the period compared to a

budgeted loss of [REDACTED] and a loss of [REDACTED] for the same period in 2014. The year to date loss amounted to [REDACTED] compared to a budgeted loss of [REDACTED] and a loss of [REDACTED] for the same period in 2014.

4412.7

Matters discussed included the following:

- While Iarnrod Eireann is planning to roll out a technical solution at user worked level crossings, an exposure still exists. A review of the company's Level Crossing Strategy has been initiated.
- There is insufficient funding to implement the RAIU recommendation that level crossings should be upgraded to ensure that their operation is not reliant on user actions.
- Mr. Dave Murton of the RAIU is to attend the next board meeting.
- A full automatic train protection (ATP) system is required. However, the company does not have the funding for such an investment.
- A number of initiatives are about to be introduced which will help drivers to avoid breaking speed restriction limits.
- An incident which had a potential serious impact occurred on 27th April 2015 whereby a CCE staff van got into difficulty reversing across the Cork Line.
- A potential serious incident occurred recently whereby the roof panel of a 29000 DMU set came loose. A fleet survey has been carried out since then and nylon washers replaced. This incident highlights an area of build quality which the company would not have been aware of up to now.
- Satisfactory passenger loadings on the Cork/Dublin Express train.
- A revised MAC will be presented for signing at the next board meeting as new wording has now been verbally agreed.
- In response to a request from the DTTAS for proposals in the event of additional funding becoming available, the company has listed the closure of the IM and RU funding gap as the first priority.
- Despite the very good revenue performance during Period 4 2015, the company still incurred a loss of [REDACTED] during the period. However, taking account of the positive variance generated year to date of [REDACTED] [REDACTED] the total risks and opportunities which have been identified amount to [REDACTED]

4413

ADVISORY AND POLICY PAPERS

4413.1

Infrastructure Advisory Group (IAG)

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

4413.2

Mr. Clarke outlined the recent deliberations of the IAG including:

- Civil Engineering lead indicators for asset management/operational safety,
- SET asset condition survey and
- Stoneblower.

4413.3

In response to Ms. McGee, Mr. Clarke explained how restoring the geometry of the track is the basis for monitoring track condition.

4413.4

The Chairman asked for an update to be provided at the September board meeting on the lead indicators for asset condition. It should outline whether any improvements have been achieved and whether there are any implications for the forecast.

Mr. Cunningham

4413.5

Trains Advisory Group (TAG)

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

4413.6 It was noted that:

- The fit out of eight level crossings in 2015 with a technical solution has not commenced yet. However, the project is on target.
- Details of the review of the Level Crossing Strategy Update are to be brought to the board. **Mr. Cunningham**
- The trial product for the Train Protection Strategy (TPS) is better than that used for DART. The timing and the cost of the project will not be affected by the Alstom claim which has been rejected. However, the process to obtain RSC approval may take time.
- Any planning for new rolling stock will require a long lead in period (five years).
- Voluntary severances have been delayed as the necessary Statutory Instrument has not been renewed yet.
- Due to the differing nature of work it is not always possible to fill roles left vacant by voluntary severances by staff from other areas. Therefore, there are some parts of the business where the company cannot afford to let staff go on voluntary severance.

4413.7 Proposed Works at Colbert Station, Limerick

The memorandum previously circulated was taken as read and noted.

4413.8 Fleet Reliability Benchmarking

The memorandum previously circulated was taken as read and noted.

4413.9 Mr. Meade advised that the benchmarking exercise shows that Iarnrod Eireann is ahead of the UK average i.e. the company is spending its money wisely. However, more work needs to be carried out on the 29000 fleet. The Chairman queried whether the company could also get more out of the Intercity railcar (ICR) fleet.

4413.10 Risk Management – Resources, Governance and Assurance

The memorandum previously circulated was taken as read and noted.

4413.11 In response to Mr. Allen, Mr. Cronin confirmed that the board would be advised when a risk has been sufficiently mitigated and when it will fall outside the top 10/20 list of risks.

4413.12 In response to the Chairman, Mr. Cronin confirmed that he and the "expert user", Mr. Ronan Glynn, would be responsible for ensuring that the information system is clean and up to date. In addition, there would be an outside expert advisor who will carry out an annual audit. The Chairman asked for the first audit to be carried out within 6 months rather than 12 months of the commencement of the use of the new software. **Mr. Cronin**

4413.13 Seat Reservation System (SRS)

The memorandum previously circulated was taken as read and noted.

4413.14 It was noted that:

- The data protection issue has been addressed.
- The system can be configured to highlight start and stop stations.
- The SRS will not impact on the driver of one person operated trains.
- The biggest help to Train Hosts will be when the system works properly.

4413.15 Drugs and Alcohol Test History 2012 – 2014

The Director Human Resources, Mr. Ciaran Masterson, joined the meeting at this time.

4413.16 The memorandum previously circulated was taken as read and noted.

4413.17 It was noted that:

- The testing of 5% of safety critical staff would be similar to the level of testing in the UK.

- The threat of drugs and alcohol testing has brought significant focus to the issue and has had a positive effect on staff. No driver has failed a drugs and alcohol test since 2013.
- The company's aim is to have zero tolerance approach. Anyone who fails a drugs and alcohol test should never be reinstated and particular not to a safety critical role. The role of Chairman of the Disciplinary Appeals Tribunal (DAT) is to satisfy himself that the disciplinary process adopted was correct. [REDACTED]

Personal
information

- One member of staff who failed a drugs and alcohol test has appealed their case to the Employment Appeals Tribunal and another has appealed their case to the High Court.

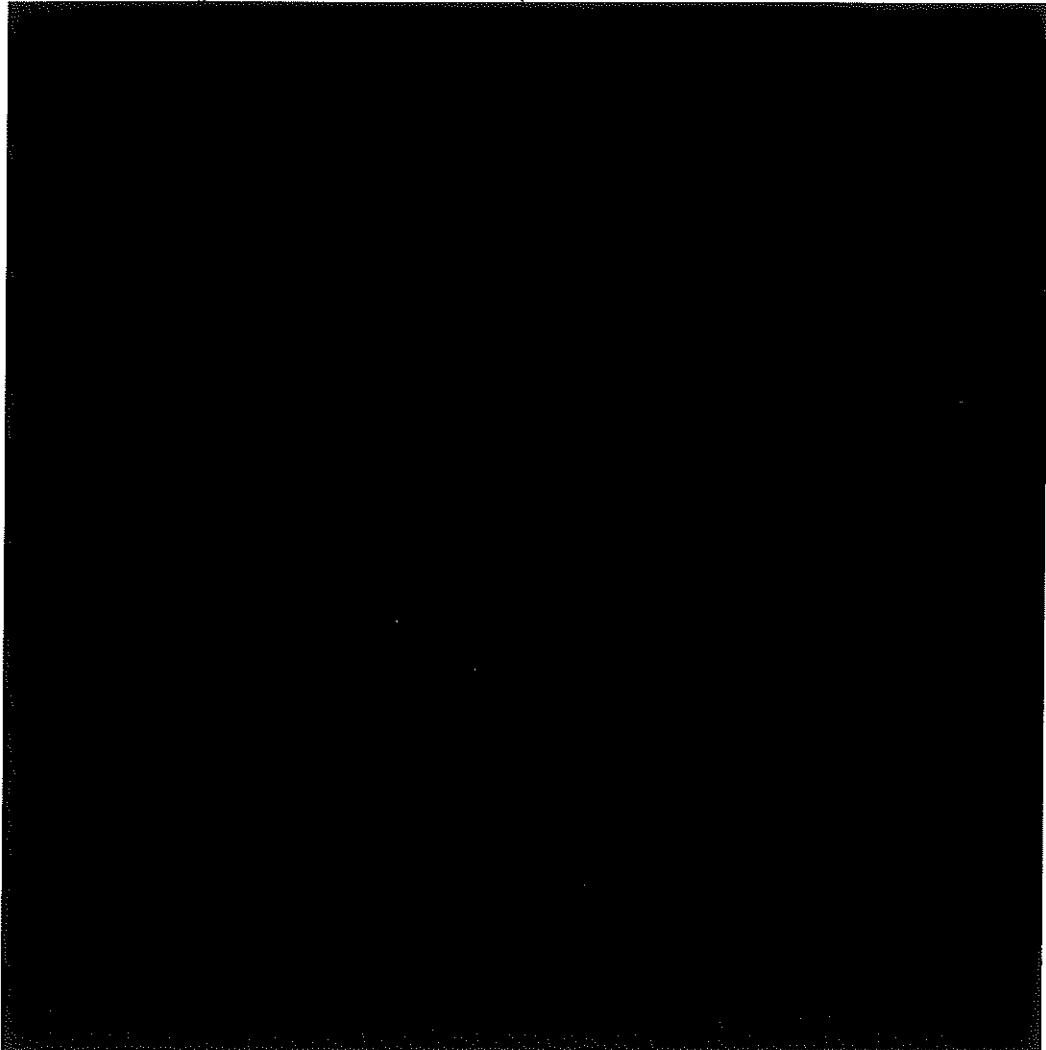
Mr. Masterson left the meeting at this time.

4413.18 Forecast 2015 and Draft Five Year Plan 2016-2020

The Forecast 2015 and Draft Five Year Plan 2016-2020 previously circulated was taken as read and noted.

4413.19 It was noted that following review by the board, the draft Five Year Plan would be sent to the DTTAS for comment and then returned to the board for approval. Thereafter, it will be presented to the CIE Board.

4413.20 In introducing the draft Five Year Plan, Mr. Franks advised that:



Deliberations

4413.21

4413.22 The board discussed the draft Five Year Plan in detail and suggested a number of amendments covering matters such as:

Mr. Cronin left the meeting at this time.

4414 CAPITAL EXPENDITURE PROPOSAL

The memorandum previously circulated was taken as read and noted.

4414.1 Phoenix Park Tunnel – Detailed Design and Construction

The board gave its approval for expenditure of a further [REDACTED] (of which [REDACTED] is ineligible for NTA funding) to complete the detailed design and construction phase to facilitate the running of additional services from the Kildare commuter line to city centre stations via the Phoenix Park Tunnel.

It was noted that:

- This approval would increase the total approved expenditure to date to [REDACTED] and
- The project is funding by the NTA.

4414.2 The board felt that the letter from the NTA dated 21st May 2015 fell short of what would give it comfort as it did not give any commitment with respect to funding passenger services through the tunnel. Given that the board is mandated to run the company in a financially sustainable manner and this project is not financially sustainable, it was agreed that the Chairman should write to the NTA outlining the board's concerns.

4415 PROCUREMENT

4415.1 The Procurement Report containing KPIs for Period 4 2015 previously circulated was taken as read and noted.

4416 ADMINISTRATIVE ITEMS

4416.1 Transactions for Approval, Sealing and Signing

The transactions (5) 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**

4416.2 Property Items

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

4416.3 The three memoranda previously circulated were taken as read and noted.

4416.4 The board noted the following proposals which are to be submitted to the CIE Board for approval:

- (ii) Development works at Connolly Station and
- (iii) Development works at Heuston Station.

Mr. Grogan left the meeting at this time.

4417 ITEMS FOR NOTING

4417.1 Chairman's Report to the Minister

The Chairman's Report to the Minister following the board meeting on 28th April 2015 previously circulated was taken as read and noted.

4417.2

Miscellaneous

The board noted the following items contained in the board papers which were previously circulated:

- (a) Legislation and Government Publications:
 - (i) SI No. 124 of 2015 – The Railway Safety Act, 2005 (Section 26) Levy Order 2015.
 - (ii) SI No. 147 of 2015 – Companies Act 2014 (Forms) Regulations 2015.
 - (iii) SI No. 169 of 2015 – Companies Act 2014 (Commencement) Order 2015).
- (b) Extract from the PricewaterhouseCoopers (PwC) 2014 Audit Findings Report to the CIE Board Audit and Risk Committee regarding Pensions.
- (c) Minutes of the following meeting:
 - (i) Infrastructure Advisory Group Minutes 16th April 2015.
 - (ii) Trains Advisory Group Minutes 20th April 2015.

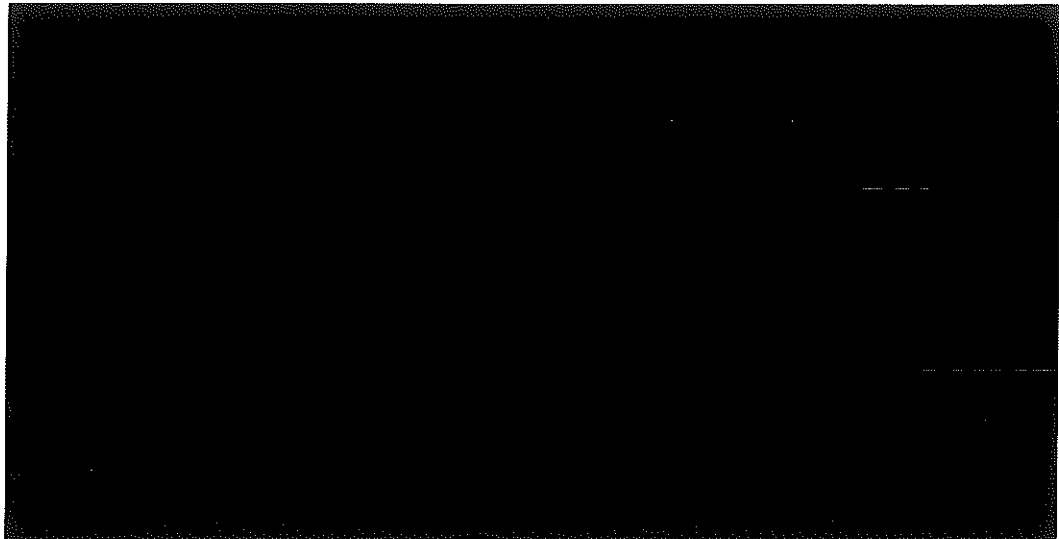
4418

ANY OTHER BUSINESS

4418.1

4418.2

4418.3



CIE

Mr. Clarke, Mr. Culligan, Mr. Cunningham, Mr. Flannery, Mr. Franks and Mr. Meade left the meeting at this time.

4419

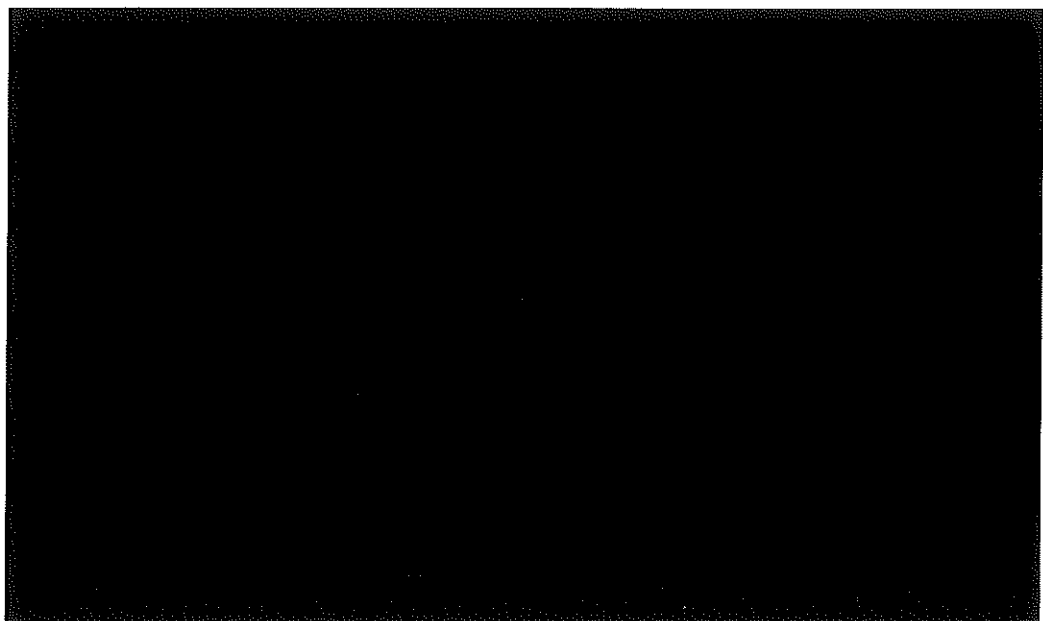
PRIVATE SESSION

4419.1

4419.2

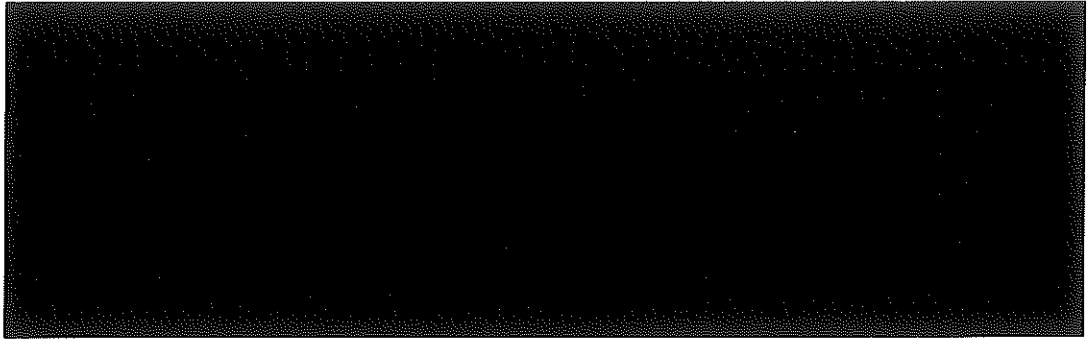
4419.3

4419.4



Info. received
in confidence

4419.5



4420

DATE AND LOCATION OF NEXT MEETING

Tuesday 23rd June 2015 at 9.30 a.m. in Portlaoise.

Chairman



Date

4
23/06/15

TRANSACTIONS FOR APPROVAL AND SEALING

1. Agreement in duplicate with [REDACTED] in relation to the transfer of 1.26 acres of land to CIE to enable the closure of Level Crossing XN127 at 39 miles 1350 yards on the Ballybrophy to Killonan Railway Line, for a consideration of [REDACTED]
2. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XN127 at 39 miles 1350 yards on the Ballybrophy to Killonan Railway Line, for a consideration of [REDACTED]
3. Agreement in duplicate with [REDACTED] in relation to the transfer of 6.67 acres of land to CIE to enable the closure of Level Crossing XM004 at 78 miles 1715 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
4. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XM004 at 78 miles 1715 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
5. Licence Agreement in triplicate with Raheenleagh Power Ltd., for the installation, testing, maintenance and use of a 38KV power cable in four 110mm OD pipe ducts, on CIE property at 47 miles 266 yards on the Dublin to Wexford Railway Line at Glenart, Co. Wicklow, for a licence period of 250 years, for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
26th May 2015

TRANSACTIONS FOR APPROVAL AND SIGNING

Licence in duplicate with [REDACTED] to allow him place his mobile kiosk at McBride Railway Station, Drogheda, Co. Louth, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
26th May 2015

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

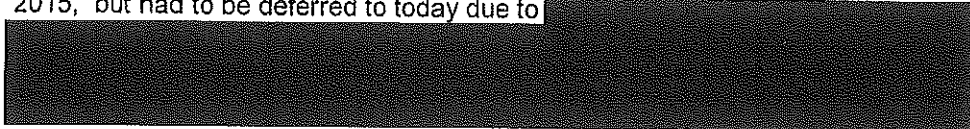
MINUTES OF THE TWO HUNDRED AND NINETY FIFTH
BOARD MEETING HELD ON 24TH JUNE 2015
AT 9.30AM IN HEUSTON STATION, DUBLIN

- PRESENT:**
- | | |
|-------------------|----------|
| Mr. Phil Gaffney | Chairman |
| Mr. John Moloney | Director |
| Mr. Flor O'Mahony | Director |
- IN ATTENDANCE:**
- | | |
|------------------------|---|
| Mr. Aidan Cronin | Chief Financial Officer |
| Mr. Don Cunningham | Director Infrastructure Manager |
| Ms. Geraldine Finucane | Company Secretary |
| Mr. David Franks | Chief Executive |
| Mr. Louis Gilvarry | Deputy Chief Procurement Officer (part) |
| Mr. Jim Meade | Director Train Operations |
- ABSENT:** Apologies were received from Mr. Frank Allen, Mr. Gerry Culligan, Mr. Mike Flannery, Ms. Patricia Golden, Ms Tracey Magee, Mr. James Nix and Mr. Tommy Wynne.

MIN NO.

4421 INTRODUCTORY COMMENTS

- 4421.1 The Chairman thanked Mr. Moloney and Mr. O'Mahony for attending the meeting at short notice. The meeting was originally scheduled for yesterday, 23rd June 2015, but had to be deferred to today due to



- 4421.2 It had been intended that the board meeting originally scheduled for yesterday would take place in Portlaoise. A Portlaoise meeting is now more likely to take place in September 2015.

4422 MINUTES

- 4422.1 The Minutes of the meeting held on 26th May 2015 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4422.2 Outstanding Action Items

The memorandum previously circulated was taken as read and noted.

- 4422.3 In response to a previous query on level crossings from Ms. Golden, Mr. Franks confirmed that he would circulate a separate note on this matter to the board.

Mr. Franks

4423 SAFETY

4423.1 Rail Accident Investigation Unit (RAIU)

It was agreed that Mr. Dave Murton of the RAIU will be invited to attend a board meeting in the autumn.

4423.2 Safety Plan Update

The Safety Plan Update previously circulated was taken as read and noted.

4423.3 Safety Advisory Group (SAG)

The Report from the Chairman of the SAG, Mr. Perry, previously circulated was taken as read and noted.

4424 CHIEF EXECUTIVE'S REPORT

4424.1 The Chief Executive's Report previously circulated was taken as read and noted.

4424.2 Mr. Meade gave details of a collision which occurred in Waterford yard on 11th May 2015. The investigation into this incident is almost complete. Mr. Meade also gave details of three signals passed at danger (SPAD). These occurred at Howth on 21st April 2015, at Bray on 28th April 2015 and at Reilly's Crossing on 15th May 2015.

4424.3 Mr. Franks gave details of two overspeeding incidents which occurred during Period 5 2015, one of which was in an automatic train protection (ATP) zone. As a result, the full ATP network across the DART system is being reviewed. It is important not to become complacent.

4424.4 Other matters discussed included the following:

- The forecast outturn for 2015 is better than budget by approximately [REDACTED]
- The results for Period 5 2015 are in line with forecast. However, the company still incurred a loss of [REDACTED] during the period.
- A project will commence shortly to replace the five separate payroll systems with a single integrated system. However, the permanent way payroll is extremely complicated and has to be streamlined before it can be transferred to a new system. Engagement with the trade unions will be required in this regard.
- The net financial effect (NFE) calculation is almost complete. This will form part of the application for an increase in subvention for 2016. A key element in the submission will be the estimated fares revenue for 2016. Iarnród Éireann is seeking a fares yield of [REDACTED] as per the joint rail review carried out with the National Transport Authority (NTA) in 2014. This is in line with Year 1 of the Five Year Plan.
- [REDACTED]
- Active engagement continues with the Gardaí on the issue of graffiti attacks. Increased monitoring is taking place at entry/exit points to the railway. Clean up costs totalling €180,000 year to date have been incurred. The board agreed that a major blitz to obliterate graffiti should commence as soon as possible. In addition, it should be publicised that trespass onto a railway line is very dangerous and that any graffiti is cleaned up immediately.

Mr. Cunningham, Mr. Kenny and Mr. Meade

Rosslare

4425 ADVISORY AND POLICY PAPERS

4425.1 Trains Advisory Group (TAG)

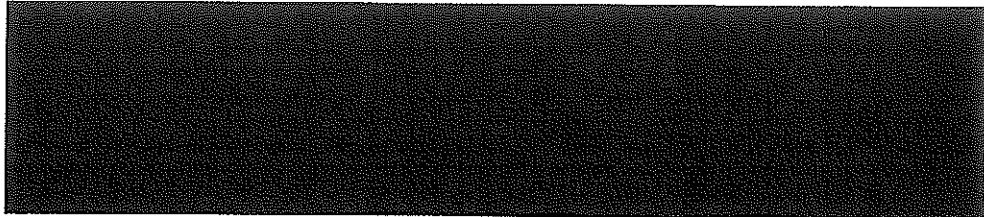
The Report from the Chairman of the TAG, Mr. Perry, previously circulated was taken as read and noted.

4425.2 DART Expansion Update

The memorandum previously circulated was taken as read and noted.

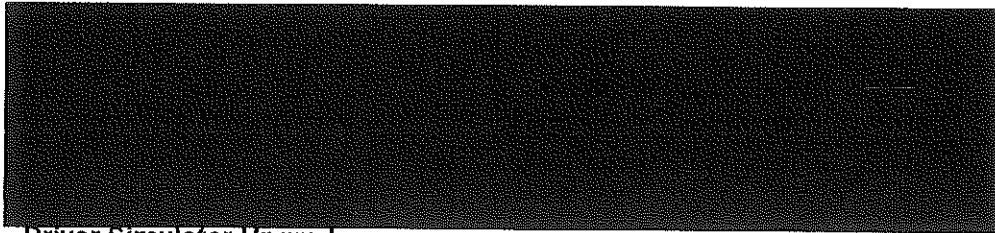
4425.3 Mr. Cunningham advised that an announcement by the Government on its capital programme is imminent. The NTA has advised that DART expansion is critical to the development of transportation in the country. However, there is no money for it. Mr. Cunningham advised that Notices to Treat must be issued by the 24th September 2015 at the latest. However, work in this regard must commence by the 10th August 2015 at the latest. If these deadlines are not met, the current Railway Order will no longer protect the route.

4425.4



Deli

4425.5



Deli

4425.6 Driver Simulator Upgrade

The memorandum previously circulated was taken as read and noted.

4425.7 Mr. Meade advised that a process has commenced to research the market to assess which course of action would best suit Iarnród Éireann. Funding for the upgrade is being sought from the NTA.

4425.8 Draft Five Year Plan 2016-2020

The revised Draft Five Year Plan 2016-2020 previously circulated was taken as read and noted.

4425.9 Mr. Cronin presented the draft Five Year Plan which was amended following comments at the last board meeting. It was noted that a copy had been forwarded to the NTA and the DTTAS. However, no feedback had been received yet. He confirmed that they understand the implications of the limited investment funding option compared with the appropriately funded option.

4425.10 The board gave its approval for the Five Year Plan 2016-2020. However, the Chairman stated that it must be made very explicit that the unsustainable option referred to in the plan is not acceptable to the Iarnród Éireann board. The plan will now be incorporated into the CIE Group Five Year Plan which will be presented to the CIE Board on 1st July 2015.

Mr. Cronin

4425.11 Risk Register

The up to date Risk Register previously circulated was taken as read and noted. It was agreed that this would be discussed at the next meeting. However, a copy is to be sent forward to the CIE Board for information.

Mr. Cronin

4426 CAPITAL EXPENDITURE PROPOSALS

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

4426.1 Fieldwork Management and Data Capture

The board gave its approval for expenditure of [REDACTED] for a Fieldwork Management and Data Collection System to support Infrastructure Manager (IM) Asset Management Systems.

It was noted that funding for this project has been provided for under the Safety Management Systems section of the multi annual contract (MAC).

4426.2 Widening of OBB026 on the Belfast Line

The board gave its approval to widen the railway overbridge, OBB026, on the Belfast Line at the Back Road, Malahide, on behalf of Fingal County Council.

It was noted that:

- The proposed widening is to accommodate a single footpath on the northern side of the bridge in order to improve the level safety for pedestrians using the bridge.
- The works will be carried out by Iarnród Eireann and will be funded by Fingal County Council at an estimated total cost of [REDACTED] plus VAT.
- All costs incurred by CIE/Iarnród Eireann will be recovered from the local authority.

4427 PROCUREMENT

Mr. Louis Gilvarry, Deputy Chief Procurement Officer, joined the meeting at this time.

4427.1 Procurement Report

The Procurement Report for Period 5 2015 previously circulated was taken as read and noted.

4427.2 Contract

The memorandum previously circulated was taken as read and noted.

4427.3 Phoenix Park Tunnel Works

The board gave its approval to award a contract to Contractor A for the civil works associated with the Phoenix Park Tunnel Project at a cost of [REDACTED] exclusive of VAT.

It was noted that:

- The non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED]
- The project is funded by the NTA.
- Contractor A is KN Networks.

4427.4 Award Criteria

The memorandum previously circulated was taken as read and noted.

4427.5 Rolling Stock Maintenance of Heating, Ventilation and Air Conditioning (HVAC) and Toilet Systems

The board gave its approval for the award criteria as presented for the tender for the provision of HVAC and toilet maintenance services on the 22000, 29000 and Mark 4 fleets.

It was noted that:

- The proposed duration of the contract is [REDACTED] years with an option to extend it by a further [REDACTED] years on an annual basis.
- There will be two separate funding sources for this contract which will have an annual cumulative value of approximately [REDACTED]
 - Overhauls and preventative maintenance of toilet and HVAC systems to be funded from the Chief Mechanical Engineering Heavy Maintenance budget ([REDACTED] p.a.)
 - System health checks, in service repairs and fleet reliability improvements to be funded from the Chief Mechanical Engineering fleet running maintenance budgets [REDACTED] p.a.).

4427.6 Procurement Timetable

The updated Procurement Timetable for 2015 previously circulated was taken as read and noted.

Mr. Gilvarry left the meeting at this time.

4428 ADMINISTRATIVE ITEMS

4428.1 Transactions for Approval, Sealing and Signing

The transactions (7) for approval and sealing at the meeting were approved and sealed.

Appendix I

The transactions (2) for approval and signing at the meeting were approved and signed.

Appendix II

4428.2 Property Item

The memorandum in respect of the proposed tender of Tara House and yard was taken as read and it was noted that this proposal would be presented to the CIE Board for approval.

4429 ITEMS FOR NOTING

4429.1 Chairman's Report to the Minister

The Chairman's Report to the Minister following the board meeting on 26th May 2015 previously circulated was taken as read and noted.

4429.2 Miscellaneous

The board noted the following items contained in the board papers which were previously circulated:

(a) Legislation and Government publications:

- (i) SI No. 225 of 2015 – Companies Act 2014 (Section 150) Regulations 2015.
- (ii) Letter dated 4th June 2015 confirming consent from the Minister to convert Iarnród Éireann to a Designated Activity Company.

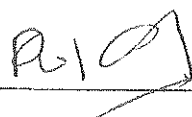
- (b) Minutes of the following meetings:
- (i) Infrastructure Advisory Group Minutes 18th May 2015.
 - (ii) Trains advisory Group Minutes 18th May 2015.
 - (iii) Safety Advisory Group Minutes 7th April 2015.
 - (iv) Audit Review Group Minutes 20th March 2015 including:
 - Internal Audit Status Report
 - PricewaterhouseCoopers (PwC) final Management Letter regarding the 2014 audit and
 - Report of the Chairman of the Audit Review Group to the CIE Audit and Risk Committee.

4430

DATE AND LOCATION OF NEXT MEETING

Tuesday 25th August 2015 at 9.30 a.m. in Heuston Station.

CHAIRMAN



DATE

250815

TRANSACTIONS FOR APPROVAL AND SEALING

1. Licence in duplicate with Telefónica Ireland Ltd., to carry out works on CIÉ property in the vicinity of Connolly Railway Station at Sherriff Street, Dublin 1, for a licence period of [REDACTED] for a licence fee of [REDACTED]
2. Agreement with [REDACTED] in relation to transfer of 4.15 acres of land to CIÉ to enable the closure of Level Crossing XM007 at 79 miles 100 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
3. Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XM007 at 79 miles 100 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
4. Lease in triplicate with Railway Refreshment Rooms (Tara Street) Ltd., for a premises, O'Reilly's Bar, Tara Street Station, Dublin 2, to be used as a licensed premises and restaurant, for a period of [REDACTED] for a rent of [REDACTED] or [REDACTED] Gross Turnover, whichever is the greater.
5. Licence in duplicate with Great Northern Distillery Ltd., for the maintenance and use of one 3 inch water pipe beneath UBB144 at 54 miles 836 yards on the Dublin to Belfast Railway Line, in the Townland of Demesne, Co. Louth, for a licence period of 99 years, for a licence fee of [REDACTED]
6. Bridge Agreement in quadruplicate with Wexford County Council and the National Roads Authority to construct two new road bridges over the Dublin to Rosslare Railway Line at 75 miles 1,160 yards in the townland of Ballynabarney and 64 miles 880 yards in the townland of Ballygullen Co Wexford, for a licence fee of [REDACTED]
7. Amended 2014-2018 Multi Annual Contract in duplicate between the Department of Transport, Tourism & Sport and Iarnród Éireann-Irish Rail as Infrastructure Manager. Authorised by Iarnród Éireann board 27th May 2014 (Minute 4306.16) and Iarnród Éireann board 24th June 2014 (Minute 4318.2).

Company Secretary
Iarnród Éireann
24th June 2015

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] to allow him place his mobile kiosk at Kildare Railway Station, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of 1 year, for a licence fee of [REDACTED] reduced to [REDACTED] in consideration of a licence fee payable in respect of a previous licence fee for Coolmine Station.
2. Licence in duplicate with Longford Co. Co., to allow them access to property at Longford Train Station for the purposes of car parking, for a licence period of [REDACTED] for a licence fee of [REDACTED]

Company Secretary
Iainr  d Eireann
24th June 2015

Record 7

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 TWO HUNDRED AND NINETY SIXTH
BOARD MEETING HELD ON 25TH AUGUST 2015
AT 9.30AM IN HEUSTON STATION, DUBLIN

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Ms. Tracey McGee	Director
	Mr. John Moloney	Director
	Mr. Flor O'Mahony	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. Bob Clarke	Chairman, Infrastructure Advisory Group
	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director
	Mr. Don Cunningham	Director Infrastructure Manager
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Jim Meade	Director Train Operations
	Mr. Colm Reynolds	Chief Procurement Officer (part)

MIN NO.

4431 MINUTES

4431.1 The Minutes of the meeting held on 24th June 2015 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4431.2 Outstanding Action Items
The memorandum previously circulated was taken as read and noted.

4432 CHAIRMAN'S COMMENTS

4432.1 The Chairman welcomed everyone present back after the summer break.

4432.2 It was noted that the terms of office of Ms. Patricia Golden and Mr. James Nix expired on 29th July 2015. Ms. Golden was reappointed to the board for another term. Mr. Nix was not reappointed. Therefore, there are two board vacancies currently. Iarnród Éireann is working with the Public Appointments Service (PAS) to fill these vacancies. It is expected that a more targeted approach will lead to appointments by mid-October.

4432.3



Deliberations

4432.4 The Chairman advised that the Chief Executive and the Chief Operating Officer, CIE, had worked very hard to obtain more funding for the company from the Department of Transport, Tourism and Sport (DTTAS). This had borne fruit as the Minister announced in July additional funding of €60 million for public transport, €38 million of which would be allocated to Iarnród Éireann, principally for rolling stock heavy maintenance. While this is still well short of the additional funding required by the company, it provides for comfort to know that the DTTAS and the Minister are also aware of this and are working towards reducing the funding gap in the 2016 Budget.

4432.5 The Chairman stated that he had asked Mr. O'Mahony to chair a steering group (as a board advisory group) on the organisational restructuring programme which the Chief Executive had outlined at the board meeting on 28th April 2015. He stated that he was pleased that Mr. Wynne had agreed to join this group. However, Mr. Moloney had declined as he did not feel he had sufficient detailed knowledge of the organisation to make a meaningful contribution. The Chairman emphasised that the invitation to Mr. Moloney was still open. It was noted that the advisory group will also include Mr. Stephen Watson of AD Little. He is a very experienced risk and safety management specialist and will give assistance to management on how to progress the proposals through the RSC approval regime. The Chairman stated that he was hopeful that this open and transparent approach to the restructuring of the organisation (incorporating board level involvement) would contribute to the progress that is required to develop the organisation to one which fits the values and objectives which were endorsed at the June board meeting.

4432.6 The Chairman advised that Mr. Flannery had decided to leave CIE and take on new challenges. This is not the last board meeting he would attend and the board would have opportunities to wish him well before his departure.

4432.7 The board meeting scheduled for 29th September 2015 will take place in Portlaoise.

4433 CHIEF EXECUTIVE'S REPORT

4433.1 The Chief Executive's Report previously circulated was taken as read and noted.

4433.2 Mr. Franks went through the key performance indicators (KPIs) for Period 8 2015. The following were highlighted:

- Side impact collision during a shunting movement at Fairview Depot on 12th July 2015.
- One signal passed at danger (SPAD) in Period 6 2015 and three SPADs in Period 7 2015. Two of the SPADs occurred in sidings. Three of the SPADs were driver reminder appliance (DRA) preventable. However, DRAs were not yet fitted on those trains.
- While Period 8 financial performance was better than budget and better than forecast, the company still lost [REDACTED] during Period 8 2015.
- Benefits of manual interventions to reboot the seat reservation system (SRS) when necessary.
- The answer rate for telephone calls, which declined in Period 8 2015, is being addressed with the service provider.
- The slower than expected progress with the GSM-R Project will not open the company to claims. The signalling, electrical and telecoms (SET) resources for this project are being reviewed.

4433.3

Other matters discussed included the following:

- Succession planning and leadership development.
- DART Underground Project.

While a decision is still awaited from Government, it is expected that the Railway Order will be allowed to lapse and Notices to Treat will not be served. Funding is to be provided for work on an alternative plan.

- Rail options to serve north County Dublin.
- Status of the Fourth Railway Package.

It was agreed that:

- There should be greater engagement with the DTTAS on European matters.
- An advisory paper is to be prepared on the Fourth Railway Package.

Mr. Franks

- An advisory paper is to be prepared on European funding applied for by the company.

Mr. Flannery

- The Essential Functions Body is to be set up in CIE. This is required following the transposition of EU Directive 2012/34/EU into Irish law.

4433.4

Mr. Cunningham outlined the key focus areas for the Infrastructure Manager (IM) and referred to the graffiti blitz, DART cable theft, level crossings, the DART North Relaying Project and the prevention of over speeding incidents. Mr. Cunningham was asked to report back on issues raised by Mr. Wynne with respect to advance warning boards and emergency restriction lights.

Mr. Cunningham

Mr. Moloney joined the meeting at this time.

4433.5

Mr. Meade outlined the key areas of focus for Train Operations and highlighted planning for the low rail adhesion season, status of the Enterprise Refurbishment Project and the service failure on 1st August 2015.

4433.6

The issue of the recent pay claim by train drivers was raised. During the discussion the following matters were referred to: Cost Management Committee, comparison to the UK and other grades, productivity, financial position of the company and one person operated (OPO) trains. It was noted that there are many issues to be discussed and the Chief Executive stated that the best forum for these is the Cost Management Committee.

4433.7

Mr. Culligan outlined the key areas of focus for the Commercial Department which are a 10 minute service for the DART, the Customer First Programme, and a customer data protection issue which had arisen and been dealt with.

4433.8

Mr. Cronin went through the financial results for Period 8 2015. While passenger revenue was better than forecast and budget during the period, rail freight and Rosslare revenue were adverse to budget. Gross expenditure for the period was better than budget and it was noted that bank interest costs were lower than budget because of the additional funding received during 2014 and 2015 (€38 million). Multi annual contract (MAC) work completed in the period was lower than forecast. Enhancement expenditure was adverse to budget resulting from earlier than planned own funded expenditure. Overall, the company incurred a loss of [REDACTED] during Period 8 2015 compared to a forecasted loss of [REDACTED]. While the company is still underfunded with respect to railway infrastructure maintenance, the positive results are welcome. In addition, the additional funding announced by the Minister during the summer will contribute positively to the bottom line.

4433.9 Half Year Review of the Chief Executive's Objectives

The memorandum previously circulated was taken as read and noted.

4433.10 Mr. Franks advised that the successes during the first half of the year were: the better financial control leading to improved financial results and the improving relationships with the DTTAS and the National Transport Authority (NTA). Difficulties encountered included the slower than planned organisation restructuring as well as plans to modernise terms and conditions (especially for permanent way staff).

4433.11

4433.12 Mr. Wynne raised the issue of how drivers are dealt with following over speeding incidents. It was agreed that he should discuss the matter with Mr. Meade.

Mr. Meade and Mr. Wynne

4434 ADVISORY PAPERS

4434.1 Infrastructure Advisory Group (IAG)

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

4434.2 Mr. Clarke outlined the development of a detailed system of leading indicators for measuring asset condition. He gave a number of examples and outlined the next steps to be taken.

4434.3 It was suggested that:

- Agreement should be developed with the NTA for the level of funding that is required to ensure a sustainable level of activity to maintain asset condition.
- The reporting mechanism should show the risk of non-achievement which can then be reported to Government.
- A greater level of assurance is required for the board that the shortfall in asset condition is due entirely to a lack of sufficient funding.
- A line based approach (incorporating passenger numbers) needs to be developed so that the relationship between asset condition, the activity level on that asset and business performance can be better understood.

The board asked for a further paper incorporating the above suggestions.

Mr. Clarke and Mr. Cunningham

4434.4 Trains Advisory Group (TAG)

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

4434.5 Organisation Design Steering Committee

The memorandum previously circulated was taken as read and noted.

4434.6

The Chairman reiterated that Mr. Moloney was still welcome to join the committee.

4434.7 Regulation of Lobbying Act 2015

The memorandum previously circulated was taken as read and noted.

4434.8 Mr. Franks advised that directors and staff must be very careful to whom they speak, what they speak about and whether it should be reported. Training within the company will be required. Any lobbying activity by directors should be advised to the Assistant Company Secretary, Ms. McCabe.

4434.9 Relationship with the RSC

The memorandum previously circulated was taken as read and noted.

4434.10

4434.11

4434.12

4434.13

4434.14

4434.15 Replacement Payroll System

The memorandum previously circulated was taken as read and noted.

4434.16 On Track Maintenance (OTM) Contract

The memorandum giving an update on the progress of the OTM contract previously circulated was taken as read and noted.

4434.17 In response to Mr. Wynne, Mr. Cunningham confirmed that he was happy with the level of penalties being imposed and that there is always room for improvement.

4435

CAPITAL EXPENDITURE PROPOSALS

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

4435.1

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

4435.2

Replacement of the Track Recording Vehicle (TRV) and Associated Systems

The board gave its approval for expenditure of [REDACTED] inclusive of non-recoverable VAT, for the procurement of a replacement TRV and associated systems.

It was noted that this project is being funded under the MAC.

4435.3

Weed Spray Vehicle

The board gave its approval for expenditure of [REDACTED] including non-recoverable VAT, to replace the current weed spray train with demountable weed spray modules fitted to an existing multi-purpose on-track vehicle known as the MPV.

It was noted that this project is being funded from the MAC.

4435.4

National Control Centre

The board gave its approval for additional expenditure of [REDACTED] (of which [REDACTED] is ineligible for NTA funding) to complete the implementation strategy for the new National Control Centre and the preparation of a project business case.

It was noted that:

- The additional expenditure is required as a consequence of larger than expected tender returns and proposed scope changes.
- This proposal will increase the total board approved expenditure on this project from [REDACTED] to [REDACTED] (of which [REDACTED] is ineligible for NTA funding).
- The NTA will fund this project.

4435.5

Integrated Ticketing System (ITS) – Phase 4 Rest of Ireland

The board gave its approval for expenditure of [REDACTED] to roll out Leap in the rest of Ireland subject to NTA funding.

4436

PROCUREMENT

4436.1

Procurement Report

The Procurement Report for Period 8 2015 previously circulated was taken as read and noted.

4436.2

Contracts

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

4436.3

Leasing of Cars and Vans

The board gave its approval for:

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

Ashley Ford
AVIS Fleet Solutions
GPT (vans only)
Lease Plan
Merrion Fleet

It was noted that:

- Each annual call off may be for a period of up to four years and
- The award values outlined below exclude fuel costs.

- (b) The award of the 2015 call off under the Framework Agreement to Company E for the lease and maintenance of [REDACTED] vans at an estimated cost of [REDACTED] exclusive of VAT.

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 [REDACTED] years.

- (c) The award of the 2015 call off under the Framework Agreement to Company A for the lease and maintenance of [REDACTED] at an estimated cost of [REDACTED] exclusive of VAT.

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 [REDACTED] years.

4436.4 In response to the Chairman, Mr. Reynolds confirmed that Company A is Lease Plan (not the incumbent) and Company E is GPT (the incumbent).

4436.5 Overhead Line Equipment (OHLE) Maintenance
This proposal was deferred.

4436.6 The Chairman stated that despite the proper action taken, our procurement processes should have prevented a single tender situation arising with the incumbent who, it was felt, was overcharging. This results in a lack of competition which is very surprising for this nature of work.

4436.7 It was agreed that:

- Further negotiations should take place with the tenderer by a second team which should include the Chief Executive. Mr. Franks
- Top management must speak to the market and progress towards proper competition. Mr. Cunningham, Mr. Franks and Mr. Reynolds
- The procurement process should be reviewed and further checks incorporated to ensure that this does not happen again. Mr. Reynolds

4436.8 Supply and Delivery of Ballast
The board gave its approval for the award of a call off contract under the Ballast Framework Agreement to Contractor A for the supply and delivery of ballast at a cost of [REDACTED] exclusive of VAT.

It was noted that:

- The non-recoverable VAT arising is estimated at [REDACTED] giving a total contract award figure of [REDACTED] and
- This project is funded by the MAC.

4436.9 It was noted that Contractor A is Roadstone.

4436.10 Procurement Timetable
The Procurement Timetable for 2015 previously circulated was taken as read and noted.

Mr. Reynolds left the meeting at this time.

4437 ADMINISTRATIVE ITEMS

4437.1 Transactions for Approval, Sealing and Signing

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

The transactions (2) for approval and signing at the meeting were approved and signed. **Appendix II**

The Licence Agreement previously signed by Mr. Cunningham, Director IM, on behalf of the board outside of the board meeting for reasons of extreme urgency, was noted and ratified. **Appendix III**

4437.2 Company Secretary - Companies Act 2014

The Company Secretary, Ms. Finucane, left the meeting at this time.

4437.3 The memorandum previously circulated was taken as read and noted.

4437.4 It was proposed by Mr. O'Mahony and seconded by Ms. McGee and resolved:

"That, subject to the re-registration of Iarnród Éireann-Irish Rail (the company) (Company No. 119571) as a designated activity company under the Companies Act 2014, and taking into account Section 226 of the Companies Act 2014, the Directors are satisfied that the person currently appointed as the Company Secretary of the company has the skills necessary so as to enable her to maintain (or procure the maintenance of) the records (other than accounting records) required to be kept under the Companies Act 2014 in relation to the company."

Ms. Finucane returned to the meeting at this time.

4437.5 Corporate Governance Documents

The following documents updated to reflect the Companies Act 2014 and duties under the Freedom of Information Act 2014 previously circulated were taken as read and noted:

- Code of Business Ethics for Board members and Directors,
- Roles and duties of Board Members and Directors of the CIE Group,
- Matters Reserved for Iarnród Éireann Board Decision and
- Code of Business Ethics for Employees.

4437.6 The revised Terms of Reference for the CIE Board Audit and Risk Committee which were updated to include references to the CIE Protected Disclosure Policy previously circulated were taken as read and noted.

4437.7 The Directors' and Corporate Governance Manuals will be updated accordingly.

4438 ITEMS FOR NOTING

4438.1 Chairman's Report to the Minister

The Chairman's Report to the Minister following the board meeting on 24th June 2015 previously circulated was taken as read and noted.

4438.2 Miscellaneous

The board noted the following items contained in the board papers which were previously circulated:

- (a) Legislation and Government Publications:
 - (i) SI No. 249 of 2015 – European Union (Regulation of Railways) Regulations 2015.

- (ii) SI No. 260 of 2015 – European Union (Train Driver Certification) Regulations 2010 (Amendment) Regulations 2015.
- (iii) Notice to amend the Coras Iompair Éireann Pension Scheme for Regular Wages Staff and the Coras Iompair Éireann Superannuation Scheme 1951 (Amendment) Scheme 2000.

(b) Minutes of the following meetings:

- (i) Infrastructure Advisory Group Minutes 11th June 2015.
- (ii) Trains Advisory Group Minutes 15th June 2015.

4439 ANY OTHER BUSINESS

It was noted that the 15th August 2015 represented 50 years of involvement by the Chairman in the railway industry. The board and management congratulated the Chairman and gave him a presentation in recognition of his long service.

4440 PRIVATE SESSION

Mr. Clarke, Mr. Cronin, Mr. Culligan, Mr. Cunningham, Mr. Flannery, Mr. Franks and Mr. Meade left the meeting at this time.

4440.1



Info. obtained in confidence

4440.2



Rosslare

4440.3



Info. obtained in confidence

4441


DATE AND LOCATION OF NEXT MEETING

Tuesday 29th September 2015 at 9.30am in Portlaoise.

Chairman



Date



TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with [REDACTED] for a retail unit in Waterford Railway Station, for the sale of tea, coffee, minerals and other pre-packed light refreshments, pre-packed sandwiches and snacks, cigarettes, mobile phone top-up, newspapers, ice-cream and confectionery, for a term of [REDACTED] for a rent of [REDACTED]
2. Agreement in duplicate with [REDACTED] the Legal Representative of [REDACTED] for the sale of 9.84 acres of land to CIÉ in respect of the closure of Accommodation Crossing XM152 at 120 miles 1,200 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
3. Closure Agreement in duplicate with [REDACTED] the Legal Representative of [REDACTED] in respect of the closure of Accommodation Crossing XM152 at 120 miles 1,200 yards on the Athlone to Westport Railway Line, for a consideration of [REDACTED]
4. Licence Agreement in duplicate with Irish Water for the installation, testing, maintenance and use of one 100mm watermain on CIÉ property in the vicinity of OB41 at 14 miles 441 yards on the Dublin to Belfast Railway Line in the Townland of Kingstown, Lusk, Co. Dublin, for a licence period of 250 years, for a licence fee of [REDACTED]
5. Licence Agreement in quadruplicate with Kilkenny County Council and the National Roads Authority, granting them access to IÉ/CIÉ property to construct a new road bridge, beneath the railway line at Ballyverneen, Co. Kilkenny, at 106 miles 346 yards on the New Ross branch line, as part of the N25 New Ross Bypass PPP Scheme, for a consideration of [REDACTED]

Company Secretary
Iarnród Éireann
25th August 2015

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in triplicate with AMT Coffee Ltd., for a retail unit at Heuston Station, Dublin 8, for the sale of tea/coffee, juices, smoothies, pastries, light snacks and sandwiches, paninis, soup and other general coffee shop goods, for a licence period of [REDACTED] for a licence fee of [REDACTED] or [REDACTED] of the Turnover Fee whichever is the greater.
2. Licence in duplicate with Mr. Patryk Buda, for a premises, five railway arches at Shamrock Terrace, Dublin 1, to be used as a mechanics workshop for motor repairs, for a licence period of [REDACTED] for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
25th August 2015

LICENCE AGREEMENT

DART NORTH RELAYING PROJECT

Licence Details:

Licence in duplicate between St. Laurence O'Toole Diocesan Trust, [REDACTED] Parish Priest, Córas Iompair Éireann and Iarnród Éireann to allow CIÉ/IE access the car park adjoining Our Lady Mother of Divine Grace Church, Howth Road, Raheny, Dublin 5, as a temporary construction compound to facilitate construction works on the DART Railway Line, for a licence period of [REDACTED] for a licence fee of [REDACTED]

Due to reasons of extreme urgency, the Licence Agreement was signed by Mr. Don Cunningham, Director IM, Iarnród Éireann, on behalf of the board of Iarnród Éireann, outside of the meeting of the board due to be held on 25th August, 2015. The CIÉ Board signed this Licence Agreement at its meeting on 1st July, 2015.

The Licence was ratified at the Iarnród Éireann board meeting on 25th August 2015.

Company Secretary
Iarnród Éireann
25th August 2015

Freedom of Information Request:
Schedule of Records for IE_FOI_014 : Summary for Decision Making

Record No.	Date of Record	Brief Description	No. of Pages	Decision: Grant/Part Grant/Refuse	Section of Act if applicable redaction list on sheet 2 redaction list on sheet 2	Record Edited/Identify Deletions
1	31.12.2013	IE Board Minutes for year 2013				
	31.12.2012	IE Board Minutes for year 2012				

Signed

IE Decision Maker

2013

Redactions

IE Board Minutes 22nd January 2013

Page #	Minute #	Section of Act Applicable	Reason
2	4150.1	Section 29 - Deliberations of Public Bodies	Deliberations amendments
3/4	4153.2	Section 36(1)(c) - Commercially Sensitive Information / Schedule 1 Part 1 (p) - Partially Included agencies	information which could prejudice the conduct of negotiations / Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
5/6	4155.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
7	4156.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
7	4156.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
7	4157.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
8	4157.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
8	4157.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
8	4157.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
8	4157.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
8	4158 - 4158.3	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
9	4158.4	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
9	4159.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
9	4159.3	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
10	4160.3	Section 37 - Personal Information	Personal Information relating to employees
10/11	4160.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
12	App 1(1-5)	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
13	App 2(1-6)	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
14	App 3	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a financial loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
16	4166.2	Section 36(1)(c) - Commercially Sensitive Information / Section 37 - Personal Information	information which could prejudice the conduct of negotiations / Personal Information relating to employees
17/18	4168.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
18	4168.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
18	4168.6	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
18	4169.1	Section 37 - Personal Information	Personal information relating to employees
18	4169.2	Section 37 - Personal Information	Personal Information relating to employees
19	4169.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
20	4171.2	Section 29 - Deliberations of Public Bodies / Schedule 1 Part 2 - Exempt Agencies	Deliberations relating to the NTA / Information relating to Bus Éireann
20	4172.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations

21	4172.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
21	4172.7	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
22	4173.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
23	App 1(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
24	4177.3	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
25	4179.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
27	4181.2	Section 36(1)(c) - Commercially Sensitive Information	Information which could prejudice the conduct of negotiations
27	4181.3	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
27	4181.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
27	4181.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
28	4181.8	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
28/29	4182.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
29	4182.11	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
29	4182.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
29	4182.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
30	4182.15	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
30	4182.18	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
30	4182.19	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
30	4182.21	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
31	4182.22	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
31	4182.23	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
31	4182.26	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
34	App 1(1-5)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
34	App 2(1-8)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
36	4188.3	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
38	4191.6	Section 36(1)(c) - Commercially Sensitive Information	Information which could prejudice the conduct of negotiations
39	4191.15	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
39	4191.16	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
39	4191.17	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
40	4192.4	Section 29 - Deliberations of Public Bodies	Deliberations re IE strategy
40	4192.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations

41	4193.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
42	4193.7	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
44	App 1(1-5)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
45	App 2(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
46/47	4198.1	Schedule 1 Part 2 - Exempt Agencies	Information relating to Bus Eireann
47	4198.3	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
47/48	4199.2	Section 36(1)(c) - Commercially Sensitive Information / Schedule 1 Part 1 (p) - Partially Included agencies	information which could prejudice the conduct of negotiations / Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
48	4200.2	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
48	4200.3	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
48	4200.4	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
49	4201.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
49	4201.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
50	4201.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
50	4202.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
51	4202.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
52	4203.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
52	4203.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
54	App 1(1-6)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
54	App 2 (1-5)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
56	4208.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
56/57	4208.3	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
57	4208.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co

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Page #	Minute #	Section of Act Applicable	Reason
59	4211.2	Section 29 - Deliberations of Public Bodies	Deliberations re Industrial Relations
60	4212.2	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
60	4213.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
61	4213.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
61/62	4214.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
62	4214.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
62	4214.5	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co

63	4214.10	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
63	4214.18	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
63	4214.19	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
63/64	4214.20	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
64	4215.5	Section 29 - Deliberations of Public Bodies	Deliberations re RSC
65	4215.8 - 4215.14	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
67	App 1(1-6)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
68	App 2(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
70	4219.3	Section 36(1)(c) - Commercially Sensitive Information	Information which could prejudice the conduct of negotiations
70	4220.3	Section 29 - Deliberations of Public Bodies	Deliberations re NTA
70	4221.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
71	4222.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
72	4222.5	Section 29 - Deliberations of Public Bodies	Deliberations re RSC
73	4222.16	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
73	4222.18	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
74	4223.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
75	4224.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
76	4224.6	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Éireann (CIE) Holding Co
76	4224.7	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Éireann (CIE) Holding Co
76	4224.9	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Éireann (CIE) Holding Co
79/80	App 1(1-16)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
81	App 2(1-3)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
83/84	4230.2	Schedule 1 Part 2 - Exempt Agencies / Section 36(1)(b) - Commercially Sensitive Information	Information relating to Coras Iomapir Éireann (CIE) Holding Co / financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
85	4231.5	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
	4231.6	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
86/87	4231.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
89	4232.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
89	4233.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations

89	4233.9	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomair Éireann (CIE) Holding Co
90	4233.11	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
91	App 1(1-6)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
92	App 2(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
93	App 3(1-4)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
94	4238.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Bus Atha Cliath
96	4240.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
96	4240.7	Section 29 - Deliberations of Public Bodies	Deliberations re RSC
96	4240.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
97	4240.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
97	4240.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
97	4240.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
97	4240.15	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
97	4240.18	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
98	4241.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
98	4241.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
99	4241.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
99	4241.10	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
100	4241.14	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomair Éireann (CIE) Holding Co
100	4243.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
103	App 2(1-5)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
104	App 3(1-4)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
106/107	4248.2	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
107	4249.3	Section 29 - Deliberations of Public Bodies	Deliberations re RSC
107	4249.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
108	4249.7	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
110	4250.17	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
110	4250.20	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
111	4250.23	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
111	4251.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations

111	4251.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
111	4251.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
111	4251.9	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
113	4251.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
113	4251.18	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
113	4252.3	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
115/116	App 1(1-16)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
117	App 2(1-7)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Redactions			
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Page #	Minute #	Section of Act Applicable	Reason
2	4013.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
3	4016.3	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
	4016.9	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
4	4017.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
5	4018.11	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
5	4018.13	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
6	4018.17	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
6	4018.18	Section 36(1)(b) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
7	4020.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the company's position in the marketplace
7	4020.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
8	4021.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
8	4023.3	Section 37 - Personal Information	Personal Information
9	4023.5	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
9	4023.8	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
10	App 1(1-15)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
11/12	App 2 (1-20)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
13	App 3(1-10)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
14	App 3(1-10)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
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Page #	Minute #	Section of Act Applicable	Reason
15	4026.1	Section 29 - Deliberations of Public Bodies	Deliberations - contains matters relating to the deliberations in previous minutes
16	4027.1	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
18	4030.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Bus Éireann
18	4030.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
19	4030.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
20	4033.20	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
21	4033.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
20	4033.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
21	4033.10	Schedule 1 Part 2 - Exempt Agencies	Information relating to Bus Atha Cliath and Bus Éireann
21	4034.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
21	4034.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
24/25	App 1(1-13)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
26	App 2(1)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
27/28	4040.1	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Eireann (CIE) Holding Co
29	4043.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
30	4043.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
30	4043.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
30	4043.10	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Eireann (CIE) Holding Co
31	4044.3	Section 29 - Deliberations of Public Bodies	Deliberations in relation to the DTTAS/NTA
33	4046.3	Section 29 - Deliberations of Public Bodies	Deliberations in relation to the NTA
33	4046.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
33	4047.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
34	4047.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
34	4047.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
34	4047.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
35	4049.3	Section 37 - Personal Information	Personal Information in relation to employees
35	4049.4	Section 37 - Personal Information	Personal Information in relation to employees
35/36	4049.5	Section 37 - Personal Information	Personal Information in relation to employees
37	App 1(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
38	App 2 (1-8)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
39	App 3(a-c)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Minute #	Section of Act Applicable	Reason
40/41	4053.1	Schedule 1 Part 2 - Exempt Agencies
41/42	4054.2	Schedule 1 Part 2 - Exempt Agencies
42	4055.2	Section 29 - Deliberations of Public Bodies
43	4056.2	Section 36(1)(c) - Commercially Sensitive Information
43	4056.3	Section 36(1)(c) - Commercially Sensitive Information
44	4057.4	Section 36(1)(c) - Commercially Sensitive Information
44	4058.2	Section 36(1)(c) - Commercially Sensitive Information
44	4058.3	Section 36(1)(c) - Commercially Sensitive Information
45	4058.8	Section 36(1)(c) - Commercially Sensitive Information
46	4059.2	Section 36(1)(c) - Commercially Sensitive Information
46	4059.4	Section 36(1)(c) - Commercially Sensitive Information
48	App 1(1-2)	Section 36(1)(b) - Commercially Sensitive Information
49	App 2 (1-4)	Section 36(1)(b) - Commercially Sensitive Information

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Minute #	Section of Act Applicable	Reason
50/51 4064.10	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
51 4065.20	Section 36(1)(c) - Commercially Sensitive Information	Information which could prejudice the conduct of negotiations
53 4067.3	Schedule 1 Part 1 (p) - Partially Included agencies / Section 29 - Deliberations of Public Bodies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort / Deliberations relating to the NTA
53 4067.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
53 4068.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
54 4068.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
55 4069.4 - 4069.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
56 4070.4 - 4070.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
57 4070.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
58 App 1 (1-3)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
59 App 2(1-4)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Minute #	Section of Act Applicable	Reason
60 4075.1	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
61 4075.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
61 4076.2	Section 36(1)(c) - Commercially Sensitive Information	Information which could prejudice the conduct of negotiations
62 4078.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
63 4080.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
64 4080.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
64 4080.9	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
66 4081.14	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
66 4081.16	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
66 4081.17	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
67 4081.19	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
67 4081.24	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
67 4081.25	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
68 4084.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
69 4085.3	Section 37 - Personal Information	Personal Information in relation to employees
71 App 1(1-10)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
72 App 2 (1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Minute #	Section of Act Applicable	Reason
73 4089.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
74 4089.3	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
75 4083.1	Section 29 - Deliberations of Public Bodies	Deliberations - contains matters relating to the deliberations in prev minutes

75	4090.3 - 4090.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Eireann (CIE) Holding Co and Bus Atha Cliath
76/77	4092.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
78	4094.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
78	4094.5	Section 29 - Deliberations of Public Bodies	Deliberations relating to the NTA
79	4095.2	Section 29 - Deliberations of Public Bodies	Deliberations relating to the employees
80	4095.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
80/81	4095.11	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
81	4096.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
81	4096.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
82	4096.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
82	4096.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
83	4096.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
83	4097.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Eireann (CIE) Holding Co
85/86	App 1(1-14)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
87	App 2(1-10)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
IE Board Minutes 25th September 2012			
Minute #	Section of Act Applicable		Reason
89	4102.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
89	4102.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
90	4104.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
90	4104.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
92	4106.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
94/95	4107.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
95	4107.11 - 4107.15	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
96	4107.16	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
98	App 1(1-3)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
99	App 2(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
IE Board Minutes 4th October 2012			
Minute #	Section of Act Applicable		Reason
101	4117	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Eireann (CIE) Holding Co
IE Board Minutes 22nd October 2012			
Minute #	Section of Act Applicable		Reason
102	4119.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
103	4121.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
104	4122.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
105	4124.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
105	4124.3	Section 29 - Deliberations of Public Bodies	Deliberations relating to the DTTAS

107	4125.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
109	4127.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
110	4127.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
111	App 1(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

IE Board Minutes 27th November 2012

Minute #	Section of Act Applicable	Reason
114/115	4136.1	Section 29 - Deliberations of Public Bodies Deliberations - contains matters relating to the deliberations in prev minutes
115	4137.1	Schedule 1 Part 2 - Exempt Agencies Information relating to Coras Iomair Eireann (CIE) Holding Co
116	4137.5	Section 36(1)(c) - Commercially Sensitive Information information which could prejudice the conduct of negotiations
116	4137.6	Schedule 1 Part 2 - Exempt Agencies Information relating to Coras Iomair Eireann (CIE) Holding Co
117	4139.7	Schedule 1 Part 1 (p) - Partially Included agencies Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
118	4139.8	Section 36(1)(c) - Commercially Sensitive Information information which could prejudice the conduct of negotiations
118	4140.2	Section 36(1)(c) - Commercially Sensitive Information information which could prejudice the conduct of negotiations
118	4140.5	Section 36(1)(c) - Commercially Sensitive Information information which could prejudice the conduct of negotiations
119	4140.6	Schedule 1 Part 2 - Exempt Agencies Information relating to Coras Iomair Eireann (CIE) Holding Co
120	4140.13	Section 36(1)(c) - Commercially Sensitive Information Information which could prejudice the conduct of negotiations
120	4141.5	Section 36(1)(c) - Commercially Sensitive Information Information which could prejudice the conduct of negotiations
120	4141.6	Section 36(1)(c) - Commercially Sensitive Information information which could prejudice the conduct of negotiations
122	4143.4	Section 36(1)(c) - Commercially Sensitive Information information which could prejudice the conduct of negotiations
122-128	App 1(Table)	Section 36(1)(b) - Commercially Sensitive Information financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
129	App 2(Table)	Section 36(1)(b) - Commercially Sensitive Information financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
130	App 3(1-6)	Section 36(1)(b) - Commercially Sensitive Information financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
131	App 4(1-4)	Section 36(1)(b) - Commercially Sensitive Information financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND FIFTY SIXTH
BOARD MEETING HELD ON 24TH JANUARY 2012
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Mick Cullen	Director
	Mr. Michael Gliblin	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
	Mr. Cliff Perry	Director
	Ms. Dearbhalla Smyth	Director
IN ATTENDANCE:	Mr. Cal Carmichael	Assistant Chief Executive (Operations) (part)
	Mr. Roddy Connolly	Group Chief Financial Officer, CIE
	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Flinucane	Company Secretary
	Mr. Ronan Gill	Chief Procurement Officer (part)
	Mr. Niall Grogan	Group Property Manager (part)
	Mr. Claran Masterson	Director Human Resources (part)
	Mr. Peter Muldoon	Acting Director New Works (part)
	Mr. John Reville	Acting General Manager, ICCN (part)
	Mr. Peter Smyth	Chief Mechanical Engineer (part)

ABSENT: Apologies were received from Ms. Laetitia Baker.

MIN NO.

- 4011** The Chairman wished everyone a happy new year for 2012.
- 4012 MINUTES**
- 4012.1** The Minutes of the meeting held on 22nd November 2011 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.
- 4012.2** **Outstanding Items**
The memorandum previously circulated was taken as read and noted.
- 4013 CHAIRMAN'S COMMENTS**
- 4013.1** The Chairman advised that he and the Chief Executive met Minister Varadkar before the end of 2011. They gave him a wide ranging briefing. He was attentive, engaged and appreciated the issues. However, he made no promises. He indicated his enthusiastic support for railway network strategy planning and will attend the forthcoming seminar.

corporate knowledge contained in the Noble Denton Report. All of the recommendations were accepted and action plans are being developed.

Mr. Cuffe left the meeting at this time.

4016 FINANCE

4016.1 Finance Report

The Financial Results for Period 12 2011 previously circulated were taken as read and noted.

4016.2 Revised Budget for 2012 and Five Year Plan

The revised Budget for 2012 and the Five Year Plan previously circulated were taken as read and noted.

4016.3 Mr. Cronin presented the revised Budget for 2012. The company is budgeting a [REDACTED] million (after exceptional items) for 2012 compared to a [REDACTED] million forecast for 2011. The Five Year Plan shows the company returning to profitability in 2015.

4016.4 Following a lengthy discussion which included references to:

- Legislative requirements to match revenue with expenditure,
- The capital expenditure proposal in respect of heavy maintenance,
- "Going concern" issue,
- Funding support required from the CIE Group,

the board gave its approval for the Budget for 2012 in the context of the Five Year Plan noting that there is a requirement for continual support from CIE.

4016.5 It was agreed that an Independent review would be carried out on the Chief Mechanical Engineer's Heavy Maintenance Programme for the forthcoming years. It was acknowledged that the company's financial resources may be limited in this regard. However, it will not put unsafe trains into service and, therefore, other alternative decisions may have to be taken. **Mr. Fearn**

4016.6 Commercial Risk Register

The up to date Commercial Risk Register previously circulated was taken as read and noted.

4016.7 It was suggested that the next time the register is presented to the board, it should:

- Reflect comments from the newly appointed Commercial Director,
- Reflect the risk associated with the introduction of the new Leap Card,
- Make clear where the movement has taken place since the last quarter and
- Contain an explanatory note of the underlying process.

Mr. Cronin

4016.8 Contracts

Mr. Ronan Gill, Chief Procurement Officer, joined the meeting at this time.

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

The board gave its approval for the following:

4016.9 Maintenance of Ticketing Equipment Software

The conclusion of negotiations and award of a contract to Scheidt & Bachmann GmbH in respect of ticketing equipment software maintenance for a period of [REDACTED] years at an estimated contract value of [REDACTED] million inclusive of non-recoverable VAT.

It was noted that funding for this contract will come from the Operating Budget.

4016.10 Advisory Services Panel

The creation of a panel of suitably qualified advisors from which individuals may be appointed to act as members of Board Advisory Groups or to undertake specific ad hoc assignments at the direction of the board.

4016.11 The Chairman stated that Board Advisory Groups have proven to be very useful. They act as a good "check and balance". He explained the need for a panel of advisors stating that appointments to Advisory Groups must be transparent and dealt with through the normal procurement process. He stated that in future the Chairmen of Advisory Groups will not be non-executive directors. In addition, if any non-executive directors serve on such Advisory Groups they will not receive extra remuneration as per recent Department guidelines. The Chairmen of Advisory Groups can attend Iarnród Éireann board meetings when required and present reports to the board.

4017 **PROPERTY**

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

4017.1 Trackside Fibre Optic Cable Commercialisation Project

The memorandum previously circulated was taken as read and noted.

4017.2 The board gave its approval for the selection criteria presented in the memorandum to the board in respect of the qualifications stage of the proposed tender for the sale or lease of dark fibre in the Trackside Fibre Optic Cable Commercialisation Project.

4017.3 Cork Docklands Infrastructural Scheme

The memorandum previously circulated was taken as read and noted.

4017.4

[REDACTED]

Mr. Grogan left the meeting at this time.

4018 **ENGINEERING**

Mr. Don Cunningham, Acting Assistant Chief Executive (Engineering), joined the meeting at this time.

4018.1 Contract

The memorandum previously circulated was taken as read and noted.

4018.2 The board noted the following:

- (a) The award of a contract to Comconsult Technologies Ltd. (trading as Fleetconnect) and Icomera UK Ltd. for the provision of onboard Wi-Fi equipment for fleets operating in the Greater Dublin Area.
- (b) The value of the contract award amounts to [REDACTED] inclusive of non-recoverable VAT.
- (c) The award of the contract was approved by the Chief Executive on 5th December 2011.
- (d) The CIE Group Procurement Policy and Procedures provides that the board may delegate to the Chief Executive the authority to award a contract valued in excess of €2 million (and thus requiring normal board approval) in exceptional circumstances where it is not possible to obtain

prior board approval for the contract, provided that the board is notified at its next meeting.

4018.3 Selection and Award Criteria

The memorandum previously circulated was taken as read and noted.

4018.4 The board gave its approval for the selection and award criteria presented in the memorandum to the board for the proposed tender for the provision of carriage cleaning services.

Mr. Gill left the meeting at this time.

4018.5 Engineering Report

The Engineering Report for Period 12 2011 previously circulated was taken as read and noted.

4018.6 Mr. Cunningham presented his report and the main item discussed was the midterm review of the Railway Safety Programme 2009-2013. It was noted that:

- The DTTAS has submitted the proposed multi annual contract for the Railway Safety Programme (as required under Article 6 of Directive 2001/14/EC).
- Preparatory work has been carried out on an asset replacement programme but more detailed work needs to be done in this area.
- The Chairman asked to see the consultants when appointed, who will be evaluating the progress under the third Railway Safety Programme and assessing its continued relevance in assuring safety of the rail network in Ireland.

4018.7 Engineering Advisory Group (EAG)

The Report from the EAG meeting held on 17th January 2012 previously circulated was taken as read and noted.

4018.8 It was noted that the level of work on cuttings and embankments has been very impressive.

4018.9 Mr. Cunningham updated the board on the delay to the CTC Project.

4018.10 Capital Expenditure Proposals

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

The board gave its approval for the following:

4018.11 Railway Safety and Renewals Programme and Safety Management Plan 2012
Expenditure of [REDACTED] million on the Railway Safety and Renewals Programme and Safety Management Plan 2012.

It was noted that this programme is the fourth year of the Five Year Railway Safety Programme 2009-2013 and is funded by the Exchequer as part of an agreed Five Year Programme amounting to [REDACTED] million which was approved in 2009.

4018.12 Heavy Maintenance Programme 2012

Mr. Peter Smyth, Chief Mechanical Engineer (CME), joined the meeting at this time.

4018.13 Following a lengthy discussion and given that it ties in with the Budget for 2012, the Heavy Maintenance Programme for 2012 involving expenditure of [REDACTED] million, was approved. However, it was noted that the expenditure figures contained in the CME's Heavy Maintenance plans for 2014 onwards do not tie in with those in the Five Year Plan and are not sustainable in the context of the overall finances of the CIE Group. Therefore, given the critical

nature of the Heavy Maintenance Programme for the whole CIE Group, the Chairman asked for an Independent third party review of the programme in the context of the overall issue of financial sustainability.

4018.14 The Chairmen stated that if the shortage of own resourced capital funding prevails into the future, the company will not compromise on safety and, therefore, the gap will be reflected in reduced levels of service. He stated that the NTA has been advised of this.

4018.15 Mr. Smyth proposed the formation of a special technical group to look at heavy maintenance costs going forward. The Chairman supported this proposal and stated that the company has to change its capital expenditure process. A whole life costing process which links in with the budgeting process and identifies the ongoing impact on the business, is necessary.

4018.16 **Disposals**

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

The board gave its approval for the following:

4018.17 **Disposal of Scrap Permanent Way Materials 2012**

The disposal, in accordance with the CIE Group Procurement Policy and Procedures, of approximately [REDACTED] of scrap rail having an estimated sale value of approximately [REDACTED] million.

4018.18 **Scrapping of Freight Wagons**

The scrapping of [REDACTED] freight wagons having a nil net book value and an estimated disposal value totalling [REDACTED] as outlined in Appendix I.

Appendix I

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

4019 **OPERATIONS**

Mr. John Reville, Acting General Manager, InterCity and Commuter Networks, joined the meeting at this time.

4019.1 It was noted that Mr. Reville is standing in for Mr. Carmichael for [REDACTED] months while the latter will be working on the EU Regulatory Compliance Restructuring Project.

4019.2 **Operations Report**

The Operations Report for Period 13 2011 previously circulated was taken as read and noted.

4019.3 Mr. Reville presented his report and the following matters were discussed:

- The requirement to achieve the "modal shift" timetable project without increasing costs.
- The need for some information on what management efforts are going in to rectify where punctuality trends are not good. It was noted, however, that punctuality on the Belfast Line had improved during January 2012.

Mr. Reville left the meeting at this time.

4020 **NEW WORKS**

Mr. Peter Muldoon, Acting Director New Works, joined the meeting at this time.

4020.1 **New Works Report**

The New Works Report for Period 12 2011 previously circulated was taken as read and noted.

- 4020.2** Mr. Muldoon presented his report and the following matters were discussed:
- Reduction in the availability of capital funding for 2012.
 - Impact of the reduction in capital funding on car park projects, ticket validation projects and on the Maynooth Line, (e.g. Reillys Level Crossing).
 - There has been a significant reduction in contract staff and consultants following the completion of many projects. Discussions are taking place with a view to helping these staff gain employment elsewhere.
 - A Plenary Summons has been Issued against the Minister and the Attorney General by a number of property interests who are seeking a Declaration that the Railway Order in respect of the DART Underground Project is Invalid.

- 4020.3** **Additional Funding Announced on 19th September 2011**
The third Progress Report previously circulated was taken as read and noted.

- 4020.4** **Track Renewal on the Coleraine/Derry Line**
The memorandum previously circulated was taken as read and noted.

- 4020.5** The board gave its approval for the submission of a tender proposal to a joint venture between contractors FP McCann and BAM (previously Ascon Construction) in respect of the permanent way elements of Translink's Coleraine/Derry Line Track Renewal Project.

It was noted that the tender value would not exceed [REDACTED] million.

- 4020.6** The board agreed that it would be good from a strategic point of view to get closer to Northern Ireland Railways as it may lead to track renewal work on the Belfast Line in the longer term.

- 4020.7** **Closeout Reports**
The eight memoranda previously circulated were taken as read and noted.

- 4020.8** The board gave its approval for the closeout of the following New Works projects:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance €'000	Contingency		
					App'vd €'000	Used €'000	%
CIR00499	Platform - Cobh Line Package A	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00531	Platform - Cobh Line Package B	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00129	Accessibility - Belfast/Galway Route	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00533	Car Park - Drogheda Marsh Rd D&T	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00519	Kildare, Newbridge, Sallins Accessibility	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00614	Kilkenny Platforms and Car Parks	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00498	Navan Line Feasibility	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00612	Ticket Validation GCD, Bray & Greystones	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
NW Total		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

M. Muldoon left the meeting at this time.

4021 HUMAN RESOURCES

Mr. Cal Carmichael, Assistant Chief Executive (Operations) and Mr. Claran Masterson, Director Human Resources, joined the meeting at this time.

4021.1 Human Resources Report

The Human Resources Report previously circulated was taken as read and noted.

- 4021.2** Mr. Masterson presented his report and the following matters were discussed:
- Very good level of compliance indicated by the results of the drugs and alcohol tests.
 - The Performance Management Programme will be carried out in house.
 - The Leadership Programme for senior managers will be very focused and linked to personal and CIE Group objectives.
 - Efforts to reduce absenteeism (which costs approximately [REDACTED] million p.a. of which [REDACTED] relates to uncertified days).
 - Approximately [REDACTED] of employment costs relates to overtime although this includes composite rates.

Mr. Masterson left the meeting at this time.

4022 EU REGULATORY COMPLIANCE RESTRUCTURING PROJECT

Mr. Fearn explained that the derogation from relevant EU Directives lapses in 2013. Therefore, a project has been set up to bring Iarnród Éireann into line with rail industry regulations. Mr. Carmichael has been appointed to lead this project.

4022.1 Terms of Reference

The Terms of Reference for the EU Regulatory Compliance Restructuring Project previously circulated were taken as read and noted.

- 4022.2** These Terms of Reference were approved by the board.

- 4022.3** The Chairman stated that the main aim is to come up with a model for a structure that would suit Ireland. In addition, it is an opportunity to regularise how the railway is to be funded in Ireland in the future. He asked Mr. Carmichael for a Progress Report every quarter.

Mr. Carmichael left the meeting at this time.

4023 ADMINISTRATIVE ITEMS

4023.1 Transactions for Approval, Sealing and Signing

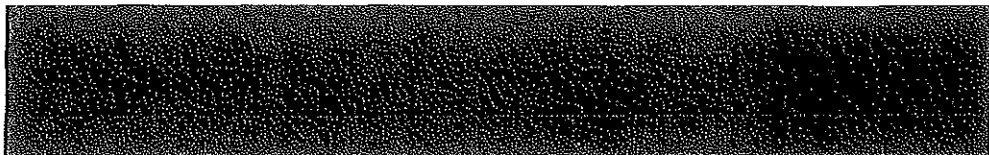
The transactions (20) for approval and sealing at the meeting were approved and sealed. **Appendix II**

The transactions (10) for approval and signing were approved and signed. **Appendix III**

4023.2 Bank of Ireland Mandate

The memorandum previously circulated was taken as read and noted.

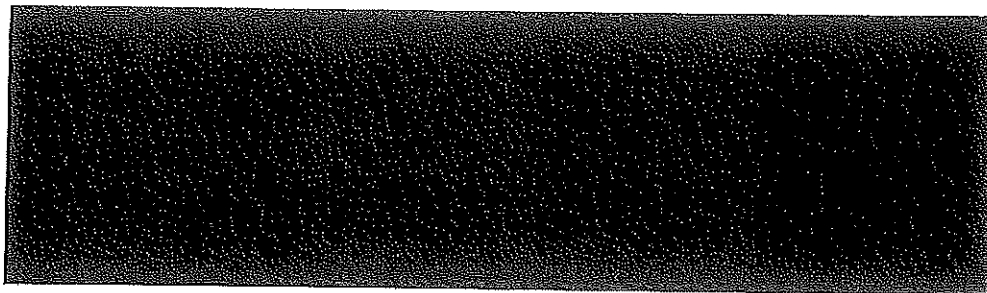
4023.3



4023.4 Fishguard and Rosslare Railways and Harbours Company

The memorandum previously circulated was taken as read and noted.

- 4023.5** It was proposed by Ms. Smyth and seconded by Mr. Giblin and resolved that:



4023.6 Level Crossing Closure

The memorandum previously circulated was taken as read and noted.

4023.7 The board noted the agreement which had been reached to close the following level crossing, the closure costs of which are funded by the Railway Safety and Renewals Programme:

- (a) Field crossing XL170 on the Limerick/Waterford Line. **Appendix IV**

4023.8 Updates to the Corporate Governance Manual

[Redacted text block]

4024 ITEMS FOR NOTING

4024.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 12 2011.
- (b) Capital Expenditure Report for Period 12 2011.
- (c) Transport related legislation and Government Notices:
 - (i) SI No. 644 of 2011
Ethics in Public Office (Designated Positions in Public Bodies) (Amendment) Regulations 2011.
 - (ii) SI No. 707 of 2011
Ethics in Public Office (Prescribed Public Bodies, Designated Directorships of Public Bodies and Designated Positions in Public Bodies) (Amendment) Regulations 2011.
- (d) Minutes of the following meetings:
 - (i) Audit Review Group Minutes 19th September 2011.
 - (ii) Audit Review Group Minutes 16th November 2011.
 - (iii) Engineering Advisory Group Minutes 14th November 2011.

4025 DATE AND LOCATION OF NEXT MEETING

Tuesday 21st February 2012 at 9.30am in Heuston Station.

Chairman

R. O'G

Date

21.02.2012

APPENDIX I

DISPOSAL OF FREIGHT WAGONS

Type	Fleet No.	Year	Book Value	Estimated Scrap Value
1. Barytes	26506	1966	Nil	
2. Barytes	26507	1966	Nil	
3. Barytes	26509	1966	Nil	
4. Barytes	26512	1966	Nil	
5. Barytes	26518	1972	Nil	
6. Barytes	26523	1972	Nil	
7. Barytes	26524	1972	Nil	
8. Barytes	26527	1972	Nil	
9. Barytes	26701	1972	Nil	
10. Barytes	26706	1972	Nil	
11. Barytes	26720	1972	Nil	
12. Barytes	26770	1972	Nil	
13. Barytes	26772	1972	Nil	
14. MK 2 Axle Flat	27350	1972	Nil	
15. MK 2 Axle Flat	27427	1972	Nil	
			Total	

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SEALING

1. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] and [REDACTED] in respect of the closure of Level Crossing XE077 at 31 miles 1,520 yards on the Ennis to Athenry Line, the construction of a new overbridge OBE98A at 31 miles 1,610 yards and the landowner's agreement to the closure for a consideration of [REDACTED].
2. Agreement in duplicate, Closure Agreement in duplicate (XE078), Closure Agreement in duplicate (XE079) and Bridge Agreement in duplicate with [REDACTED], in respect of the closure of Level Crossings, XE078 at 31 miles 1,710 yards and XE079 at 32 miles 380 yards on the Ennis to Athenry Line, the construction of a new overbridge OBE98A at 31 miles 1,610 yards and the landowner's agreement to the closure for a consideration of [REDACTED].
3. Agreement in duplicate with Roadstone Wood Limited and Roadstone Provinces Ltd., in respect of the closure of Level Crossings XW170 at 46 miles 970 yards and XW141 at 46 miles 1,590 yards on the Kilkenny to Waterford Line, for a consideration of [REDACTED].
4. Agreement in duplicate with [REDACTED] in respect of the automation of Level Crossing XT005 at 1 mile 1,525 yards on the Mallow to Tralee Line for a consideration of [REDACTED].
5. Settlement Agreement in duplicate with [REDACTED] respect of outstanding issues relating to a land purchase from [REDACTED] in relation to the Dunboyne (M3) Commuter Rail Project, for a consideration of [REDACTED].
6. Lease in duplicate with Ganly Motors Ltd., for the lease of a premises at Railway Yard, Grove Street, Mullingar, Co. Westmeath, for a term of [REDACTED] years, for a rent of [REDACTED].
7. Wayleave in duplicate with UPC Communications Ireland Ltd., for the installation, testing, maintenance and use of four 100mm diameter pipes at UB020 at 3 miles 1,157 yards on the Dublin to Sligo Railway Line at Jones' Road, Dublin, and UB024 at 3 miles 1,615 yards on the Dublin to Sligo Line at Clonliffe Ave., for a licence period of [REDACTED] years, for a licence fee of [REDACTED] per location payable on signing of wayleave and [REDACTED], for each location thereafter.
8. Wayleave in duplicate with UPC Communications Ireland Ltd., for the installation, testing, maintenance and use of one 110mm diameter pipe at UBR131 at 11 miles 950 yards on the Pearse to Greystones Railway Line, for a licence period of nine [REDACTED] thereafter.
9. Wayleave in duplicate with Bord Gais Éireann for the installation, testing, maintenance and use of a 90mm diameter gas main on CIE property at UBA36 at 58 miles 315 yards on the Portarlinton to Athlone Railway Line, as part of the proposed pipe line to the Waste Water Treatment Plant in Tullamore, Co. Offaly, for a licence period of [REDACTED] for a licence fee of [REDACTED].
10. Wayleave in duplicate with Bord Gais Éireann for the installation, testing, maintenance and use of a 180mm diameter gas main on CIE property at XE221 at 0 miles 305 yards on the Tuam to Claremorris Railway in Tuam, Co. Galway, for a licence period [REDACTED] for a licence fee of [REDACTED].

11. Wayleave in duplicate with Bord Gais Éireann for the installation, testing, maintenance and use of a 125mm diameter gas main through an existing abandoned 6" pipe on CIE property at OBR105 at 7 miles 1,298 yards on the Dublin to Wexford Line in Dalkey, Co. Dublin, for a licence period [REDACTED], for a licence fee [REDACTED]
12. Wayleave in duplicate with Bord Gais Éireann for the installation, testing, maintenance and use of a 180mm diameter gas main at XG152 at 113 miles 1,609 yards on the Athenry to Galway Line, Athenry, Co. Galway, for a licence period of [REDACTED], for a licence fee of [REDACTED]
13. Wayleave in duplicate with Bord Gais Éireann for the installation, testing, maintenance and use of a 125mm diameter gas main at XM172 at 125 miles 146 yards on the Athlone to Claremorris Line, Parish of Annagh, Co. Mayo, for a licence period of [REDACTED] for a licence fee of [REDACTED]
14. Wayleave in duplicate with Bord Gais Éireann for the installation, testing, maintenance and use of a 180mm diameter gas main at OBE167 at 60 miles 484 yards on the Limerick to Athenry Line, Athenry, Co. Galway, for a licence period of [REDACTED], for a licence fee of [REDACTED]
15. Closure Agreement in duplicate with [REDACTED] in respect of the closure of XC231 at 155 miles 1,200 yards in the Townland of Kilmona, on the Dublin to Cork Line, for a consideration of [REDACTED]
16. Agreement in duplicate with Kildare County Council in relation to lands at Station Road, Newbridge, Co. Kildare as follows:
 - o Kildare County Council to transfer lands - approximately 0.21 acres to CIÉ/IE, to facilitate Iarnród Éireann's overflow car park.
 - o CIÉ/IE to transfer title of lands - approximately 0.26 to Kildare Co. Co., for nominal consideration to facilitate the construction of new football pitches for the community.
 - o Kildare Co. Co. to take in charge CIÉ/IE lands - approximately 0.05 acres to construct a new pedestrian bridge.
17. Wayleave Agreement in duplicate with Dun Laoghaire Rathdown County Council, in relation to the installation, testing, maintenance and use of one 1,016mm diameter steel pipe at 11 miles 1,630 yards on the Dublin to Wexford Railway Line, at Shanganagh, for a licence period of [REDACTED] for a licence fee of [REDACTED]
18. Bridge Agreement in duplicate with Dun Laoghaire Rathdown County Council, in relation to the repair and maintenance of Footbridge OBR131A at 11 miles 1,431 yards on the Dublin to Wexford Railway Line, at Shanganagh, for a consideration of [REDACTED]
19. Agreement in duplicate and Indemnity in duplicate with Cork Co. Co., in respect of maintenance work carried out on the Dublin to Cork Line which included renewing Under Bridge 313 and which required the diversion of the Awbeg River, Buttevant, Co. Cork, adjacent to the bridge. This work was covered under the Railway Safety and Renewals Programme and Safety Management 2011 for a consideration of [REDACTED]
20. Agreement in triplicate with Galway County Council in relation to the construction of a new station at Oranmore by IE/CIE and the construction of a car park by Galway County Council. Authorised by CIE Board Minute 20914 (B) 1, 7th March, 2007.

Company Secretary
Iarnród Éireann
24th January 2012

APPENDIX III

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] for a plot of ground at the rear of 171 St. Attracta Road, Cabra, Dublin 7, for private recreational use, for a licence period of three years, for a licence fee of [REDACTED]
2. Licence in duplicate with Drom Transport Ltd., for a unit at Mallow Station, Mallow, Co. Cork, to be used for night-time parking of haulage trucks, for a licence period of [REDACTED], for a licence fee of [REDACTED]
3. Licence, single copy, with [REDACTED] of Cartron, Oranmore, Co. Galway, for the use of part of his land as a site compound for the storage of materials and parking, as part of the station improvement works at Oranmore Railway Station, for a licence period of [REDACTED] from 28th November, 2011, for a licence fee of [REDACTED]
4. Supplemental Licence Agreement in duplicate, original agreement dated 2nd December, 2009, with BT Ireland Communications Ltd., for the placing of one additional 0.6m link dish on the existing mast at Cherryville Station, Co. Kildare, for an additional fee of [REDACTED]
5. Supplemental Licence Agreement in duplicate, original agreement dated 3rd June, 2009, with BT Ireland Communications Ltd., for the placing of one additional 0.6m link dish on the existing mast at Athlone West Station, Co. Westmeath, for an additional fee of [REDACTED]
6. Supplemental licence Agreement in duplicate, original agreement dated 6th July, 2009, with BT Ireland Communications Ltd., relating to the relocation of their equipment, currently at 14 metres on the mast to a new location at 18 metres on the same mast, at Portlaoise Station, Co. Laoise for a nil consideration.
7. Licence Agreement in duplicate with Great Southern Trall Ltd., in relation to the North Kerry Abandoned Railway Line from Rathkeale, Co. Limerick to Abbeyfeale, Co. Limerick, for a licence period of [REDACTED] years, for a licence fee of [REDACTED] to be used a walkway.
8. Licence Agreement in duplicate with BT Communications Ireland Ltd., for the installation operation and maintenance of GSM (Global Systems for Mobile Communications) and UMTS (Universal Mobile Telecommunications System) on the Board's property at the Railway Station at Thurles, Co. Tipperary, for a licence period of [REDACTED] years for a licence fee of [REDACTED]
9. Licence Agreement in duplicate with Racof Ltd., T/A The Coffee Hut, to allow them place their mobile kiosk at Malahide Railway Station, Malahide, Co. Dublin, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence fee of [REDACTED] for a licence period of [REDACTED]
10. Licence Agreement in duplicate with [REDACTED] for a unit at Glenageary DART Station, Co. Dublin, for the sale of hot and cold beverages, newspapers, confectionary, magazines, stationary, [REDACTED] credit and tobacco, for a licence period of [REDACTED], for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
24th January 2012

APPENDIX IV

CLOSURE OF LEVEL CROSSINGS

Crossing XL170 at 65 mls, 1,640 yds on the Limerick/Waterford Line

Closure of field level crossing XL170 at a cost of [REDACTED] for civil works and contingencies, plus reasonable legal fees.

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND FIFTY SEVENTH
BOARD MEETING HELD ON 21ST FEBRUARY 2012
AT 9.30AM IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Ms. Laetitia Baker	Director
Mr. Mick Cullen	Director
Mr. Michael Giblin	Director
Mr. Paul McGarry	Director
Mr. John Moloney	Director
Mr. Cliff Perry	Director
Ms. Dearbhalla Smyth	Director

IN ATTENDANCE:

Mr. Roddy Connolly	Group Chief Financial Officer, CIE
Mr. Aldan Cronin	Chief Financial Officer, IE
Mr. Peter Cuffe	Chief Safety & Security Officer (part)
Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
Mr. Pat Faulkner	Chairman, Audit Review Group
Mr. Dick Fearn	Chief Executive
Ms. Geraldine Finucane	Company Secretary
Mr. Ronan Gill	Chief Procurement Officer (part)
Mr. Peter Muldoon	Acting Director New Works (part)
Mr. Michael Reidy	Manager Business & Strategic Planning (part)
Mr. John Reville	Acting General Manager, ICCN (part)
Mr. Ronan Gill	Chief Procurement Officer (part)

MIN NO.

4026 MINUTES

4026.1 The Minutes of the meeting held on 24th January 2012 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 amendments:

Minute 4016.4

Amend:

[REDACTED]

Minute 4021.2

Add:

"Negotiations are taking place with the trade unions to reduce the number of allowable uncertified sick days from seven p.a. to four p.a."

4026.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4027 CHAIRMAN'S COMMENTS

4027.1 The Chairman advised that the financial situation of both the company and the Group is still a major cause for concern. The external auditors are currently considering the "going concern" issue and there is a possibility that the Financial Statements for 2011 will be qualified. This will have to be referred to in the Chairman's Report contained in those Financial Statements. Mr. Connolly is in discussion with the bank regarding an extension of loan facilities.

[REDACTED]

A meeting was held on 17th February 2012 between the four Chairmen, officials from the Department of Transport, Tourism and Sport (DTTAS), the Ministers and their political advisers. The meeting was very useful. It was obvious that following the factual Swift Report that internal discussions had taken place within the DTTAS as for the first time everyone was "on the same page" as to the seriousness of the situation although different parties had different emphases. All aspects of the finances were discussed including fares, services, costs, etc. and it is clear that a balanced approach to the Five Year Plan is required as there is no "silver bullet". However, some items are off the agenda such as the closure of lightly used lines. A further meeting will take place on 1st March 2012.

It is accepted that some form of support (not amounting to a Government guarantee) for the Five Year Plan is required. For the Plan to be credible a multi annual fares increase policy is essential as is a multi annual capital expenditure approach. CIE has tasked Iarnród Éireann to review options for a fare setting mechanism which requires the support of the National Transport Authority (NTA). It was noted that the NTA was not at the meeting on 17th February 2012 but that its role is crucial.

Further cost reductions are essential, particularly in the area of payroll costs, maintenance costs and service levels. Management is actively looking at this always taking account of the good industrial relations environment in the company.

[REDACTED]

4027.2 The restructuring of the company which will be required as a result of the need to comply with EU Regulations by March 2013 gives Iarnród Éireann the opportunity to deal with some long term issues e.g. the use of capital expenditure for renewals, heavy maintenance, funding for the Railway Safety Programme, multi annual fares policy etc. Therefore, Iarnród Éireann needs to seize the opportunity to ensure these issues are progressed.

4028 CHIEF EXECUTIVE'S REPORT

4028.1 The Chief Executive's Report previously circulated was taken as read and noted.

4028.2 Mr. Fearn presented his report and the following matters were discussed:

- Signage at level crossings and the need to involve the Railway Safety Commission (RSC) and behavioural Ergonomics experts in this regard.

- It is the attention to detail that has helped to improve punctuality performance during Period 1 2012, especially on the Belfast Line.
- Improvements to the reporting of key performance indicators (KPIs) were suggested.
- Reductions in service levels and in train lengths can save on fuel costs and sometimes on overtime costs. However, these are marginal cost savings rather than fixed cost savings.
- NTA approval is required for every timetable change. Any submissions in this regard must be backed up with very comprehensive data.
- Relative costs per mile of Intercity railcars show that heavy maintenance capital expenditure and maintenance costs per mile are very significant.

4029 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

4029.1 Safety and Security Report

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

4029.2 Mr. Cuffe presented his report and the following matters were discussed:

- Nothing appeared in the media about the recent Rail Accident Investigation Unit (RAIU) Report on the level crossing accident that occurred at Murrough near Galway on 14th February 2011.
- The number of level crossing incidents is higher than would be expected given the reduction in the number of level crossings. It was agreed that further analysis is required by line and by type of crossing. This may help in arguing for funding to accelerate level crossing closures. A paper is to be submitted to board on this topic. **Mr. Fearn**
- The deployment of security staff on lines other than on the DART Line.

4029.3 Safety Advisory Group (SAG)

The Minutes of the SAG meeting held on 15th November 2011 previously circulated were taken as read and noted.

4029.4 The Report from the SAG meeting held on 7th February 2012 previously circulated was taken as read and noted.

4029.5 The Chairman of the SAG, Mr. Perry, advised that the new Rule Book that is being developed (especially in the area of process flowcharts) will be more clearly structured. However, it may lead to independence from the Joint Rule Book between Northern Ireland Railways (NIR) and Iarnród Éireann especially when the new environment of Independent Infrastructure Managers is established.

4029.6 Safety Risk Register

The updated version of the Safety Risk Register previously circulated was taken as read and noted.

4029.7 It was noted that the board reporting mechanism now requires that changes in risk profile and the actions to be taken should be identified.

4029.8 Merrion Gates

It was noted that a CIE Board Member had raised a query about a wrong direction movement that he had observed on the line near the Merrion Gates recently. A paper is to be presented to the CIE Board showing how any consequential risk would be mitigated on such occasions. **Mr. Fearn**

Mr. Cuffe left the meeting at this time.

4030 FINANCE

4030.1 Finance Report

The Financial Results for Period 1 2012 previously circulated were taken as read and noted.

4030.2 Mr. Cronin advised that the net assets of the company are likely to fall below [REDACTED] of its called up share capital during Period 2 2012. Therefore, an Extraordinary General Meeting of the company will have to be convened.

4030.3 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4030.4 The board gave its approval for expenditure of [REDACTED] to implement Phase 2 of the Integrated Ticketing System in the Greater Dublin Area, bringing the total cost of the project to date up to [REDACTED] million, an under spend of [REDACTED]

It was noted that the funding source for this expenditure will come from the company's own resources unless Iarnrod Éireann can secure funding from the NTA which it is attempting to do.

4030.5 Mr. Connolly asked for the funding for this project to be diverted from elsewhere, given the cash constraints that exist. **Mr. Fearn**

4031 RAIL VISION 2030

Mr. Michael Reidy, Manager Business & Strategic Planning and Mr. John Reville, Acting General Manager, ICCN, joined the meeting at this time.

4031.1 Presentation

Mr. Reidy gave a presentation on the 2030 Rail Network Strategy Final Report issued by AECOM Consultants in October 2011. Matters covered in his presentation included the following:

- Background to and objectives of the study,
- Broad strategic goal,
- Demand model,
- General deficiencies,
- Mode share by route,
- Road rail journey times and percentage of slow running (<80kph),
- Opportunities,
- Strategic priorities,
- Key focus on more competitive service offering,
- Phases of development,
- Infrastructure and capital investment 2012-2019,
- Limited other funding opportunities.

Mr. Reidy concluded that there is a long term role for rail but this will be very challenging in the short term.

4031.2 Matters discussed by the board included the following:

- Sustainability (electrification and reduced journey times),
- Integration (between bus and rail),
- Competitiveness,
- Alternative funding for an extension of the DART Line to the Airport,
- The lack of Government policy or grants for the Freight business and
- The need for a long term asset replacement programme (which will drive the electrification projects).

4031.3 It was noted that there would be a public presentation of Iarnród Éireann's Rail Vision 2030 on 22nd February 2012 to which all directors were invited.

Mr. Reidy left the meeting at this time.

4032 OPERATIONS

4032.1 Operations Report

The Operations Report for Period 1 2012 previously circulated was taken as read and noted.

- 4032.2** Mr. Reville presented his report and the following matters were discussed:
- Control Room conferences,
 - Catering audits,
 - Suggestions for the Operations scorecard and
 - Implications of reducing annual allowable uncertified sick leave days from seven to four.

4032.3 Contract

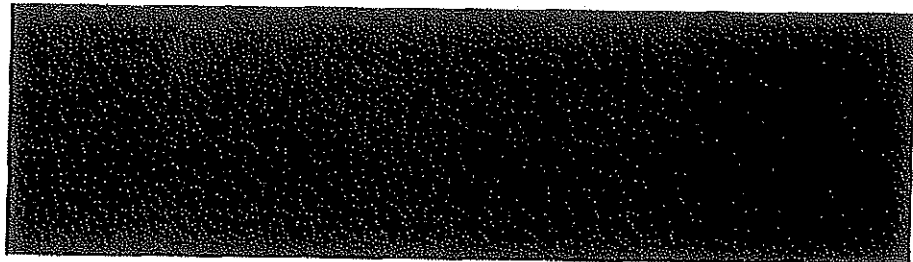
Mr. Ronan Gill, Chief Procurement Officer, joined the meeting at this time.

The memorandum previously circulated was taken as read and noted.

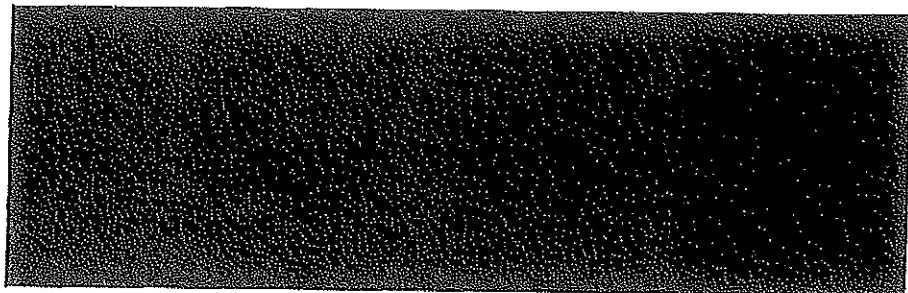
4032.4 On Board Catering

The board gave its approval for:

- (a) The conclusion of negotiations and the award of a contract to Rail Gourmet Ireland Ltd. for the provision of on board catering services on Iarnród Éireann Republic of Ireland services.



- (b) The conclusion of negotiations and the award of a contract, in conjunction with Translink (Northern Ireland Railways), to Corporate Catering Services Ltd. for the provision of on board catering services to the Dublin/Belfast Enterprise service, subject to the approval of Translink.



- 4032.5** In response to queries from directors, Mr. Gill stated that he was not anticipating a recurrence of the problems which arose with Rail Gourmet under the previous contract.

- 4032.6** Ms. Baker stated that she was glad that "Fair Trade" Issues are being taken into account in this contract and circulated some literature in this regard.

- 4032.7** The Chairman asked Mr. Gill to consider whether it is feasible and advisable to evaluate tenderers to be done on a Company A and a Company B basis in future rather than identifying the tenderers.

Mr. Gill

Mr. Reville left the meeting at this time.

4033 ENGINEERING

Mr. Don Cunningham, Acting Assistant Chief Executive (Engineering), joined the meeting at this time.

4033.1 Contracts

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

The board gave its approval for the following:

4033.2 Labour Services Framework Agreement

The entry into a one year Framework Agreement for the provision of labour services, which if successful may be extended annually for a further [REDACTED] years, with the following 12 companies:

Brian Conneely & Company Ltd.
Cro-Bar Construction Ltd.
CWS Communications Ltd.
David Rees Ltd.
Global Rail Services Ltd.
GPX Rail Ltd.
KN Network Services
McCrorry Ltd.
MRSE Ltd.
P. O'Leary & Sons Electrical Ltd.
Sierra Communications Ltd.
Vital Services Group Ltd.

It was noted that the annual estimated value of work to be awarded under this Framework Agreement is [REDACTED]

4033.3 Overhead Line Equipment Services – Contract Extension

The extension of the contract period for overhead line equipment repair and maintenance services to Neopul S.A. until May 2012 with the estimated value of expenditure during the contract extension amounting to [REDACTED] which will bring cumulative expenditure under the contract to [REDACTED] excluding VAT.

4033.4 The board agreed that if VAT is not recoverable then the gross cost should be stated in board submissions.

4033.5 The Chairman stated that if management anticipate that the cost of a contract (which did not originally require board approval because the cost was below the required threshold) is going to exceed the board threshold (currently [REDACTED] million) then board approval must be sought in advance.

4033.6 Engineering Report

The Engineering Report for Period 1 2012 previously circulated was taken as read and noted.

4033.7 Mr. Cunningham presented his report and the Chairman stated that he was very surprised that at this late stage the NTA is reviewing the site proposed for the location of the new Central Traffic Control (CTC).

4033.8 Engineering Advisory Group (EAG)

The Report from the EAG meeting held on 8th February 2012 previously circulated was taken as read and noted.

4033.9 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4033.10 FAME Blending and Radar Gauging System

[REDACTED]

It was [REDACTED]

[REDACTED]

Mr. Cunningham left the meeting at this time.

4034 NEW WORKS

Mr. Peter Muldoon, Acting Director New Works, joined the meeting at this time.

4034.1 New Works Report

The New Works Report for Period 13 2011 previously circulated was taken as read and noted.

- 4034.2** Mr. Muldoon presented his report and the following matters were discussed:
- Completion of works at Malahide Station and
 - Maintenance of lifts.

4034.3 Capital Expenditure Proposals

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

The board gave its approval for the following:

4034.4 Closure of Level Crossing XA008 on the Portarlinton/Athlone Line

Expenditure of [REDACTED] to undertake the construction of a new overbridge and to transfer 1.2 acres of CIE land at Shanderry, Portarlinton, Co. Offaly, in order to close Level Crossing XA008 on the Portarlinton/Athlone Line.

It was noted that funding for this project will come from the Railway Safety Programme.

4034.5 Feasibility Study for the Electrification of the Malahide/Balbriggan Line

Expenditure of [REDACTED] to undertake a feasibility study for the electrification of the commuter line from Malahide to Balbriggan, subject to funding for this project from the NTA.

It was noted that the total cost for the full delivery of this project is estimated at between [REDACTED] million and [REDACTED] million and does not include the cost of additional rolling stock or inflation which will be fully reviewed as part of the scheme concept and feasibility phase.

- 4034.6** The Chairman stated that the electrification of the Maynooth Line would be more beneficial to Iarnród Éireann. Therefore, he did not want the potential electrification of the line between Malahide and Balbriggan to run ahead of the potential electrification of the Maynooth Line.

4034.7 Closeout Report

The memorandum previously circulated was taken as read and noted.

- 4034.8** The board gave its approval for the closeout of the project to close public road level crossing XT071 on the Mallow/Tralee Line.

4034.9 DART Underground Project

The memorandum previously circulated was taken as read and noted.

4034.10 The board noted the six main lessons learned from the DART Underground Project contract with the Arup Halcrow Joint Venture (AHJV) details of which will be supplied to the CIE Board following its request on 1st December 2011.

It was noted that the CIE Board's request arose out of a claim from AHJV for additional fees.

4035 ADMINISTRATIVE ITEMS

4035.1 Annual Review of the Quality and Amount of Information Supplied to the Board

The memorandum previously circulated was taken as read and noted.

4035.2 The board agreed that it would be of benefit if further information on the following matters were provided to it on a regular basis:

- Commercial and marketing matters,
- Environmental performance (although this may require more advance research/work first) and
- Reports on the Rosslare business.

Mr. Fearn

4035.3 Annual Review by the Board of the Effectiveness of its Own Performance

The memorandum previously circulated was taken as read and noted.

4035.4 The board noted that the CIE Board had agreed to reintroduce a Board evaluation process during 2012 with the assistance of a suitable external assessor.

4035.5 Transactions for Approval, Sealing and Signing

The transactions (13) for approval and sealing at the meeting were approved and sealed.

Appendix I

The transaction for approval and signing was approved and signed.

Appendix II

4036 ITEMS FOR NOTING

4036.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 1 2012,
- (b) Capital Expenditure Report for Period 13 2011.
- (c) Transport related legislation:
 - (i) SI No. 32 of 2012
Energy (Biofuel Obligation and Miscellaneous Provisions) Act 2010 (Section 3) (Commencement) Order 2012.
 - (ii) SI No. 33 of 2012
European Union (Biofuel Sustainability Criteria) Regulations 2012.
- (d) Minutes of the following meetings:
 - (i) Rosslare Europort Advisory Group Minutes 15th November 2011.
 - (ii) Engineering Advisory Group Minutes 17th January 2012.

4037 ANY OTHER BUSINESS

4037.1 It was agreed that Mr. Gerry Culligan, the new Commercial Director, should speak with Ms. Smyth about the Tax saver website as she had raised a number of issues about it.

4037.2 Mr. Fearn also agreed to ask Mr. Culligan to consider the points raised by Mr. Gblin about the issue of charging for the use of the WIFI facility.

4038 **DATE AND LOCATION OF NEXT MEETING**
Friday 30th March 2012 at 9.30am in Heuston Station.

Chairman 

Date 30.3.12

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with [REDACTED] for a unit at Greystones DART Station, Co. Wicklow, to be used as an office, for a term of [REDACTED] for a rent of [REDACTED]
2. Lease in duplicate with [REDACTED] for the lease of a retail unit at Drumcondra Railway Station, to be used for the sale of tea, coffee, minerals, confectionery, hot and cold snacks, sandwiches, newspapers, magazines, call credit, cigarettes and ice-creams, for a term of [REDACTED] for a rent of [REDACTED]
3. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XS152 at 131 miles 1,111 yards on the Mullingar to Sligo Line for a consideration of [REDACTED] [Ref IE board 22/11/11]
4. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossings XS151 and XS152 at 131 miles 1,111 yards and 131 miles 1,260 yards, on the Mullingar to Sligo Line for a consideration of [REDACTED] [Ref IE board 22/11/11]
5. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XT098 at 33 miles 592 yards on the Mallow to Tralee Line, the sale of land to the Board, the temporary access to [REDACTED] land and the provision of a new bridge OBT68C, for a consideration of [REDACTED] [Ref IE board 22/11/11]
6. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossings XT097 at 33 miles 281 yards and XT098 at 33 miles 592 yards on the Mallow to Tralee Line, the provision of a new bridge OBT68C and right of way by the Board, in consideration for the Landowner's agreement to the closure of the crossings. [Ref IE board 22/11/11]
7. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XT098 at 33 miles 592 yards on the Mallow to Tralee Line, the provision of a new bridge OBT68C and right of way by the Board in consideration for the Landowner's agreement to closure of the crossing. [Ref IE board 22/11/11]
8. Licence Agreement with [REDACTED] for Leyny Station Residence situated at 41 miles 440 yards on the Claremorris to Collooney Railway Line, for a licence period of [REDACTED] for a licence fee of [REDACTED]
9. Bridge Agreement with the Commissioners of Public Works in Ireland to allow them construct a flood defence wall on railway lands beneath the Mallow Viaduct on the Dublin to Cork line, for a consideration of [REDACTED]
10. Wayleave Agreement in duplicate with Wexford Co. Co., for the installation, testing, maintenance and use of one 250mm diameter waste water pipe on the Board's property at UBR418, 90 miles 963 yards on the Dublin to Wexford Railway Line, Parish of Glynn, Co. Wexford, for a licence period of [REDACTED], for a licence fee of [REDACTED]
11. Wayleave Agreement in duplicate with Wexford Co. Co., for the installation, testing, maintenance and use of one 250mm diameter waste water pipe on the Board's property at UBR410, 89 miles 395 yards on the Dublin to Wexford Railway Line, Parish of Glynn, Co. Wexford, for a licence period of [REDACTED], for a licence fee of [REDACTED]

12. Wayleave Agreement in triplicate with the Trustees of Ashglen/Ballydonnel Group Water Scheme [REDACTED], for the installation, testing, maintenance and use of a 100mm diameter watermain on the Board's property in the Townland of Ashglen, Parish of Woolengrange, Co. Kilkenny at 37 miles 1,408 yards on the Kilkenny to Waterford Railway Line for a licence period of [REDACTED], for a licence fee of [REDACTED]
13. Lease in duplicate with Goulding Chemicals Limited, for a property situated at Ennls, Co. Clare, to be used as a depot for the storage and distribution of fertiliser and the administration of the business, for a term of [REDACTED], for a rent of [REDACTED]
[REDACTED]

Company Secretary
Iainr  d   ireann
21st February 2012

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence Agreement in duplicate with [REDACTED] of Gaurraun South, Oranmore, Co. Galway, to allow IÉ/CIÉ access to his lands to carry out the excavation of two rotary cores, two boreholes and two trial pits, in relation to the construction of Oranmore Station, for a licence period of [REDACTED] for a consideration of [REDACTED]

Company Secretary
Iarnród Éireann
21st February 2012

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND FIFTY EIGHTH
BOARD MEETING HELD ON 30TH MARCH 2012
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Ms. Laetitia Baker	Director (part)
	Mr. Mick Cullen	Director
	Mr. John Moloney	Director
	Mr. Cliff Perry	Director
	Ms. Dearbhalla Smyth	Director
IN ATTENDANCE:	Mr. Roddy Connolly	Group Chief Financial Officer, CIE
	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
	Mr. Tom Devoy	General Manager DART
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. Ronan Gill	Chief Procurement Officer (part)
	Mr. Claran Masterson	Director Human Resources (part)
	Mr. Peter Muldoon	Acting Director New Works (part)

ABSENT: Apologies were received from Mr. Michael Giblin and Mr. Paul McGarry.

**MIN NO.
4039 MINUTES**

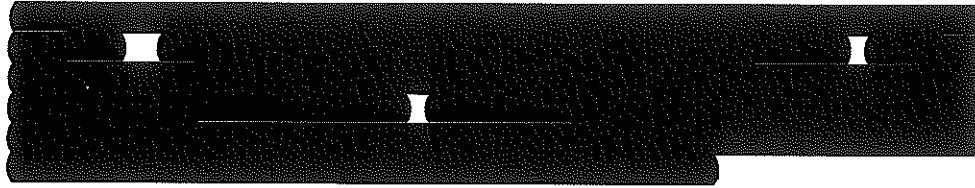
4039.1 The Minutes of the meeting held on 21st February 2012 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4039.2 **Outstanding Items**
The memorandum previously circulated was taken as read and noted.

4040 CHAIRMAN'S COMMENTS

4040.1 [REDACTED]

[REDACTED] Progress to date will be reviewed at the next board meeting.



4040.2 The Chairman advised that one of the concerns he had during the dialogue with the Ministers was a view expressed that staff communications in Iarnród Éireann is poor and is not as good as in the other companies. The Chairman stated that he was disappointed with this comment because he did not believe it reflects the facts. However, he had tasked the Chief Executive to initiate a communications programme to make the situation absolutely clear to everyone.

Mr. Fearn confirmed that he had met with senior Trade Union officials including Worker Directors on 22nd March 2012 and explained the situation to them. Mr. Cullen advised that the statement that there would be no cuts to core pay had relieved the pressure immensely. Mr. Moloney advised that this pressure had arisen because full information had not fully filtered down to staff and this had resulted in a lot of worry and misinformation.

4040.3 The Chairman advised that the Assistant Chief Executive (Operations), Mr. Carmichael, had made good progress on the restructuring proposals for Iarnród Éireann. He will be presenting options at the board meeting in May.

Ms. Baker joined the meeting at this time.

4041 CHIEF EXECUTIVE'S REPORT

4041.1 The Chief Executive's Report previously circulated was taken as read and noted. The Schedule of Key Performance Indicators previously circulated (separate from the board papers) was also taken as read and noted.

4041.2 Mr. Fearn presented his report and the following matters were discussed:

- The quarterly review of progress with the implementation of the 2012 Budget and Five Year Plan is to include details of efforts to ensure that staff costs which were formerly capitalised have not resulted in an increase in staff costs in the Profit and Loss Account as a consequence of the slowdown in the capital expenditure programme. Mr. Fearn
- Mr. Barry Kenny, Manager Corporate Communications, is to publish an article on the benefits of the recent investment in the railway such as improved punctuality performance. Mr. Kenny
- Passenger numbers to date on the extra services introduced on the Nenagh Line are poor. A full review is to take place after three months.
- Mr. Perry stated that the contract awarded to Interfleet to carry out the independent heavy maintenance validation exercise does not involve them determining whether Iarnród Éireann has the right process to drive efficiencies through the Heavy Maintenance Programme. This is a longer term matter which must be considered at some point.
- Ms. Baker advised that the media had recently highlighted that a special promotion involving rail trips from Belfast to Dublin and back to Belfast again resulted in rail tickets which were more expensive if the journey was done in reverse. Steps should be taken to ensure that discrepancies like this do not occur again.
- Ms. Baker suggested that more rail trips to Belfast should be promoted because of the new Titanic Exhibition which is about to open there.
- Mr. Faulkner suggested that the two recent possession irregularities could be interpreted as a systems failure. The Chief Executive reassured him that management is very concerned about the matter and it is being investigated. It was also noted that an Improvement

Notice had been issued by the Railway Safety Commission (RSC) in this regard.

- The Improvement in punctuality on the Belfast Line was noted. Mr. Fearn advised that this was as a result of cooperation with Northern Ireland Railways and the efforts of a new, young manager, Mr. Tom Ayres.
- Mr. Cullen raised a query about the operations of the Barrow Bridge which Mr. Fearn promised to follow up. **Mr. Fearn**

4042 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

4042.1 Safety and Security Report

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

4042.2 Mr. Cuffe presented his report and the following matters were discussed:

- Background to the two Improvement Notices which had been recently issued in respect of possession management arrangements and systems of risk assessment in respect of railway detonators.
- A recent fatality which occurred in Collooney, Co. Galway, on 28th March 2012.
- Emergency exercise which was carried out in the Carlow area the previous evening on 29th March 2012.
- Details on anti-social behaviour incidents which occur on trains are to be provided to the board. **Mr. Cuffe**

Mr. Cuffe left the meeting at this time.

4043 FINANCE

4043.1 Finance Report

The Financial Results for Period 2 2012 previously circulated were taken as read and noted.

4043.2 Mr. Cronin advised presented his report and it was noted that:

- The company incurred a year to date [REDACTED] million compared to a budgeted [REDACTED] million and a [REDACTED] million for the same period in 2011.
- InterCity revenue continues to perform worse than last year but DART and Commuter revenue is performing better than last year.
- [REDACTED] is outstanding in the rate dispute with Celtic Link.
- There is potential exposure in the area of residual staff costs which were previously capitalised. However, every effort is being made to address this.
- The net assets of the company fell below [REDACTED] of its called up share capital during Period 2 2012. Therefore, an Extraordinary General Meeting has to be convened.

4043.3 Integrated Ticketing System (ITS)

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

4043.4 Update

Mr. Cronin and Mr. Fearn gave the up to date position on progress with the ITS Project. Three main items were referred to:

- The rollout next month of the facility to purchase Leap Cards from Iarnród Éireann ticket vending machines.
- Autoload by direct debit (via personal computers) or by Iarnród Éireann ticket vending machines.
- Capping level.

4043.5 Advisory Paper

It was noted that in order to complete the current phase of the ITS Project a further [REDACTED] million needs to be spent, of which the Rail Procurement Agency is funding [REDACTED] bringing the total spend on the project up to [REDACTED] million. It was confirmed that further savings of [REDACTED] will be secured and the remaining balance of [REDACTED] will be funded by the DTTAS and not from Iarnród Éireann's own resources.

4043.6 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4043.7 WiFi on the EMU and DMU Fleets

The board gave its approval for a change of scope and a budget increase from [REDACTED] million to [REDACTED] million for expenditure on the implementation of on board Wifi on the EMU and DMU Fleets, subject to funding for this project from the National Transport Authority (NTA).

4043.8 Audit Review Group (ARG)

The Chairman of the ARG, Mr. Faulkner, advised that an ARG meeting took place on 21st March 2012. The external Auditors, PricewaterhouseCoopers (PWC), reported to this meeting. The significant matters raised by them included the following:

- Going concern,
- Judgemental provisions,
- EU grant receivable,
- Revenue recognition,
- Self insured third party claims,
- Stock provisions,
- DART Underground costs,
- Fixed asset adjustment and
- Internal control matters relating to:
 - o Payroll procedures,
 - o SET/Maintenance accruals,
 - o Incorrect formula used in calculating Mechanical Engineering stock provisions,
 - o Unmatched suspense account items,
 - o Bad debt provisions and
 - o Low accuracy levels in the stock count at Nenagh.

4043.9 Other matters discussed at the ARG meeting included the following:

- The Internal Audit Annual Report,
- The Engineering Procurement Report,
- Matters arising on the MRSE contract,
- Procurement Report,
- Update with respect to KN Networks and
- Chief Executive's Report.

4043.10

[REDACTED]

It is hoped that the 2011 Financial Statements will be presented for approval at the Iarnród Éireann board meeting on 26th June 2012 and that the Group Consolidated Financial Statements will be published by the end of July. It was noted that Iarnród Éireann's filing requirements are in September 2012.

4043.11 Road Fleet 2011 Report

Mr. Cronin gave a presentation about the CIE Group's fleet of vehicles. The items he covered included the following:

- Group overview,
- Fleet by subsidiary company and by department with Iarnród Éireann,

- Fleet by supplier,
- Age profile of fleet,
- Accidents,
- Costs,
- Speeding and eco driving,
- Benchmarking of accidents and average costs with the ESB and other industries,
- Road tolls.

4043.12 Matters discussed included the following:

- Whether there are too many vehicles in the fleet,
- Assigning individual fleet vehicles to specific drivers,
- Whether employees should pay an excess if damage is incurred in an accident and,
- Safe driving awards.

4044 **COMMERCIAL**

The new Commercial Director, Mr. Gerry Culligan, joined the meeting at this time.

4044.1 **Commercial Strategy and Competitive Responses**

The memorandum previously circulated was taken as read and noted.

4044.2 Mr. Culligan gave a presentation on the above topic. The matters he covered included the following:

- Commercial challenges,
- Commercial vision,
- Seven key focus areas to maximise revenue performance in 2012,
- Six strategic pillars which are fundamental to the delivery of future revenue growth,
- Reorganisation of the Commercial Department and
- Next steps which need to be taken.

Ms. Baker left the meeting at this time.

4044.3 Matters discussed included the following:

- Second level students in addition to third level students.
- A suggestion that contact be made with the Industrial Development Authority (IDA) to get it to include the availability of Tax saver tickets on the list of incentives to encourage new employers to come to Ireland.
- An on line revenue recognition issue will arise if the time period for booking tickets is extended.
- The danger of entrepreneurs buying cheap tickets on line in bulk and selling them on at a profit.
- Mitigating factors against the risk of a reduced revenue yield due to customers shifting to booking cheap tickets in advance in order to avoid purchasing dearer fares on the day of travel.
- A public services card is being considered by the Department of Social Protection.
- The question of asking old age pensioners to pay for travel cards is one for Government.
- First class offerings in some UK railway companies are apparently making a lot of money. Iarnród Éireann's first class service should be benchmarked with railway companies in the UK.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Carriages should be more easily identifiable for customers who have pre-booked seats.

- Iarnród Éireann should have more documented systems/manuals with respect to its Customer Relationship Management (CRM) System.
- Iarnród Éireann should emphasise more the cost of train travel compared to the cost of car travel and also the ability to work during train journeys.

Mr. Culligan left the meeting at this time.

4045 HUMAN RESOURCES

Mr. Claran Masterson, Director Human Resources, joined the meeting at this time.

4045.1 Human Resources Report

The Human Resources Report previously circulated was taken as read and noted.

4045.2 The Chairman advised Mr. Masterson of the Minister's critical comments about Iarnród Éireann's lack of sufficient communications regarding the financial position of the company. As he did not accept these comments the Chairman stated that he wanted to be able to demonstrate that communications are robust and fully outline what the actual situation is.

4045.3 Mr. Masterson advised that in this context a meeting was held with senior Trade Union officials and Worker Directors on 22nd March 2012 where it was emphasised that it is critical that Iarnród Éireann achieves the cost savings outlined in the Five Year Plan so as to avoid cuts in core pay. The Chairman stated that it was important for everybody to be aware of the challenges and the downside if these challenges are not met. Mr. Moloney stated that it was very important now to keep the momentum going and to ensure that there are not long gaps between meetings with Trade Union officials.

4045.4 The Chairman advised Mr. Masterson that significant payroll issues had been raised by the Internal and external Auditors. He stated that this was not satisfactory and that an improvement must be seen. Mr. Masterson confirmed that these issues are being followed up.

4045.5 Mr. Perry asked for details of how individual performance is being managed in the organisation. **Mr. Masterson**

Mr. Masterson left the meeting at this time.

4046 ENGINEERING

Mr. Fearn asked the board to note that the Assistant Chief Executive (Engineering), Mr. Don Cunningham, had performed very well as leader in the emergency exercise which took place in Carlow 29th March 2012.

Mr. Cunningham joined the meeting at this time.

4046.1 Engineering Report

The Engineering Report for Period 2 2012 previously circulated was taken as read and noted.

4046.2 Mr. Cunningham presented his report and the following matters were discussed;

- Commissioning of Phase 1 of the City Centre Re-signalling Project is planned for April and May 2012. However, the RSC approval phase is becoming protracted. As a result delays may arise. This may delay the approval of funding for Phase 2.
- Lessons need to be learned about the noise complaints encountered during the City Centre Re-signalling Project. A lot more mitigation action should have taken place at the start of the project.

- Work will go ahead under the Siemens contract for GSMR because the risk associated with the challenge from one of the unsuccessful bidders has been assessed as being very low.
- It is expected that all fleets will have been installed with WIFI by the end of the year.
- The Chairman stated that he wanted a decision to be taken in respect of the on track machine contract at the board meeting on 24th April 2012, the day after the Commercial Court hearing.

4046.3

[REDACTED]

4046.4 **Engineering Advisory Group (EAG)**

The EAG Report previously circulated (separate from the board papers) was taken as read and noted.

4046.5

The Chairman of the EAG, Mr. Perry, advised that he had nothing further to add other than that there is a requirement for details of asset performance levels.

Mr. Cunningham

4046.6 **Contract**

Mr. Ronan Gill, Chief Procurement Officer, joined the meeting at this time.

The memorandum previously circulated was taken as read and noted.

4046.7

The Chairman asked Mr. Gill, that in this and in other contracts, the winning tenderer is not to be identified to the board until after the board has decided whether to award it to Company A or Company B etc.

4046.8

Supply of Wheels and Axles

The board gave its approval for the conclusion of negotiations and the award of a contract to "A" for the supply of wheels and axles at an estimated maximum contract award value, [REDACTED]

[REDACTED]

4046.9

Mr. Gill then identified "A" as CAF.

Mr. Cunningham and Mr. Gill left the meeting at this time.

4047

NEW WORKS

Mr. Peter Muldoon, Acting Director New Works, joined the meeting at this time.

4047.1

New Works Report

The New Works Report for Period 1 2012 previously circulated was taken as read and noted.

4047.2

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

- With respect to the Kildare Route Project, negotiations between [REDACTED]

[REDACTED]

- With respect to the Navan Line, If the An Bord Pleanála decision (expected in April) with respect to Hansfield Station is in Iarnród Éireann's favour, It is more than likely that it will be appealed to the High Court.
- The Judicial Review Hearing in respect of the Railway Order for the DART Underground has been deferred until 16th April 2012.

4047.3 A discussion took place about the competency within the New Works team in the area of Energy and Environmental Management. It was suggested that consideration should be given to taking on some young graduates who would have knowledge of this area.

4047.4 Mr. Muldoon confirmed that arrangements are in hand to address the capital funding shortage. Capital funding for the New Works Department for 2012 has been reduced to [REDACTED] million. Additional funding is still being sought for other projects. A project manager has been appointed to deal with the reallocation of staff to other work including that in other organisations.

4047.5 It was noted that Iarnród Éireann was unsuccessful in the tender for work in Northern Ireland. However, the winning tenderer wants to use some of Iarnród Éireann's plant and equipment and labour.

4047.6 **Capital Expenditure Proposals**
The two memoranda previously circulated were taken as read and noted.

The board gave its approval for the following:

4047.7 **Closure of Level Crossing XX033 on the Manulla Junction/Ballina Line**
Expenditure of [REDACTED] to undertake the construction of a new public access road at Knocknakillew, Straide, Co. Mayo, in order to close Level Crossing XX033 on the Manulla Junction/Ballina Line, subject to funding for this project from the Railway Safety Programme.

4047.8 **Cork Kent Station Transport Interchange**
Expenditure of [REDACTED] to undertake the design to planning application stage of an access point to Kent Station from Horgan's Quay in Cork, subject to funding for this project from the NTA.

It was noted that the project is sponsored by the NTA. However, the total cost for the full delivery of the project is yet to be established and the preliminary design phase cost above excludes construction and inflation costs.

4047.9 **Closeout Reports**
The three memoranda previously circulated were taken as read and noted.

4047.10 The board gave its approval for the closeout of the following New Works projects:

- (a) Accessibility Project – Donabate Station.
- (b) Additional Toilet Discharge and Fuelling Equipment at Heuston Station.
- (c) Feasibility Study Phase 1 for the Provision of Passing Loops on the South Eastern Commuter Line.

4047.11 **Project Management Framework**
The memorandum previously circulated was taken as read and noted.

4047.12 The board noted that the Corporate Governance Manual is being updated to include an updated suite of project management procedures for the delivery of capital infrastructure projects.

Mr. Muldoon left the meeting at this time.

4048 DART

Mr. Tom Devoy, General Manager DART, joined the meeting at this time.

4048.1 DART Report

It was noted that this was Mr. Devoy's last report to the board before his retirement.

4048.2 The DART Report for Period 2 2012 previously circulated was taken as read and noted.

4048.3 Mr. Devoy presented his report and the following matters were discussed:

- Iarnród Éireann always takes staff behaviour complaints very seriously.
- Iarnród Éireann does not generate much business from customers of the Grand Canal Theatre.

4048.4 The Chairman expressed the board's thanks to Mr. Devoy for the absolutely fantastic services he had given the company during his career. During his tenure as General Manager DART, performance had improved significantly due especially to his leadership and drive. The Chairman wished Mr. Devoy the very best of luck in his retirement. Mr. Devoy expressed his thanks for all the help that he had received throughout his career. He emphasised that he had a great team working for him in the DART Division and the DART service would not work without them.

4049 ADMINISTRATIVE ITEMS

4049.1 Transactions for Approval, Sealing and Signing

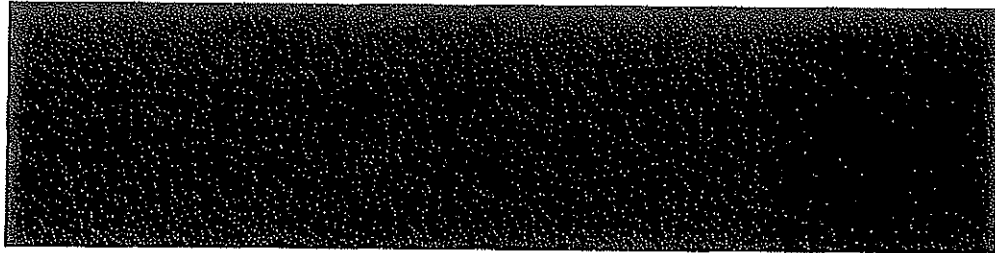
The transactions (2) for approval and sealing at the meeting were approved and sealed. **Appendix I**

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

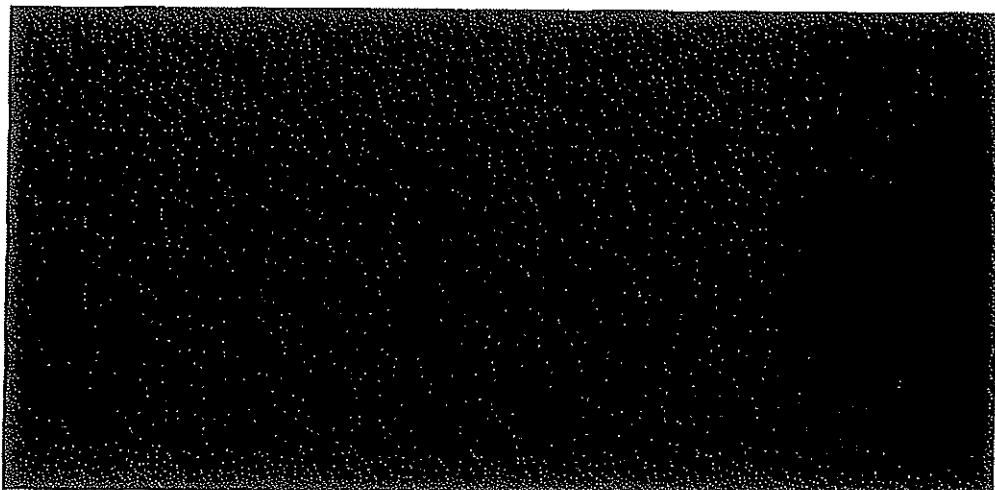
4049.2 Bank of Ireland Mandate

The memorandum previously circulated was taken as read and noted.

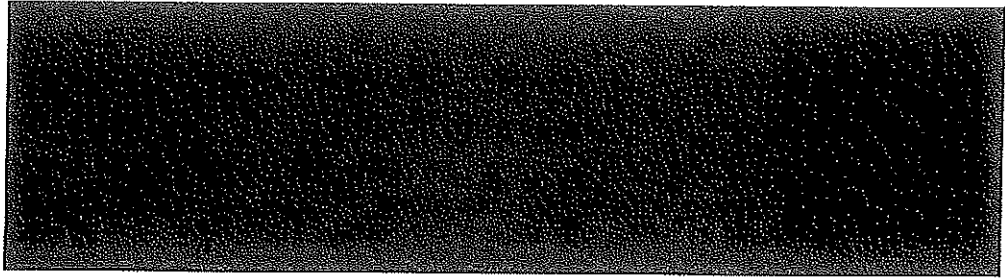
4049.3



4049.4



4049.5



4050 ITEMS FOR NOTING

4050.1 InterCity and Commuter Network (ICCN)

The ICCN Report for Period 2 2012 previously circulated was taken as read and noted.

4050.2 Closure of Level Crossings

The memorandum previously circulated was taken as read and noted.

4050.3 The board noted the following agreements which had been reached to close level crossings, the closure costs of which are funded by the Railway Safety Programme:

- (a) Field Level Crossing XX061 on the Manulla Junction/Ballina Line.
- (b) Pedestrian Level Crossing XM061A on the Athlone/Westport Line.
- (c) Field Level Crossing XM107 on the Athlone/Claremorris Line.

APPENDIX III

4050.4 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 2 2012.
- (b) Capital Expenditure Report for Period 2 2012.
- (c) Minutes of the following meetings:
 - (i) Audit Review Group Minutes 29th November 2011.
 - (ii) Engineering Advisory Group Minutes 8th February 2012.

4051 DATE AND LOCATION OF NEXT MEETING

Tuesday 24th April 2012 at 9.30am in Heuston Station.

Chairman



Date

24 April 2012

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with [REDACTED] for a retail unit at Blackrock DART Station, for the sale of hot and cold beverages, snacks, pre-packed sandwiches, confectionary, newspapers, magazines and mobile telephone credit, for a period of [REDACTED] for a rent of [REDACTED]
[REDACTED]
2. Bridge Agreement in triplicate with Clonmel Borough Council, for a new bridge to be constructed over the Railway Line at OBL126, 49 miles 408 yards, on the Limerick to Waterford Railway Line, in the Townland of Burgagery in Co. Tipperary, as part of the Fethard Road Widening Scheme, for a consideration of [REDACTED]

Company Secretary
Iarnród Éireann
30th March 2012

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence Agreement in duplicate with [REDACTED] to allow them park their mobile kiosk at Portarlinton Railway Station, Portarlinton, Co. Laois, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of two years, for a licence fee of [REDACTED]
2. Licence Agreement in triplicate with Chevron (Ireland) Atlantic Ltd., in respect of remediation works to be carried out on CIE property at Dundalk Oil Terminal, Barrack Street, Dundalk, Co. Louth, for a licence period of [REDACTED] for [REDACTED]
3. Licence Agreement in triplicate with Chevron (Ireland) Atlantic Ltd., in respect of remediation works to be carried out on CIE property at Athlone Depot, Athlone Railway Station, Co. Westmeath, for a licence period of [REDACTED] for [REDACTED]
4. Licence Agreement in duplicate with [REDACTED], for a plot of ground at Mews Lane, to the rear of 41 North Circular Road, to be used for recreational purposes, for a licence period of [REDACTED] for a licence fee of [REDACTED]
5. Licence Agreement in duplicate with St. Anne's Heritage and Historical Society, Mallow, Co. Cork, c/o O'Connor, Dudley and Comyn Solicitors, West End Mallow, Co. Cork, for the licence of a Yard at Mallow Station, to allow them place a portacabin there, for a licence period of [REDACTED], for a licence fee of [REDACTED]
6. Licence Agreement in duplicate with [REDACTED], for part of the abandoned North Kerry Railway Line at Coolybrown, Ardagh, Co. Limerick, for a licence period of [REDACTED] for a licence fee of [REDACTED]
7. Licence Agreement in duplicate with [REDACTED] to allow him place his mobile kiosk at Balbriggan Railway Station, Co. Dublin, for the sale of hot and cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED], for a licence fee of [REDACTED]
8. Licence Agreements in duplicate with the Electricity Supply Board for installation and use of E-Car Charging Points at the following main station locations, for a licence period of [REDACTED] for [REDACTED] Carlow, Athenry, Gort, Athy, Portarlinton, Charleville, Mallow, Booterstown, Clontarf Road, Dalkey, Heuston, Monasterevin, Portlaoise, Edgeworthstown, Longford, Clara, Tullamore, Collooney, Athlone, Mullingar, Gorey, Arklow and Wicklow.

Company Secretary
Xarnród Éireann
30th March 2012

APPENDIX III

CLOSURE OF LEVEL CROSSINGS

- (a) Field Level Crossing XX061 at 161mls, 1,048yds on the Manulla Junction to Ballina line
Closure of field level crossing XX061 at a cost of [REDACTED] for acquisition of land, plus [REDACTED] for civil works and contingencies, plus reasonable legal fees.
- (b) Pedestrian Level Crossing XM061A at 89mls, 30yds on the Athlone to Westport line
Closure of Pedestrian level crossing XM061A at a cost of [REDACTED] for acquisition of land, plus [REDACTED] for civil works and contingencies, plus reasonable legal fees.
- (c) Field Level Crossing XM107 at 106mls, 964yds on the Athlone to Claremorris line
Closure of field level crossing XM107 at a cost of [REDACTED] for acquisition of land, plus [REDACTED] for civil works and contingencies, plus reasonable legal fees.

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND FIFTY NINTH
BOARD MEETING HELD ON 24th APRIL 2012
AT 9.30AM IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Ms. Laetitia Baker	Director
Mr. Mick Cullen	Director
Mr. Michael Gíblín	Director
Mr. John Moloney	Director
Mr. Cliff Perry	Director
Ms. Dearbhalla Smyth	Director

IN ATTENDANCE:

Mr. Roddy Connolly	Group Chief Financial Officer, CIE
Mr. Aidan Cronin	Chief Financial Officer, IE (part)
Mr. Peter Cuffe	Chief Safety & Security Officer (part)
Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
Mr. Pat Faulkner	Chairman, Audit Review Group
Mr. Dick Fearn	Chief Executive
Ms. Geraldine Finucane	Company Secretary
Mr. Ronan Gill	Chief Procurement Officer (part)
Mr. Peter Muldoon	Acting Director New Works (part)
Mr. John Reville	Acting General Manager, ICCN (part)

ABSENT: Apologies were received from Mr. Paul McGarry.

MIN NO.

4052 MINUTES

4052.1 The Minutes of the meeting held on 30th March 2012 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4052.2 **Outstanding Items**
The memorandum previously circulated was taken as read and noted.

4053 CHAIRMAN'S COMMENTS

4053.1 The Chairman advised that the financial situation at both Group and Iarnrod Éireann levels remains a cause for concern.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4053.2 As the terms of office of Mr. Gíblín, Mr. Perry and Ms. Smyth finish on 17th May 2012 this is their last board meeting. The Chairman stated that he was not aware of any reappointments or new appointments. Therefore, he believed that it was appropriate to thank them for their excellent contribution to Iarnród Éireann over the last few years which was much appreciated.

4053.3 The Chairman advised that the next board meeting would take place on Wednesday 23rd May 2012 at 9.00am in Inchicore. The reason for this is that Minister Varadkar will be presenting the Best Station Awards at a ceremony that day in Inchicore, to which all directors are invited.

4053.4 In response to Mr. Gíblín, the Chairman advised that the Safety Advisory Group (SAG) and the Audit Review Group (ARG) would be retained. A new Infrastructure Advisory Group and a new Train Advisory Group would be established. However, they will not comprise of any non-executive directors. A panel of advisors is being established and appointments to the Advisory Groups will be made from this panel.

4054 CHIEF EXECUTIVE'S REPORT

4054.1 The Chief Executive's Report previously circulated was taken as read and noted.

4054.2 Mr. Fearn presented his report and the following matters were discussed:

[REDACTED]

These changes are required in order that Iarnród Éireann can reduce its costs.

- " [REDACTED]
- " No permanent appointments are being made at senior management level at the moment until the EU compliance restructuring of Iarnród Éireann has been completed.
- " The potential InterCity revenue shortfall for 2012 could amount to [REDACTED] million. It is unlikely that this will be made up by revenue increases elsewhere. Therefore, additional cost cuts will be required so that the budget for 2012 can be achieved. This is critical in the context of the negotiations for the renewal and increase in banking facilities. Therefore, more service level adjustments can be expected.
- " The board congratulated Mr. Fearn on his recent Leader Award from the Chartered Institute of Logistics and Transport.
- " [REDACTED]
- " [REDACTED]
- " [REDACTED]

4055 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

4055.1 Safety and Security Report

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

4055.2 Mr. Cuffe presented his report and the following matters were discussed:

- Level crossing incidents seem to spike at times of agricultural activity and leisure. Therefore, publicity campaigns will be focused at the start of the summer season in future rather than during the autumn.
- The level of anti-social behaviour appears to be increasing. The analysis of pre-cursor events and incident events were explained. Many relate to passenger trouble causing delay on routes out of Dublin (especially on the DART), vandalism and trespass at Broombridge Station.
- Slips, trips and falls also appear to be increasing. It has been suggested that the increase in the number of people using smartphones etc. may be contributing to this. Warnings and posters will be erected in various stations.

4055.3 Safety Advisory Group (SAG)

The Minutes of the SAG meeting held on 7th February 2012 previously circulated were taken as read and noted.

4055.4 The SAG Report arising out of the meeting held on 10th April 2012 previously circulated was taken as read and noted.

4055.5 Matters discussed included the following:

- A round table exercise is to take place with the RSC to prioritise closing out recommendations from current enquiries and to deal with higher safety related issues.

- Iarnrod Eireann will supply the Health & Safety Authority (HSA) official with the information requested by him regarding the detonators incident.

Mr. Cuffe left the meeting at this time.

4056 FINANCE

4056.1 Finance Report

The Financial Results for Quarter 1 2012 previously circulated were taken as read and noted.

- 4056.2** Mr. Cronin presented his report and advised that Iarnrod Eireann had incurred a year to date [REDACTED] million compared to a budgeted [REDACTED] million and a [REDACTED] million for the same period in 2011. He then went on to explain in detail the figures making up these results.

4056.3 Matters discussed included the following:

[REDACTED]

Rosslare

- Someone specific needs to be appointed to identify and dispose of any further scrap especially now that high prices can be obtained for scrap metal at present. In addition, it will send out a message to staff about the seriousness of the financial situation of the company.
- The cost of the delay in granting the InterCity fares increase and annual Tax saver fares increase should be pointed out to the Minister.
- Big cost reductions are contained in the 2012 Budget. It is very important to adhere to the budget in Quarter 2 2012 and beyond. However, an additional [REDACTED] million in savings will now have to be generated in order to make up for the shortfall in InterCity revenue.
- A forecast is to be provided in the Finance Report from now on.

Mr. Cronin

4056.4 Integrated Ticketing System (ITS)

Mr. Fearn gave the up to date position on progress with the ITS Project. The main items referred to were:

- The residual problem for Iarnrod Eireann on the first phase of the project relates to old DART gates which have unreliable Leapcard readers.
- Progress is being made on the Phase 2 element of the project. This will involve:
 - The roll out on 9th May 2012 of the modification to enable automatic ticket vending machines to sell Leapcards.
 - The auto top up and capping modifications will be rolled out from the end of June 2012.
 - Products such as the Tax saver ticket will be registered on the Leapcard from November 2012 onwards.

4057 OPERATIONS

Mr. Ronan Gill, Chief Procurement Officer and Mr. John Reville, Acting General Manager, ICCN, joined the meeting at this time.

4057.1 InterCity and Commuter Network (ICCN)

The ICCN Report for Period 3 2012 previously circulated was taken as read and noted.

4057.2 Mr. Reville presented his report and the following matters were discussed:

- Reasons for the increase in slips, trips and falls.
- The usage of E-car charging points should be monitored. The availability of this facility should be publicised further otherwise the equipment will deteriorate through lack of use.

Mr. Kenny

- There should be greater liaison with Dublin City Council in relation to their Dublin Bike Scheme. In this way the availability of bicycle racks at stations can be publicised further.
- Information should be displayed for passengers at Drogheda Station directing them to the platform on which their trains are due to arrive/depart.
- There should be better signage to advise the public of the location of Docklands Station.

4057.3 **Contract**

The memorandum previously circulated was taken as read and noted.

4057.4 **Car Park Management Services**

The board gave its approval for the conclusion of negotiations and the award of a contract to Company 'C' for car park management services at an estimated value of [REDACTED]

[REDACTED]

4057.5 Mr. Gill then identified Company 'C' as Nationwide Controlled Parking Systems Limited.

4057.6 It was suggested that in respect of any further proposals to outsource service contracts, the question should be asked first as to whether Iarnrod Éireann can do the work more cheaply itself particularly as it is looking for ways to redeploy some of its own staff. However, this should relate only to core business items.

Mr. Reville left the meeting at this time.

4058 **ENGINEERING**

Mr. Don Cunningham, Assistant Chief Executive (Engineering), joined the meeting at this time.

4058.1 **Contracts**

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

4058.2 **Overhead Line Equipment (OHLE) Services**

The board gave its approval to increase the authorised level of expenditure under the contract for OHLE repair and maintenance services to Neopul S.A. by [REDACTED]

[REDACTED]

4058.3 **Operation of On Track Machines**

The board gave its approval for the extension of the contract for the operation of on track machines to Lloyd Rail for a period of [REDACTED] pending completion of a revised procurement plan, at an estimated cost of [REDACTED] bringing the total contract award to Lloyd Rail to [REDACTED]

It was noted that a revised paper providing more detail will be prepared for the CIE Board meeting on 3rd May 2012.

4058.4 Advisory Note – 57 ICR Power Pack Maintenance

Following discussion it was agreed that:

- A revised Advisory Note containing greater Information and clarity will be provided for the next Iarnrod Eireann board meeting on 23rd May 2012.
- If any work is required in the meantime in respect of specific issues, it can be carried out if it is within the authorised limits of the Chief Mechanical Engineer or the Chief Executive.

It was noted that the contents of the revised Advisory Note are not required to be notified to the CIE Board.

Mr. Cronin and Mr. Gill left the meeting at this time.

4058.5 Engineering Report

The Engineering Report for Period 3 2012 previously circulated was taken as read and noted.

4058.6 Mr. Cunningham presented his report and the following matters were discussed:

- Group Internal Audit have commenced a follow up labour and plant hire audit. While a total clean bill of health is not expected, it is hoped that the improvements (mainly in the plant hire area) will be noted. Improvements in the labour hire area are not as advanced because systems changes were not introduced as early as in the plant hire area.
- Iarnrod Eireann is issued with all relevant reports commissioned by the NTA.
- The NTA has appointed Jacobs to undertake a rail fleet strategy review.
- It is expected that the NTA's review of the outline design, scope and site selection for the Central Traffic Control (CTC) will be dealt with as a priority at the next meeting with the NTA.
- The NTA appears to be more focused on project management issues rather than on regulatory issues.
- The Chairman asked for monthly reports on progress with journey time improvements.

Mr. Cunningham

4058.7 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4058.8 Small Plant Requirements 2012

The board gave its approval for expenditure of [REDACTED] to purchase small plant and equipment in 2012, subject to funding for this project from the Railway Safety and Renewals Programme 2012.

4058.9 Engineering Advisory Group (EAG)

The Report arising out of the EAG meeting held on 17th April 2012 previously circulated was taken as read and noted.

Mr. Cunningham left the meeting at this time.

4059 NEW WORKS

Mr. Peter Muldoon, Acting Director New Works, joined the meeting at this time.

4059.1 New Works Report

The New Works Report for Period 3 2012 previously circulated was taken as read and noted.

4059.2 Mr. Muldoon presented his report and the following matters were discussed:

- Funding of [REDACTED] will be available in 2013 from the NTA to review the DART Underground Project and determine the best way to progress it.
- The NTA has agreed to round table talks to discuss the business case for the proposed rail link to the Airport.
- Measures being taken to deal with excess staff resources.
- A paper is to be presented to the board in three months time outlining the potential savings that can be generated in the energy consumption area. The paper is also to include a plan showing what steps are necessary to achieve these savings. **Mr. Muldoon**
- As Iarnrod Eireann may have synergies with the ESB, Bord Gais etc. there may be opportunities for project management work.

4059.3 **Capital Expenditure Proposal**

The memorandum previously circulated was taken as read and noted.

4059.4 **Dun Laoghaire Bridge Deck Phase 3**

The board gave its approval to facilitate the third and final stage of works for the construction of a bridge deck over the railway cutting at Dun Laoghaire on behalf of Dun Laoghaire Rathdown Co. Council.

It was noted that:

- This proposed final stage is for a bridge deck extending from OB96 (People's Park Bridge) at 8 miles 810 yards to a position at 8 miles 880 yards for a total cost of [REDACTED] including VAT and

4059.5 **Closeout Reports**

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

4059.6 The board gave its approval for the closeout of the following New Works projects:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance		Contingency		
				€'000	%	App'vd €'000	Used €'000	%
CIR00563	Ticket Validation- Design 10 Stations	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00577	Ticket Validation - Design 6 Stations	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00377	Car Park - 13 Stations Design and Tender	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00660	Accessibility - Malahide & Portmarnock Construction	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00698	Accessibility - Skerries Station Construction	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00471	Accessibility - Rush & Lusk Construction	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00435	Pearse East Entrance Construction	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
NW Total		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Mr. Muldoon left the meeting at this time.

4060 **ADMINISTRATIVE ITEMS**

4060.1 **Transactions for Approval, Sealing and Signing**

The transactions (3) for approval and sealing at the meeting were approved and sealed.

Appendix I

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

4061 ITEMS FOR NOTING

4061.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 3 2012.
- (b) Capital Expenditure Report for Period 3 2012.
- (c) Minutes of the following meetings:
 - (i) Rosslare Europort Advisory Group Minutes 14th February 2012.
 - (ii) Engineering Advisory Group Minutes 20th March 2012.

4062 DATE AND LOCATION OF NEXT MEETING

Wednesday 23rd May 2012 at 9.00am In Inchicore.

Chairman



Date

230512

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Agreement in duplicate, Closure Agreement in duplicate, Bridge Agreement in duplicate and Licence Agreement in duplicate with [REDACTED] for the sale of land to him by CIE, in respect of the closure of Level Crossing XC207, for a [REDACTED]
2. Bridge Agreement in triplicate granting Clare County Council a licence to construct a new pedestrian footbridge adjacent to the existing stone arch road bridge, OBE75, over the railway at Quin Road, Ennis, Co. Clare, for a consideration of [REDACTED]
3. Wayleave Agreement in duplicate with Kildare Co. Co., for the installation, testing, maintenance and use of four 914mm diameter steel pipes on the Board's property at 42 miles 1,712 yards on the Dublin to Waterford Railway Line, in the Townland of Wills Grove, Co. Kildare, for a licence period [REDACTED] for a licence fee [REDACTED]

Company Secretary
Iainr  d   ireann
24th April 2012

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence Agreements in duplicate with the Electricity Supply Board for installation and use of E-Car Charging Points at the following train station locations, for a licence period of [REDACTED] Malahide Station, Portmarnock Station, Sutton Station, Templemore Station, Kilkenny Station and Thurles Station.
2. Unit Licence in duplicate with Hayat Fun Ltd., for a unit at Clonmel Station, Co. Tipperary, to be used as a coffee shop, for licence period of [REDACTED]
[REDACTED]
3. Licence in duplicate with East Point Management Ltd., to allow vehicular and public service vehicles access to the Board's Property, carrying employees, servants and agents of East Point Office Park, Fairview, Dublin 3, for a licence fee [REDACTED]
4. Licence in duplicate with [REDACTED] to allow him place his mobile kiosk at McBride Railway Station, Drogheda, Co. Louth, to sell hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
24th April 2012

STRICTLY PRIVATE AND CONFIDENTIAL**IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF CORAS IOMPAIR ÉIREANN) ACT, 1986****IARNRÓD ÉIREANN - IRISH RAIL****MINUTES OF THE TWO HUNDRED AND SIXTIETH
BOARD MEETING HELD ON 23RD MAY 2012
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Ms. Laetitia Baker	Director
	Mr. Mick Cullen	Director
	Mr. Paul McGarry	Director (part)
	Mr. John Moloney	Director
IN ATTENDANCE:	Mr. Cal Carmichael	Assistant Chief Executive (Operations) (part)
	Mr. Roddy Connolly	Group Chief Financial Officer, CIE
	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. Ronan Gill	Chief Procurement Officer (part)
	Mr. Peter Muldoon	Acting Director New Works (part)

MIN NO.**4063 MINUTES**

4063.1 The Minutes of the meeting held on 24th April 2012 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4063.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4064 CHAIRMAN'S COMMENTS

4064.1 The Chairman advised that the financial situation of Iarnrod Éireann and of the CIE

[REDACTED]

[REDACTED] parts of the business. This has to be delivered during 2012 if the Group is to reach agreement with the banks on extending its borrowing facilities.

The Chairman stated that he was encouraged by the very positive engagement by the trade unions during the Labour Relations Commission (LRC) process in driving forward the necessary savings. He stated that it was very important to conclude this agreement and implement it as quickly as possible. [REDACTED]

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Mr. Cunningham

4066 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

4066.1 Safety and Security Report

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

4066.2 Mr. Cuffe presented his report and the following matters were discussed:

- A meeting of the Safety Advisory Group (SAG) took place on 22nd May 2012 to review the safety aspects of work on the EU Compliance Project. The Chairman of the SAG, Mr. Perry, was pleased with the meeting and was happy that a good robust process is in place.
- Fire suppression units are installed on trains. However, Mr. Cuffe said that he would clarify the situation with respect to on track machines. **Mr. Cuffe**
- It was suggested that someone in each station should be designated to clean up platforms and underground passages following rainfalls. A particular incident in Kent Station in Cork was referred to and Mr. Fearn promised to take the matter up with the Stationmaster. **Mr. Fearn**

4066.3 Safety Risk Register

The Safety Risk Register previously circulated was taken as read and noted. Consideration of the register was deferred until the next meeting.

Mr. Cuffe left the meeting at this time.

4067 EU COMPLIANCE RESTRUCTURING

Mr. Cal Carmichael, Assistant Chief Executive (Operations), joined the meeting at this time. Mr. McGarry left the meeting at this time.

4067.1 EU Compliance Project – Implementation Phase

The memorandum previously circulated was taken as read and noted.

4067.2 Mr. Carmichael gave a presentation which covered the following matters:

- Current and future EU rail legislation.
- Implications for rail industry structure.
- Industry transformation.
- Industry structure compliance.
- Other deliverables for compliance.
- Internal organisational restructuring.
- Corporate governance structure.
- Infrastructure Manager (IM) and Railway Undertaking (RU).
- Organisation structure within the company.
- Safety validation.
- Trade union consultation.
- Staff communication.
- Accounting separation.
- Financial modelling.
- Project costs.
- Project implementation plan.

4067.3 After Mr. Carmichael's presentation the following matters were discussed:

- Location of permanent way, signalling and mechanical engineering staff within the new structure.
- Staff fears that the restructuring of the company into the two main divisions will end up in a sell off in the long term.
- Level playing field with respect to the payment of track access charges.
- Whether in the long term, payment of track access charges by third party Railway Undertakings to a branch of Iarnrod Eireann would be viewed as anti-competitive.

- Re-allocation of subvention post restructuring.
- The EU legislation is dictating the changes rather than a policy of privatisation by stealth.
- [REDACTED]
- [REDACTED]
- A debate is to be had on what the contents of the balance sheet of the Infrastructure Manager will be given that property assets currently reside in the CIE Holding Company.
- The importance of avoiding an increase in central services costs. It was agreed that the company should guard against duplicating costs and also against the creation of safety gaps.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

4067.4 The board gave its approval for the implementation of the recommended organisation structure for Iarnrod Eireann as set out in the memorandum presented to the board, to take effect from March 2013.

It was noted that:

- (a) The proposed restructuring does not currently require any corporate governance changes above Chief Executive level.
- (b) Iarnrod Eireann has initiated negotiations with the Department of Transport, Tourism and Sport (DTTAS) and the NTA to review the industry structure and contractual arrangements to ensure compliance with EU Directives and
- (c) The development of the following industry contracts as required to meet EU Directives:
 - Multi Annual Contract,
 - Revisions to the existing Public Service Contract.
 - The Network Statement
 - The Template Access Agreement and
 - The Specific Access Agreements.

4067.5 **Capital Expenditure Proposal**

The memorandum previously circulated was taken as read and noted.

4067.6 **EU Compliance Project - Implementation Phase**

The board gave its approval for expenditure of [REDACTED] million for external consultancy costs to support the deliverables of the EU Compliance Project in order to achieve compliance with the EU Directives as set out in the "First Railway Package" by the time the existing derogation ends in March 2013.

4067.7 The Chairman asked that the payment of the capital expenditure approved above be examined and deferred to 2013 from a cash flow point of view if possible.

Mr. Carmichael left the meeting at this time.

4068 **FINANCE**

Mr. Gerry Culligan, Commercial Director, joined the meeting at this time.

4068.1 **Finance Report**

The Financial Results for Period 4 2012 previously circulated were taken as read and noted.

4068.2 Mr. Cronin presented his report and advised that Iarnrod Eireann had incurred a year to date [REDACTED] million compared to a budgeted [REDACTED] of [REDACTED] million and a [REDACTED] million for the same period in

2011. He then went on to explain in detail the figures making up these results.

4068.3 The board noted that the forecast for the remainder of 2012 is indicating that the company will be off its revenue budget by [REDACTED] million. This shortfall will have to be made up by additional cost savings elsewhere as the company is intent on achieving its original 2012 Budget. Some of the cost savings will be delivered if there is a positive result to the forthcoming ballot. The remaining cost savings will be achieved in 2012 by deferring engineering works that would not have an immediate or safety impact and by reducing the use of contractors.

4068.4 100 voluntary severances have been budgeted for 2012. 20 are complete. It is expected that the remaining 80 will be achieved by the year end. In addition, under the revised voluntary severance offer, it is expected that more voluntary severances can be agreed if additional funding can be found for them from such sources as:

- " Banking facilities and
- " Proceeds from property activities such as a deal on the fibre optic cable.

4068.5 Revenue

The Revenue Report for Period 4 2012 previously circulated was taken as read and noted.

4068.6 Mr. Culligan gave a presentation which covered the following matters:

- Trading conditions have improved compared with Period 3 2012.
- The 2012 Marketing Calendar has been issued.
- The Student campaign has been very successful to date.
- The Tax saver campaign has yielded some growth in revenue which is continuing.
- The company won the Best State Body Website at the recent eGovernment Awards.
- Early indications for the web seat sale are good.
- Status update on progress with the strategic pillars.
- The Customer Relationship Management (CRM) strategy review is under way.
- A sales strategy review will commence in May 2012.

4068.7 After Mr. Culligan's presentation the following matters were discussed:

- CIE Group liaison with relevant bodies in respect of The Gathering 2013 including Fáilte Ireland and Tourism Ireland.
- Other forthcoming corporate conferences including the International Bar Conference in October 2012.
- Loyalty schemes -v- frequent user cards.
- Rail magazine on trains.
- How to capture data on customers.
- The forthcoming branding work will look at the Iarnród Éireann logo.

Mr. Culligan left the meeting at this time.

4068.8 Commercial Risk Register

The Commercial Risk Register previously circulated was taken as read and noted. Consideration of the Commercial Risk Register was deferred until the next meeting.

4069 ENGINEERING

Mr. Don Cunningham, Acting Assistant Chief Executive (Engineering) and Mr. Ronan Gill, Chief Procurement Officer, joined the meeting at this time.

4069.1 Engineering Report

The Engineering Report for Period 4 2012 previously circulated was taken as read and noted.

4069.2 Mr. Cunningham presented his report and the following matters were discussed:

- The year to date adverse cost variances are expected to be corrected in Period 5 2012. In addition to the voluntary severance programme, other short term cost savings measures are being examined such as:
 - o Black weekends,
 - o Rescheduling of renewals,
 - o Week day track access and
 - o Reduction in the use of external contractors where possible.
- The recent points failure due to the lack of lubrication is totally unacceptable. The Chairman asked that the board's view be communicated down the line.
- A document is to be prepared for the August board meeting outlining what measures have been taken to ensure that similar delays with the RSC that occurred on the City Centre Re-signalling Project do not happen again. **Mr. Cunningham**
- The proposal to slow down work on the specification and prototype development of an on board Train Protection System is to be considered by the SAG.
- The District Court decision that prosecutions for the misuse of level crossings should be brought by the RSC should encourage them to take a more active role in this area.

4069.3 Contracts

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

4069.4 Extension of the On Track Machine Contract

The board gave its approval for the extension of the contract for the operation of on track machines to Lloyd Rail for the five month period June 2012 to October 2012 at an estimated cost of [REDACTED], bringing the total contract award to Lloyd Rail to [REDACTED]

4069.5 Maintenance of the 57 Intercity Railcar Powerpacks

The board noted the intent to award a contract for powerpack running maintenance for 57 Intercity railcar vehicles until the end of June 2013 with the original equipment manufacturer MTU GmbH.

It was noted that:

- This contract will be awarded without a competition as permitted by a derogation to the CIE Group Procurement Policies and Procedures,

[REDACTED]

- This will be accommodated within the planned Chief Mechanical Engineering maintenance budget for 2012 and 2013.

4069.6 Extension of the Waste Management Services Contract

The board noted the extension of the existing waste management contract with AES by [REDACTED] from 1st May 2012 pending the completion of an ongoing procurement process.

It was noted that:

[REDACTED]

4069.7 The Chairman stated that such a delay in the procurement process as occurred with this contract was unacceptable. He asked that a proper

investigation be carried out into the circumstances of this delay as it was very unfair on the board. He asked that it be ascertained whether any other problems with other contracts need to be flagged up. Mr. Fearn

4069.8 The Chairman asked for a calendar of contract proposals for the board.
Mr. Gill

4069.9 The Chairman asked for an update next month on the dispute with CAF about retrospective work. It was noted that the arbitrator hasn't issued his award yet.
Mr. Cunningham

Mr. Cunningham and Mr. Gill left the meeting at this time.

4070 **NEW WORKS**

Mr. Peter Muldoon, Acting Director New Works, joined the meeting at this time.

4070.1 **New Works Report**

The New Works Report for Period 4 2012 previously circulated was taken as read and noted.

4070.2 Mr. Muldoon presented his report and the following matters were discussed:
- Kildare Route Project - Kishogue Station Update
- The Judicial Review of the Railway Order in connection with the Kildare Route Project has been deferred.

4070.3 **Capital Expenditure Proposals**

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

The board gave its approval for the following:

4070.4 **Design and Tender Preparation for a Station at North Esk, Cork**
Expenditure of [REDACTED] for the preliminary design, planning, detailed design and tender process for a station at North Esk, Dunkettle, Cork, subject to funding for this project from the NTA.

It was noted that the preliminary estimated total cost of the project is approximately [REDACTED] million subject to car parking levels and access arrangements required.

4070.5 **Feasibility Study for the Journey Time Improvement Project**

Expenditure of [REDACTED] to carry out a feasibility study into no cost/low cost solutions for journey time improvements on the Dublin/Cork and Dublin/Galway Lines, subject to funding for this project from the Exchequer.

4070.6 **Upgrade of Broombridge Station**

Expenditure of [REDACTED] to undertake additional revenue protection and integration with the Leapcard scheme works and the installation of new station lighting at Broombridge Station on the Dublin/Maynooth Line, subject to funding for this project from the NTA.

4070.7 **Closeout Reports**

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

4070.8 The board gave its approval for the closeout of the following New Works projects:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance €'000	Contingency		
					App'vd €'000	Used €'000	%
CIR00532	National Car Park Expansion Programme - Design and tender preparation for 11 stations						0
CIR00545	Exit Validation Feasibility Phase III						
NW Total							

Mr. Muldoon left the meeting at this time.

4071 ADMINISTRATIVE ITEMS

4071.1 Transactions for Approval, Sealing and Signing

The transactions (3) for approval and sealing at the meeting were approved and sealed.

Appendix I

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

Appendix II

4071.2 Board and Advisory Group Vacancies

The memorandum previously circulated was taken as read and noted.

4072 ITEMS FOR NOTING

4072.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted;

- (a) Intercity and Commuter Network Report for Period 4 2012.
- (b) Detailed Financial Results for Period 4 2012.
- (c) Capital Expenditure Report for Period 4 2012.
- (d) Minutes of the Engineering Advisory Group meeting held on 17th April 2012.

4073 DATE AND LOCATION OF NEXT MEETING

Tuesday 26th June 2012 at 9.30am in Heuston Station.

Chairman



Date

26/06/12

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Transfer in duplicate with [REDACTED] in respect of the sale of 0.99 acres of land to CIE, in relation to the closure of Level Crossings XT041 and XT042 at Boolymore, Rathcoole, Co. Cork on the Mallow to Tralee Railway Line, for a consideration of [REDACTED]
2. Wayleave Agreement in duplicate with Wexford Co. Co., for the installation, testing, maintenance and use of one 180mm watermain across the dock of Overbridge OBH141A at 82 miles 171 yards on the Waterford/Rosslare Line, for a licence period [REDACTED], for a licence fee of [REDACTED]
3. Lease in duplicate with Mocha Beans Ltd., to allow the placement of a mobile kiosk at Ceannt Station, Galway, for the sale of hot/cold beverages, pre-packed sandwiches, pre-packed snacks and confectionary products, for a term of [REDACTED]
[REDACTED]

Company Secretary
Iarnród Éireann
23rd May 2012

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Agistment Licence in duplicate with [REDACTED] for a plot of land at Westmantown, Lucan, Co. Dublin, for the purpose of recreational use and storage, for a licence period of [REDACTED], for a licence fee of [REDACTED].
2. Licence Agreement in duplicate with Martin Hattie, to allow him place his mobile kiosk at Castleknock Railway Station for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED], for a licence fee of [REDACTED].
3. Licence Agreement in duplicate with National Parks and Wildlife Services (NPWS) under the Aegis of the Minister for Arts, Heritage and the Gaeltacht, to allow them temporary access across the railway line near Kilcoole Station to lands known as Cooldross NPWS lands at 20 miles, 1,340 yards on the Dublin to Wexford Line, for a licence period from May to August each year on a year to year basis, for a licence fee of [REDACTED].
4. Licence Agreement in duplicate with Ripper Street Productions Ltd., to use as a location for filming of a television production, the Arches, beneath Connolly Station, for a licence period from 25th April, 2012 to 8th May, 2012, for a licence fee of [REDACTED].

Company Secretary
Iarnród Éireann
23rd May 2012

IARNRÓD ÉIREANN - IRISH RAIL

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Mick Cullen	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
IN ATTENDANCE:	Mr. Bob Clarke	Chairman, Infrastructure Advisory Group (part)
	Mr. Roddy Connolly	Group Chief Financial Officer, CIE
	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. Ronan Gill	Chief Procurement Officer (part)
	Mr. Claran Masterson	Director Human Resources (part)
	Mr. Peter Muldoon	Acting Director New Works (part)
	Mr. John Reville	Acting Manager Intercity and Commuter Networks (ICCN) (part)
ABSENT:	Apologies were received from Ms. Laetitia Baker.	

MIN NO.

4074 MINUTES

- 4074.1** The Minutes of the meeting held on 23rd May 2012 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4074.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4075 CHAIRMAN'S COMMENTS

- 4075.1

4075.2 Good progress was made at the Labour Relations Commission with an agreement currently being balloted. Hopefully this will go through and be implemented in July. The Chairman expressed his thanks to staff representatives for their support in this regard.

4075.3 In order for dialogue to start with the banks a Five Year Plan for Iarnrod Eireann needs to be approved by the board. However, the board can only endorse this plan subject to continuous support from CIE. Despite all of the hard work by everyone in the company this is not likely to be the last time that the Five Year Plan will have to be considered because the economic fundamentals are not good and are not showing any improvement. Therefore, continuous effort to reduce costs and to bring in extra cash is required. Until the fundamentals of the economy improve, patronage improves, multi-annual fares increases are granted and yield increases, Iarnrod Eireann will continue to be challenged by the tough times ahead.

4075.4

4075.5 The annual Best Station Awards ceremony took place a couple of weeks ago and was attended by Minister Varadkar. It was an excellent function and it was very pleasing to see staff and customers so enthusiastic about the service.

4076 CHIEF EXECUTIVE'S REPORT

4076.1 The Chief Executive's Report previously circulated was taken as read and noted.

4076.2 Mr. Fearn presented his report and the following matters were discussed:

- Any Tax saver revenue generated by Iarnrod Eireann stays within the company.
- It is not feasible at present to make family tickets available online for just two months of the summer due to the level of software changes that would be required.
- Preparations are being made to present a proposal to the board in due course about the First Class product. **Mr. Culligan**
- The recent application to the NTA for a fares increase covered one year only. This should be upgraded to an application for a fares increase for **years**. Liaison with the other subsidiary companies should take place so as to ensure consistency in this regard. **Mr. Fearn**
- A case should be prepared to explain why the application for a fares increase did not include an increase in the differential between Leapcard fares and cash fares. **Mr. Culligan**
- An amendment was suggested to the report regarding internal and NTA punctuality targets.

4077 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

4077.1 Safety and Security Report

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

4077.2 Mr. Cuffe presented his report and the following matters were discussed:

- Level crossing incident which occurred on 20th June 2012 near XE20 between Ennis and Limerick.
- Serious casualty at Pearse Station which occurred on 6th June 2012.
- Broombridge Station is a hotspot for anti social behaviour.

- On 20th June 2012 the employee of a contractor slipped and was injured by the chainsaw he was using at the time.
- Reasons for signals passed at danger i.e. how they occur.

4077.3 Safety Risk Register

The memorandum outlining changes to the Safety Risk Register previously circulated was taken as read and noted.

4077.4 In response to Mr. Gaffney, Mr. Cuffe asked that the impact of deferring building maintenance be considered from a risk point of view. The Chairman agreed and stated that given the pressure being imposed by the necessity for cost reductions in the Five Year Plan, he had already asked Mr. Fearn to carry out a safety review with managers (with external assistance if necessary) before the year end. The board needs assurance that the company can still run a safe railway despite cost reductions. Management must be realistic about the implications of the level of cost reductions and must take mitigating actions. **Mr. Fearn**

4077.5 The board gave its approval for the changes to the Safety Risk Register.

4077.6 Safety Advisory Group (SAG)

The Minutes of the SAG meeting held on 10th April 2012 previously circulated were taken as read and noted.

Mr. Cuffe left the meeting at this time.

4078 OPERATIONS

Mr. John Reville, Acting Manager Intercity and Commuter Networks (ICCN), joined the meeting at this time.

4078.1 Operations Report

The Operations Report for Period 5 2012 previously circulated was taken as read and noted.

4078.2 Mr. Reville presented his report and the following matters were discussed:

- Forthcoming emergency planning exercise to be held at Docklands Station in Dublin.
- Other recent emergency exercises that took place in the city in order to satisfy the Railway Safety Commission (RSC).
- The Operations team should take credit for the very high level of punctuality performance achieved by the Commuter business during Period 5 2012. This compares very well to other European railways.
- A new target of a reduction in overtime by 40% on budget was agreed with the Chief Executive.

- [REDACTED]

- [REDACTED]

- Consideration should be given to amalgamating the role of revenue protection inspectors (who carry out spot checks) into the passenger ticket checking work carried out by the on board ticket checkers. A more random proactive approach should be taken by inspectors. The Chairman asked for a report on this area in a few months time.

Mr. Fearn

- It was agreed that full credit card validation is not required for car parking payments. This causes excessive delays to customers and is not necessary. It was agreed that the system should change.

Mr. Fearn

- It was felt that the level of claims might have been higher given that the country is now in its fourth year of recession. That this did not happen is good news. However, the company still needs to be cautious because there is always a time lag between incidents and claims.

4078.3 The Chairman thanked Mr. Reville for his work during his time as Acting Manager ICCN. It was noted that Mr. Jimmy Meade would be filling this role over the next few months.

Mr. Reville left the meeting at this time.

4079 **HUMAN RESOURCES**

Mr. Claran Masterson, Director Human Resources, joined the meeting at this time.

4079.1 **Human Resources Report**

The Human Resources Report previously circulated was taken as read and noted.

4079.2 Mr. Masterson presented his report and the following matters were discussed:

- The result of the ballot is expected by 29th June 2012. It is hoped that the outcome will be positive and that the agreement can be implemented from 9th July 2012.
- It was suggested that management should have been more proactive in delivering and explaining the background and details of the agreement (i.e. the financial problems of the company, new holiday rules, etc.) at local level.
- The very good level of engagement by the trade unions was acknowledged.

Mr. Masterson left the meeting at this time.

4080 **FINANCE**

4080.1 **Finance Report**

The Financial Results for Period 5 2012 previously circulated were taken as read and noted.

4080.2 Mr. Cronin presented his report and advised that Iarnrod Eireann had incurred a year to date [REDACTED] million compared to a budgeted [REDACTED] million and a [REDACTED] million for the same period in 2011. Other matters referred to included the following:

- Iarnrod Eireann is pursuing a legal process with Celtic Link who arbitrarily applied Dublin Port rates to Rosslare Europort.
- Deloitte have been retained by the Department of Transport, Tourism and Sport (DTTAS) to review the cash management system and budgetary process in the CIE Group.
- There is difficulty in getting any acknowledgement from the DTTAS that the financial performance of public transport is dependent on the underlying economy. They keep asking Iarnrod Eireann to do better but do not recognise that there are limits as to what it can do to increase passenger numbers.
- The Chairman asked for a graph on passenger journeys to be presented in the Financial Report from now on. **Mr. Cronin**

4080.3 **Five Year Plan 2012 - 2016**

The draft Five Year Plan 2012-2016 prepared with PwC previously circulated was taken as read and noted.

4080.4 Mr. Cronin advised that this is the document that would have to go to the bank in the application for renewed banking facilities. The bank would require that this document would have been approved by the Iarnrod Eireann board.

4080.5 Mr. Cronin explained the changes between the current Five Year Plan and that presented and approved by the board earlier in the year. These changes relate to revenue reductions, increases in voluntary severance and

changes to the cost of materials and fuel. The current plan shows that the net assets will fall to [REDACTED] of the company's called up share capital during 2014. However, it also shows the company returning to a profit level of [REDACTED] million by 2016.

4080.6 It was noted that payments for voluntary severance have been included in the cashflow but it is yet to be determined how these payments will be funded. It is also yet to be determined how the shortfall in cash compared to available funding facilities (which is predicted to occur in November/December 2012) is to be funded.

4080.7 Following further discussions the board gave its approval for the Five Year Plan for 2012 to 2016 subject to support from CIE which it noted was subject to support from the bank.

4080.8 **Integrated Ticketing System (ITS) Report**
The ITS Report previously circulated was taken as read and noted.

4080.9 Mr. Fearn presented this report and the following matters were discussed:

- The rollout of the new ticket vending machine software began on 18th June 2012 at Docklands and Connolly Stations.
- A decision on capping has not been taken yet.
- There will be sufficient data to determine if the company loses revenue as a result of capping.
- Over 100,000 Leapcards have been issued to date.
- The data will be able to show where the Leapcard is being used.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
Mr. Fearn

4080.10 **Commercial Risk Register**
The Commercial Risk Register previously circulated was taken as read and noted.

4080.11 Mr. Cronin presented this register and the following matters were discussed:

- The register has been updated and more emphasis has now been placed on the financial wellbeing and stability of the company.
- The owners of some risks are outside of Iarnrod Eireann and details of the risks will be circulated to them.
- The Chairman stated that the inclusion of three new risks gives the board comfort that management are giving serious consideration to the risks facing the company.
- The Chairman asked that future reports for both the Commercial and Safety Risk Registers present a graph showing the movement since the last report. This would also provide assurance to the board that the risk process is being properly managed.

Mr. Cronin and Mr. Cuffe

4080.12 The board gave its approval for the up to date Commercial Risk Register.

4081 ENGINEERING

Mr. Bob Clarke, Chairman, Infrastructure Advisory Group (IAG), Mr. Don Cunningham, Acting Assistant Chief Executive (Engineering), Mr. Ronan Gill, Chief Procurement Officer and Mr. Peter Muldoon, Acting Director New Works, joined the meeting at this time.

4081.1 Engineering Report

The Engineering Report for Period 5 2012 previously circulated was taken as read and noted.

4081.2 Mr. Cunningham presented his report and the following items were discussed:

- The growing inability to charge costs to capital because the number of capital projects and the level of capital expenditure in general is reducing.
- The benefits of rotating the use of 27 Intercity railcars and the rollout of Siemens traction software (resulting in energy benefits) are included in the Five Year Plan.
- The root cause analysis of the overhead line equipment (OHLE) insulator failure which occurred on 18th May 2012 is not available yet.
- All significant SET incidents are investigated. No particular alarms bells have arisen as a result of the recent incidents which occurred in Period 5 2012. They all appear to be one off incidents.
- The decision not to use a dynamic track stabiliser machine should not give cause for concern. It will not have a negative impact because another machine that is underused is available.
- System improvements are taking place with respect to the procurement of labour and plant hire services. The reports arising out of the new purchasing and control systems in these areas appear to be tracking the right things.
- A further advisory paper is to be prepared for the CIE Board before October on the on track machine contract. **Mr. Gill**
- Three other bridges have been identified at which the same circumstances that caused an incident at the Monard Viaduct in Cork on 18th June 2012 could potentially apply. A plan is being developed and action taken to mitigate the risks at these bridges.

Mr. Cunningham

4081.3 Train Protection System (TPS) Strategy

The memorandum previously circulated was taken as read and noted.

4081.4 Mr. Cunningham advised that the TPS strategy and the speed of its rollout are subject to the availability of safety funding. A programme is being developed to minimise any risk in case no funding is forthcoming.

4081.5 The Chairman asked that the IAG and the SAG review the proposed TPS strategy and to provide any recommendations by the end of the year.

Mr. Clarke and Mr. Perry

4081.6 Infrastructure Advisory Group (IAG)

The memorandum previously circulated was taken as read and noted.

4081.7 Mr. Clarke presented his report and the following matters were discussed:

- It was suggested that Mr. Clarke should meet Risk Solutions, the consultants retained by the DTTAS to review the Railway Safety Plan. **Mr. Clarke**
- The Chairman asked that the IAG examine the proposed restructuring of the organisation. He asked that it provide a critique on what is proposed for the organisation and what needs to be in place to ensure that the integrated railway system in place now is not lost after the restructuring takes place. **Mr. Clarke**

4081.8 Terms of Reference for the Infrastructure Advisory Group (IAG)

The proposed Terms of Reference for the IAG previously circulated were taken as read and noted.

4081.9 The proposed Terms of Reference for the IAG were approved.

4081.10 The Chairman stated that the IAG may call on external expertise if necessary. Mr. Clarke stated that this is not necessary at present. However, expertise in the area of signalling etc. may be required in due course.

4081.11 Heavy Maintenance Programme

Mr. Cunningham gave a verbal update on the Heavy Maintenance Programme. He stated that it is being carried out in two phases:

- (a) Phase 1 - Ensure that Iarnrod Eireann's programme is typical and that the safety of fleet is insured.
This work has been completed. The outcome of this part of the review is satisfactory and supports Iarnrod Eireann's programme. It also suggests that an improvement can be made with respect to the maintenance of ICR engine rafts which would lead to savings over time. However, it will take several years for a gradual improvement in this area. The review did point out, however, that the deferral of certain work may lead to train interior maintenance issues in the short term. This could lead to customer complaints. In addition, the report concluded that any further reduction in heavy maintenance expenditure will impact on the integrity of the fleet.
- (b) Phase 2 - Benchmarking exercise with ScotRail and certain German operators.
This work is ongoing.

4081.12 Following further discussion it was agreed that the outcome of the Phase 1 review should be presented to the CIE Board. **Mr. Fearn**

4081.13 Disposal

The memorandum previously circulated was taken as read and noted.

4081.14 The board gave its approval for the scrap disposal of 92 Mark III vehicles (as outlined in the attached appendix) which have an anticipated disposal value of [REDACTED] subject to checking whether the UK Department of Transport are interested. **Appendix I**

4081.15 Contracts

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

The board gave its approval for the following:

4081.16 OHLE Maintenance and Repair Services

The conclusion of negotiations and the award of a contract to Neopul S.A. for the provision of OHLE maintenance and repair services at an estimated value of [REDACTED] exclusive of VAT based on a maximum contract duration of [REDACTED] years.

It was noted that:

- (a) The non-recoverable VAT arising is estimated at [REDACTED] giving a total estimated contract award value of [REDACTED] and
- (b) The contract award value and any associated non-recoverable VAT will be funded from the Railway Safety Plan.

4081.17 Traction Motor Overhaul

The conclusion of negotiations and the award of a contract to Green Net Supplies Ltd. (the incumbent) for the overhaul of traction motors at an estimated contract value of [REDACTED] million exclusive of VAT based on a maximum contract duration of [REDACTED] years.

It was noted that:

- (a) The non-recoverable VAT arising is estimated at [REDACTED] giving a total estimated contract award figure of [REDACTED] million and

- (b) The contract award value and any associated non-recoverable VAT is fully provided for within the Chief Mechanical Engineer's Operating Budget/Heavy Maintenance Capital Budget.

4081.18 **Selection and Award Criteria**

The memorandum previously circulated was taken as read and noted.

4081.19 **Supply of Electricity to the CIE Group**

[REDACTED]

4081.20 **Procurement Timetable**

The memorandum previously circulated was taken as read and noted.

4081.21 It was agreed that this document should be presented to the CIE Board.

4081.22 The Secretary was asked to track this document.

Ms. Finucane

4081.23 **Capital Expenditure Proposals**

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

The board gave its approval for the following:

4081.24 **City Centre Resignalling Project (CCRP) – Phases 1 and 2**

- (a) Expenditure of [REDACTED] million to complete additional works on the CCRP extending the scope of the project from Killester to East Wall Junction and
- (b) Retrospective approvals for the works already completed between Killester and East Wall and between Connolly to Grand Canal Dock, subject to funding from the NTA.

It was noted that completion of the works to East Wall will provide definitive completion of Phases 1 and 2 of the CCRP.

Amendments to this submission were suggested before it is presented to the CIE Board for approval.

4081.25 **City Centre Resignalling Project (CCRP) – Phases 3 and 4 Preliminary Design**

Expenditure of [REDACTED] million for the preliminary design development of Phases 3 and 4 of the CCRP in line with the new requirements being imposed by the NTA, subject to funding from the NTA.

Mr. Cunningham and Mr. Gill left the meeting at this time.

4082 **NEW WORKS**

4082.1 **New Works Report**

The New Works Report for Period 5 2012 previously circulated was taken as read and noted.

4082.2 Mr. Muldoon presented his report and the following matters were discussed:

- Efforts to get more work and to get staff to move to new jobs elsewhere.
- The website detailing jobs available elsewhere is getting a lot of "hits" but staff do not appear to be following through. It is proposed to talk to individuals to ascertain the reason for this.
- The emphasis will now also move on to staff in the Construction Unit.

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

4083 AUDIT REVIEW GROUP

4083.1 The Chairman of the Audit Review Group (ARG), Mr. Faulkner, gave a verbal update of the deliberations of the recent ARG Meeting. His report covered the following matters:

(a) General

- Written clarification is awaited from the Group Solicitor on the legal standing of the requirement to match revenue with expenditure annually.
- The ARG is not complying with its Terms of Reference at present. No non-executive directors are on the ARG.
- The outcome of the union ballot with respect to Rule 29(b) of the pension scheme is awaited.

(b) Internal Audit

- Reports are awaited on the outcome of the reviews of the new labour and plant hire services systems.
- Some sign off approvals in respect of senior management remuneration are outstanding.
- Viability of the Fastrack business.
- Revenue location audits at Bray and Arklow.
- Pharmacy

It was agreed that a review on how pharmacy services are provided to employees should take place, **Mr. Fearn**

- Locomotive drivers' disability payroll.
- Security of operational systems (e.g. CTC system) should be transferred to the Group IT&T Department. **Mr. Fearn**
- The position with respect to a particular SET supplier/contractor needs to be regularised.
- There needs to be a designated senior manager to deal with all the issues relating to the Enterprise cross border service joint contract with Northern Ireland Railways. Mr. Fearn was asked to deal with this matter. **Mr. Fearn**

(c) Commercial Risk Register**(d) Engineering Procurement****(e) Procurement Report**

- A new waste management contract is to be awarded by September 2012.
- A deterioration in the statistics regarding requisition before invoices has been noted and is to be addressed.

(f) There are now four vacancies on the Iarnrod Eireann board and two vacancies on the ARG.**4084 PROPERTY**

The memorandum previously circulated was taken as read and noted.

4084.1 The board recommended for the approval of the CIE Board the disposal of Carrig House, Lower Glanmlre Road, Tivoli, Cork, which was acquired to effect the closure of Level Crossing XC240 on the Cork/Cobh Line by way of sealed tender for a consideration in excess of [REDACTED]

4085 ADMINISTRATIVE ITEMS**4085.1 Transactions for Approval, Sealing and Signing**

The transactions (10) for approval and sealing at the meeting were approved and sealed. **Appendix II**

The transactions (2) for approval and signing were approved and signed. **Appendix III**

4085.2 **Bank of Ireland – Amendment to the List of Authorised Signatories**
The memorandum previously circulated was taken as read and noted.

4085.3 The board gave its approval for the deletion of the name of [REDACTED] from the list of authorised signatories for the Bank of Ireland Wages Drawing Account and for the addition of the name of [REDACTED] to this list.

4085.4 **Corporate Governance Documents**
The memorandum previously circulated was taken as read and the board noted the following new corporate governance documents:
(a) List of Parties with whom the CIE Group Interacts.
(b) Process for the Formulation, Recording and Review of Board Policy.
(c) Change Control Process.

4085.5 **Vacancies**
The memorandum previously circulated was taken as read and the board noted that there are four vacancies on the Iarnród Éireann board and two vacancies on the ARG as outlined earlier.

4086 **ITEMS FOR NOTING**

4086.1 **Miscellaneous**
The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:
(a) Detailed Financial Results for Period 5 2012.
(b) Capital Expenditure Report for Period 5 2012.
(c) Minutes of the following meetings:
(i) Audit Review Group Minutes 21st March 2012.
(ii) Rosslare Europort Advisory Group Minutes 17th April 2012.
(iii) Infrastructure Advisory Minutes 15th May 2012.

4087 **ANY OTHER BUSINESS**
The Chairman reminded directors of the forthcoming seminar to take place on 6th July 2012.

4088 **DATE AND LOCATION OF NEXT MEETING**
Tuesday 28th August 2012 at 9.30am in Heuston Station.

Chairman



Date

28th 08 2012

MK3 VEHICLES FOR DISPOSAL

[illegible]

TRANSACTIONS FOR APPROVAL AND SEALING

1. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] for the sale of land to CIE, in relation to the closure of Level Crossing XX061 at 161 miles 1,060 yards on the Manulla Junction to Ballina Line, for a consideration of [REDACTED]
2. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XA008 at 44 miles 250 yards, on the Portarlinton to Athlone line, at Shanderry, Portarlinton, Co. Offaly, in consideration for the Landowner's agreement to closure of the Crossing, the transfer of 1.06 acres of land to CIE, the transfer of 0.92 acres of land to the Landowner and the provision of a new roadway and bridge.
3. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XA008 at 44 miles 250 yards, on the Portarlinton to Athlone Line, at Shanderry, Portarlinton, Co. Offaly, in consideration for the Landowner's agreement to closure of the Crossing and the provision of a new roadway and bridge.
4. Lease in duplicate with S. Transport (Cork) Ltd, [REDACTED] for a unit at North Esk, Cork, for the storage and distribution of plant and equipment (strictly non-retail) and the positioning of a portable cabin, to be used as an administration office and portable garage for repairing trucks, for a period of [REDACTED] years, for a rent of [REDACTED] per annum.
5. Lease in duplicate with [REDACTED] for a retail unit at Sutton Railway Station, for the sale of teas, coffees, minerals, pre-packed sandwiches and snacks, confectionary, newspapers, call credit, ice cream, fruit and pre-bottled smoothies, for a period of [REDACTED] years, for a rent of [REDACTED] per annum or [REDACTED] of Gross Turnover plus [REDACTED] of turnover on cigarettes and call credit.
6. Wayleave Agreement with North Tipperary Co. Co. for the installation, testing, maintenance and use of one 110mm diameter ductile iron watermain on the Board's property at OBN51A at 28 miles 1,235 yards on the Ballybrophy to Killonan Railway Line, in the Parish of Nenagh, Co. Tipperary North Riding, for a licence period of [REDACTED] for a licence fee of [REDACTED]
7. Supplemental Closure Agreement with [REDACTED] of Lavally, Gort, Co. Galway, in respect of the closure of Level Crossings XE124 and XE125 agreeing to the alteration of the terms of the original closure agreement, that the following words in the Particulars of the Original Closure Agreement shall be changed as follows: "the consideration [REDACTED] (one euro)". In all other respects the parties confirm the original closure agreement.
8. Conveyance in duplicate with [REDACTED] for the sale of 47.5m² of the Board's property to her, at Killahora, Glounthaune, Co. Cork, in respect of the Railway (Glounthaune to Middleton) Order 2007, for a consideration of [REDACTED]
9. Agreement for Lease in duplicate and Lease in duplicate with Cappoquin Red Bridge Co. Ltd., for premises, Cappoquin Viaduct, located at 35 miles 1,160 yards on the abandoned Mallow to Dungarvan Railway Line, to be used as a walkway, for a term of [REDACTED] years, for a rent of [REDACTED]
10. Wayleave Agreement with Bord Gais Éireann for the installation, testing, maintenance and use of one 180mm pipe on CIE property at Ceannt Station, on the Dublin to Galway Railway Line, for a licence period of [REDACTED] years for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
26th June, 2012

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with BDO for the Railway Arch at Frenchman's Lane, Store Street, Dublin 1, to be used as a storage area, for a licence period of one year, for a licence fee of [REDACTED] payable in two instalments of [REDACTED] each.
2. Licence in duplicate with Seven Wonders Ltd, [REDACTED] for a unit at Grand Canal Dock DART Station, Dublin 2, for the sale of hot and cold beverages, pre-packed sandwiches, snacks and confectionary items, for a licence period of [REDACTED] months, for a licence fee of [REDACTED] or the Turnover Fee, [REDACTED], whichever is greater.

Company Secretary
Iarnród Éireann
26th June, 2012

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND SIXTY SECOND
BOARD MEETING HELD ON 28th AUGUST 2012
AT 9.30AM IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Ms. Laetitia Baker	Director
Mr. Mick Cullen	Director
Ms. Patricia Golden	Director
Mr. Paul McGarry	Director
Mr. James Nix	Director

IN ATTENDANCE:

Mr. Aidan Cronin	Chief Financial Officer, IE
Mr. Peter Cuffe	Chief Safety & Security Officer (part)
Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
Mr. Pat Faulkner	Chairman, Audit Review Group
Mr. Dick Fearn	Chief Executive
Ms. Geraldine Finucane	Company Secretary
Mr. Ronan Gill	Chief Procurement Officer (part)
Mr. David Griffin	Chief Financial Officer, CIE (part)
Mr. Jimmy Meade	Acting Manager InterCity and Commuter Networks (ICCN) (part)
Mr. Peter Muldoon	Acting Director New Works (part)
Mr. Cliff Perry	Chairman, Safety Advisory Group

ABSENT:

Apologies were received from John Moloney.

MIN NO.

4089

CHAIRMAN'S COMMENTS

4089.1

The Chairman welcomed Ms. Patricia Golden and Mr. James Nix to their first board meeting. He reminded them of their duty of confidentiality. He advised them that if they received any direct queries from the media, such queries should be referred to Mr. Barry Kenny, Manager Corporate Communications.

4089.2

The Chairman stated that the 2011 Financial Statements had been taken off the meeting's agenda. The aim is that they will be finalised by the end of September. [REDACTED]

Is to be provided to CIE as a demonstration of shareholder support. This letter has not yet been received. It has to be seen before the Financial Statements can be approved and signed. Therefore, special meetings which had been arranged have been cancelled. Once received a series of CIE and Iarnród Éireann Board meetings and Audit Committee and Audit Review Group (ARG) meetings will be required. Iarnród Éireann's Financial Statements do not have to be submitted to the Companies Registration Office until the end of November 2012 provided an Annual Return has been filed on line by the end of October 2012.

4089.3 Since the last board meeting further meetings were held with the Department of Transport, Tourism and Sport (DTTAS), PricewaterhouseCoopers (PwC) and Bank of Ireland in order to resolve the Group's cash flow situation. [REDACTED]

[REDACTED] Therefore, further discussions were held with the DTTAS, the Chairmen and the Ministers as it became necessary for the Government to agree to provide additional funding. On 24th July 2012 additional funding of [REDACTED] million for 2012 was announced by the Government. Neither the source nor the allocation of this funding across the CIE Group of companies has been finalised. [REDACTED]

4089.4 The Trade Unions balloted their members on the changes agreed through negotiations at the Labour Relations Commission. The changes were accepted and implemented in July. The Chairman thanked the Worker Directors for their assistance during this process.

4089.5 The Chairman advised that Mr. Fearn had decided to retire from Iarnród Éireann at the end of his contract in February 2013. There will be plenty of opportunity to thank him at the appropriate time. A recruitment process has commenced amongst both internal and external candidates. The Chairman stated that he had hoped that a new Chief Executive could be appointed by early October. He/she will commence work in February 2013 but will assist in the appointments of managers to head the Railway Undertaking and Infrastructure Manager Divisions.

4089.6 In response to queries, Directors were advised that:

- Either the Minister or the Secretary General will sign the Letter of Comfort.
- The delay with the Letter of Comfort is because the draft was sent late in the process to the Attorney General. In addition, it must also go to the Department of Public Expenditure and Reform. The Government finds itself in more difficult circumstances than in the past and greater oversight has to be exercised.
- Whether the wording of the Letter of Comfort is sufficient is a decision for CIE Board Members.
- The Letter of Comfort will not amount to a guarantee of funding.
- There was no need for a note in the 2010 Financial Statements regarding the Going Concern issue as the circumstances at the time did not warrant it. In preparing Financial Statements Board Members and Directors have to look ahead 12 months. During the preparation of the 2010 Financial Statements, the 2011 Budget did not anticipate the level of subvention cut that actually took place subsequently. Neither was the level of expenditure during 2011 on voluntary severance envisaged at the time the 2010 Financial Statements were being prepared.
- A selection panel has been set up to recruit a new Chief Executive. It consists of the Chairman of Iarnród Éireann, the Chairman of the CIE Board Audit Committee, and two external advisors. The selection panel was agreed with the Chairman of CIE.

4090 MINUTES

4090.1 The Minutes of the meeting held on 26th June 2012 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 4083.1

Add:

"(g) Draft Banking Proposal

The ARG reviewed the draft PwC Report dated 2nd March 2012 which continues to be worked on and finalised with the Group. It was extremely comprehensive and detailed. Also reviewed was Mr. Cronin's Group Cash Flow Report presented to the DTTAS on 15th June 2012.

[REDACTED]

[REDACTED]

(h) Heavy Maintenance Report/Benchmarking

The ARG is awaiting updates on current progress on this matter. Preliminary indications are that there will not be a material adjustment to the provisions included in the draft Five Year Plan. It was noted that this expenditure is now being amortised over seven years."

4090.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4090.3

[REDACTED]

4090.4

[REDACTED]

Mr. Fearn

4091 CHIEF EXECUTIVE'S REPORT

4091.1 The Chief Executive's Report previously circulated was taken as read and noted.

4091.2 Mr. Fearn presented his report and the following matters were discussed.

- Inconsistencies in imposing fines are being examined especially with respect to locations where tickets can't be bought in advance of journeys.
- The continuing migration to the Leap Card is leading to a dilution of DART revenue. Therefore, Leap Card fares must increase when cash fares are increased. Otherwise the drop in revenue will widen.
- The overhead costs formerly allocated to capital projects which will now be accounted for in day to day expenditure in the final quarter of the year are to be clearly identified in future reports.
- Only two Health and Safety Investigations are under way at present. These relate to the detonator incident and the tractor incident.
- Ms. Baker asked for an ergonomics expert to examine the work practice involved in the tractor incident.

- The Chairman stated that while the various investigations must be allowed to take their course, there is sufficient evidence to suggest that there is a general behavioural issue which must be addressed. The Railway Safety Commission (RSC) is likely to have comments in respect of the derailment which occurred in the maintenance depot at Drogheda on 4th July 2012. The Chairman stated that he was considering the introduction of a Safety Leadership Day.
- Many staff who formerly worked on capital projects have been redeployed from the New Works Department to general maintenance work. Many left when their contracts expired and others left on voluntary severance. Signalling, Electrical and Telecoms (SET) staff are the least re-deployable because of their specific expertise.
- While there is plenty of work that can be done, there is insufficient funding to do it.
- The first draft of the proposed revised timetable will be available on Iarnród Éireann's website next month for public comment. More planning time will be required for other timetable changes.
- Mr. Fearn promised to follow up on whether a joint InterCity/DART ticket is available which incorporates a reduced cost for the DART element. **Mr. Fearn**
- Evidence from other cities which introduced integrated tickets show that it takes a number of years for the take up to mature. While there may be an initial quick take up due to the price differential, the real benefit will only come when the number of journeys taken increases.

4092 FINANCE

4092.1 Finance Report

The Financial Results for Period 7 2012 previously circulated were taken as read and noted.

4092.2 Mr. Cronin presented his report and advised that the company had incurred a year to date [REDACTED] million compared to a budgeted [REDACTED] million and a [REDACTED] for the same period in 2011. He outlined the major items contributing to these results. Other matters referred to included the following:

- The payback from voluntary severance in 2011 and the expenditure savings in 2012 appear to be low. This is because they are being masked by one off items such as the hike in fuel prices. The major impact on the 2012 Financial Results to date relates mainly to the reduction in revenue. Careful planning will be required for 2013.
- Iarnród Éireann is pleased with the passenger journey numbers for Periods 7 and 8 as they appear to be returning to 2010 levels.
- The benefits of the recent agreement with the trade unions should be reflected in the results for the second half of 2012.
- The 2013 figures will be off target unless the voluntary severance programme for 2012 is completed.
- As funding for capital expenditure is likely to be restricted even further in the next few years, more work has to be done in the area of cost savings. Voluntary severance will help to bring staff numbers to the right levels. However, the company must be reorganised into the right shape.
- As [REDACTED] million has been taken out of the cost base of the company over the past five years, it gets harder and harder to generate savings of this level. Therefore, service levels will have to be examined.
- [REDACTED]
- It has not yet been decided whether the additional [REDACTED] million being provided by the Government to the Group will be in the form of subvention. Neither has the source of this funding been determined.

The DTTAS is considering a variety of methods including the option of a loan.

- While the additional funding of [REDACTED] million will get the Group to the year end, it will not cover the cost of Iarnród Éireann's voluntary severance proposals.
- Less than [REDACTED] million of the [REDACTED] million is actually new funding. Approximately [REDACTED] million will come from the Railway Safety Programme and around [REDACTED] million will come from the funding for other capital projects that will not now be going ahead.
- It has not yet been decided how the additional funding of [REDACTED] million will be allocated across the Group. This is a decision for the National Transport Authority (NTA).

[REDACTED] The restructuring of Iarnród Éireann into a Railway Undertaking and an Infrastructure Manager will require a new accounting system. This system will have to show the NTA the full cost of running the network.

4092.3 Integrated Ticketing System (ITS) Report

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

4092.4 Mr. Fearn presented this report and the following matters were discussed:

- The issue surrounding student fares has been resolved and will be incorporated into the next release of the ITS software on 14th September 2012.
- The NTA is changing its priorities in that student cards are now the highest priority followed by single operator capping. Auto top up is no longer a high priority. CIE is to be advised of this. **Mr. Fearn**

4092.5 Commercial Risk Register

The Commercial Risk Register previously circulated was taken as read and noted.

4092.6 Mr. Cronin presented this register and the following matters were discussed:

- The Public Service Obligation (PSO) contract will be delivered by Iarnród Éireann. There was a risk to this while the risk of breaching the banking facilities again existed.
- It was agreed that the full Risk Register should be provided to the new Directors. **Mr. Fearn**

4092.7 Mr. Nix advised that during the recent Tall Ships event in Dublin, ticket barriers were breached at Skerries Station. Connolly Station ran out of tickets. Mr. Fearn promised to follow up on the matter. **Mr. Fearn**

4092.8 Transport Acts – Financial Provisions

The memorandum previously circulated was taken as read and noted.

4093 SAFETY

Mr. Peter Cuffe, Chief Safety & Security Officer and Mr. Cliff Perry, Chairman, Safety Advisory Group (SAG), joined the meeting at this time.

4093.1 Safety and Security Report

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

4093.2 Safety Risk Register

It was noted that the Safety Risk Register had not been updated since the last board meeting. The next review will be examined at the next SAG meeting.

4093.3 Safety Advisory Group (SAG)

The Chairman of the SAG, Mr. Perry, advised that the next SAG meeting will take place on 11th September 2012. It will deal with the following matters:

- Executives have been asked to advise where they feel the tightening of the purse strings may impact on safety.
- The issue of third party access and why people fall over in our stations will be examined.
- Mr. Gerald Beesley, the Railway Safety Commissioner, will attend the meeting and will be asked whether he has enough resources to clear (at an early stage) the safety aspects of Iarnród Éireann's restructuring proposals arising out of the EU Compliance Project.
- Mr. Beesley is likely to ask Iarnród Éireann how it intends to address recent track possession issues. This area has come into focus as a result of recent incidents.

Mr. Cuffe left the meeting at this time.

4094 OPERATIONS

4094.1 Mr. Jimmy Meade, Acting Manager InterCity and Commuter Networks (ICCN), joined the meeting at this time. The Chairman welcomed Mr. Meade to his first Iarnród Éireann board meeting. It was noted that Mr. Meade would be covering the second half of the year for Mr. Cal Carmichael.

4094.2 Operations Report

The Operations Report for Period 7 2012 previously circulated was taken as read and noted.

4094.3 Mr. Meade presented his report and the following matters were discussed:

- The NTA wants Iarnród Éireann to increase its performance target to above [REDACTED]. This is being resisted because of the new timetable which will show a speeding up of journey times.
- The down time and repair costs to vandalised ticket vending machines (TVMs) have been found to be more expensive than the actual damage done to the equipment. No further vandalism has taken place since the end of May.
- It was suggested that the company should advertise in conjunction with the Fair Trade Organisation that fair trade products are being used by Rail Gourmet. Mr. Tom Curley is to be complimented on his work in this regard.
- The recent "jobs convention" on 13th July 2012 was very successful. Much interest was shown by New Works staff. It was suggested that SET staff should also be approached.

4094.4 Limerick/Nenagh/Ballybrophy Line

The memorandum previously circulated was taken as read and noted.

4094.5

[REDACTED]

S36

4094.6 It was noted that the DTTAS is very aware that this lightly used line is a credibility issue for the Iarnród Éireann board particularly given its financial position.

4094.7 In response to Mr. Nix it was confirmed that Gatekeepers are Iarnród Éireann employees and many have applied for voluntary severance.

4094.8 Trains Advisory Group (TAG)

The memorandum previously circulated was taken as read and noted.

4094.9 The Chairman of the TAG, Mr. Perry, advised that the recently established TAG has had three meetings to date. Its main emphasis will be on the Railway Undertaking part of the organisation. Its success will depend on the level of debate on cross functional issues which should add value to the organisation. The TAG will bring issues to the board for consideration. The Chairman asked that the board be alerted on any issues of concern that may arise out of the restructuring. In addition, the TAG should highlight any opportunities that may arise.

4094.10 Terms of Reference for the Trains Advisory Group (TAG)

The memorandum previously circulated was taken as read and noted.

4094.11 The board gave its approval for the Terms of Reference for the TAG as presented.

Mr. Meade left the meeting at this time.

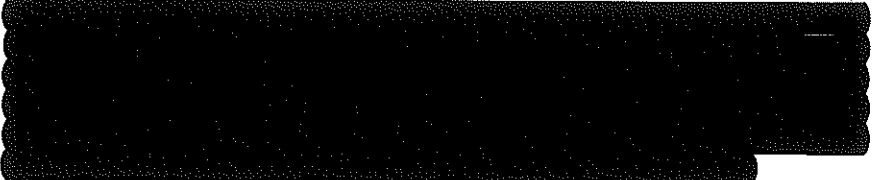
4095 ENGINEERING

Mr. Don Cunningham, Acting Assistant Chief Executive (Engineering) and Mr. Ronan Gill, Chief Procurement Officer, joined the meeting at this time.

4095.1 Engineering Report

The Engineering Report for Period 7 2012 previously circulated was taken as read and noted.

4095.2 Mr. Cunningham presented his report and the following matters were discussed:

- Two members of staff endured burns from the very invasive giant hog weed plant during the course of their work. This is not a regulated plant but Iarnród Éireann is talking to experts about the best way to deal with it.
- Ministers were hoping that after 15 years of safety investment a "holiday" could be taken. However, Risk Solutions have recommended that funding continue. The RSC supports this view and was concerned recently when a Department of Public Expenditure and Reform Economist wanted more analysis to support the recommendation.
- 
- The current volume of bridge work which requires to be undertaken is in excess of the available budget. However, this is not a cause for concern from a safety point of view. The work is being deferred and other mitigation measures which will impact on operations can be taken such as the introduction of temporary speed restrictions. It does mean that more work will have to be done at the point when it can be done. This impact of a lack of finance will be reported to the SAG.
- A presentation on bridges (now that two years have passed since the Malahide Incident) is to be given to the SAG and the board shortly.
- The reduction since 2007 in the level of delayed minutes was noted. It was suggested that this excellent level of reduction should be given some publicity.

4095.3 Railway Safety Commission (RSC) Safety Approval Process

The Advisory Note previously circulated was taken as read and noted.

4095.4 In response to Mr. Nix, Mr. Cunningham stated that it was highly unlikely that Iarnród Éireann could transfer the risk of delays in receiving RSC approvals to contractors as they have no control over the process. Iarnród Éireann would have to pay a high price for such a risk transfer.

4095.5 Closeout Reports

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

4095.6 The board gave its approval for the closeout of the following Engineering projects:

Ref	PAS	Description	App'vd €'000	Final Outturn €'000	Effective Variance		Contingency		
					€'000	%	App'vd €'000	Used €'000 %	
1	CIR00596	Dev of CAWS / ATP							
2	CIR00330	Limerick Jtn rationalisation							
3	CIR00414	Galway Line - automation of 3 LXs							
4	CIR00419	Cork Line - automation of 2 LXs							
5	CIR00674	Maynooth Line resignalling - design							
6	CIR00758	Procurement of LED Signals Non GDA							
Engineering Total									

4095.7 Mr. Cunningham explained the common cause of the delay (and overrun) on the Limerick Junction Rationalisation Project and the project to automate two level crossings on the Cork Line. It was noted that the board had been made aware of the industrial relations problems at the time. There are no current problems in this area at present. The Chairman asked for the relevant work practice to be put on the agenda for change.

Mr. Cunningham

4095.8 Mr. Cunningham advised that the underspend on the design phase (including procurement of long lead items) on the Maynooth Line Resignalling Project was because the NTA had suspended funding. Therefore, the project had been halted. Materials have been put in storage and are included in stock. This project will probably be revived when the Interconnector Project is revived.

4095.9 In response to Ms. Golden, Mr. Cunningham stated that the problem of cable theft is not as severe as that in the UK. While certain preventative measures have been taken there has not been enough funding to implement any additional measures.

4095.10 Contract

The memorandum previously circulated was taken as read and noted.

4095.11 Locomotive and Carriage Cleaning Services

The board gave its approval for the conclusion of negotiations and the award of a contract to ISS Facility Services, (the Incumbent), for the provision of locomotive and carriage cleaning services at an estimated value of [REDACTED] exclusive of VAT based on a maximum contract duration of [REDACTED] years.

It was noted that:

- (a) The contract is for an initial period of [REDACTED] years with provision for [REDACTED] further extensions of [REDACTED] each,

- (b) The non-recoverable VAT arising is estimated at [REDACTED] giving a total estimated contract value of [REDACTED] and
- (c) The contract will be funded from the Chief Mechanical Engineering operating budget.

Ms. Baker left the meeting at this time.

4095.12 **Selection Criteria**

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

The board gave its approval for the following:

4095.13 **Operation and Maintenance of On Track Machines (OTMs)**

The selection criteria as presented to the board for the proposed tender for the operation and maintenance of OTMs.

The Chairman asked for details of the reasons for any differences between this competition and the last competition. **Mr. Gill**

4095.14 **Maintenance of MTU 6H1800 Power Pack Units**

The selection criteria as presented to the board for the proposed tender for the maintenance of MTU 6H1800 power pack units fitted to Iarnród Éireann's 22000 Class railcars.

4096 **NEW WORKS**

Mr. Peter Muldoon, Acting Director New Works, joined the meeting at this time.

4096.1 **Contract**

The memorandum previously circulated was taken as read and noted.

4096.2 **Hansfield Station Access Road**

The board gave its approval for the award of a contract to Balfour Beatty Ltd. for the construction of the Hansfield Station access road at a value of [REDACTED] exclusive of VAT.

It was noted that:

- (a) The non-recoverable VAT arising is [REDACTED] giving a total contract value of [REDACTED] and
- (b) Funding has been made available for this contract by the NTA.

4096.3 In response to queries from directors it was confirmed that:

- The contractor will be obliged to adhere to site specific standards.
- It is government policy for the road and station to be opened even if there will not be a car park. In this scenario drop off and pick up facilities will be available and the NTA would operate the licence for a shuttle bus.
- Fingal County Council will be responsible for the maintenance of the road.
- Any decision in respect of the judicial review is for Fingal County Council and is outside Iarnród Éireann's remit.
- While the 2012 and 2013 budgets allow for the car park there is a cash flow problem which takes priority.

Mr. Cunningham left the meeting at this time.

4096.4 **Fibre Optic Cable**

The Advisory Note previously circulated was taken as read and noted.

4096.5 Mr. Gill advised that the level of competition for the commercialisation of our available fibre optic cable is low and rates are weak. Early indications show that the annual value of the contract would be between only [REDACTED] million and

million. The Chairman asked Mr. Fearn to examine again whether Iarnród Éireann is maximising the number of fibres that could be made available. The SET Department should be challenged on this. **Mr. Fearn**

4096.6 It was noted that one of the options to deal with the cash flow problems of the Group was to sell the available fibres. It was expected that this might yield approximately million by October. This amount was not included in the Five Year Plan base line. However, it has become apparent that there does not appear to be any appetite in the market for this proposal.

4096.7 Procurement Timetable

The Advisory Note previously circulated was taken as read and noted.

Mr. Gill left the meeting at this time.

4096.8 New Works Report

The New Works Report for Period 7 2012 previously circulated was taken as read and noted.

4096.9 Mr. Muldoon presented his report and the following matters were discussed:

- The estimated cost to totally refurbish the roof at Pearse Station amounts to between million and million.
- The NTA has asked Iarnród Éireann to prepare a proposal which might reduce the price tag for a new Central Traffic Control (CTC) Centre from million to circa million. While a new CTC could not be delivered for the price the fact that this potential project is even being considered by the NTA is positive news.
- The NTA wants Iarnród Éireann to prepare a business case for the resignalling of the Maynooth Line as a stand alone project. (The original business case assumed that the Interconnector Project would go ahead). Iarnród Éireann should make it clear that it would be happy to resignal the line but would not be prepared to purchase more electric rolling stock at a time when it has a surplus of diesel rolling stock.
- Even though the NTA is against it, Iarnród Éireann is continuing to push for a rail link to Dublin Airport. The potential benefits are being impressed upon the DTTAS and the Minister. The assistance of the Dublin Airport Authority would be of great value in promoting this project.
- While the board is not in favour of the construction of a station at Crusheen, Co. Galway, it is government policy. Funding has been approved by the NTA for construction in 2013. It was suggested that the NTA should consider the use of shuttle buses as an alternative. Otherwise Iarnród Éireann will be accused of wasting money if sufficient passenger numbers are not demonstrated after its construction. **Mr. Fearn**
- The reasons for a station at Pelletstown are very different to the stations proposed for Kishogue and Crusheen. A business case is to be presented to the board in respect of Pelletstown Station in due course.

Mr. Griffin left the meeting at this time.

4096.10 Period End Detailed Project Report

The Advisory Note previously circulated was taken as read and noted.

4096.11 It was noted that the Period End Detailed Project Report is being updated as part of the modernisation of the existing Integrated Project Management System.

4096.12 Closeout Report

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

4096.13 The board gave its approval for the closeout of the following New Works projects:

Ref	PAS	Description	App'vd €'000	Final Outturn €'000	Effective Variance		Contingency		
					€'000	%	App'vd €'000	Used	
							€'000	€'000	%
1	CIR00761	Line Speed Improvement - Prelim Design							
2	CIR00619	Car Park - Ballinasloe, etc							
3	CIR00670	Ticket Val Project Pkg 2 - Booterstown etc							
4	CIR00668	Ticket Val Project Pkg 3 - Coolmine etc							
5	CIR00695	Ticket Val Project Pkg 6 - Glenageary etc							
6	CIR00473	Accessibility - BRA Pkg A (Balbrigg, Laytown)							
7	CIR00615	Accessibility - BRA Drogheda and Dundalk							
8	CIR00697	Accessibility - Waterford Station Constr							
9	CIR00689	Level Crossing XC049							
10	CIR00671	Level Crossing XG002 (Relly's) Planning							
New Works Total									

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

4097 PROPERTY

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

4097.1 The two memoranda previously circulated were taken as read and noted.

4097.2 [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]

Mr. Grogan left the meeting at this time.

4098 ADMINISTRATIVE ITEMS

4098.1 Transactions for Approval, Sealing and Signing

The transactions (14) for approval and sealing at the meeting were approved and sealed. **Appendix I**

The transactions (10) for approval and signing at the meeting were approved and signed. **Appendix II**

4098.2 Business Expenses

The memorandum previously circulated was taken as read and noted.

4098.3 The board gave its approval for the revised procedure for claiming and certifying employee business expenses and for the Corporate Governance Manual to be updated accordingly.

4099 ITEMS FOR NOTING

4099.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 7 2012.
- (b) Capital Expenditure Report for Period 7 2012.
- (c) Minutes of the following meetings:
 - (i) Engineering Advisory Group Minutes 19th June 2012.
 - (ii) Trains Advisory Group Minutes 19th June 2012.
 - (iii) Trains Advisory Group Minutes 18th July 2012.

4100 DATE AND LOCATION OF NEXT MEETING

Tuesday 25th September 2012 at 9.30am in Heuston Station.

Chairman

P. C. A.

Date

250912

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Wayleave Agreement in duplicate with Meath Co. Co. for the installation, testing, maintenance and use of one 180mm diameter watermain, at 32 miles, 345 yards on the Navan to Kingscourt Railway Line, Donaghmore, Co. Meath, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
2. Wayleave Agreement in duplicate with Dublin City Council, for the installation, testing, maintenance and use of one 630mm diameter P.E. pipe through a duct within the Port Tunnel, at 0 miles 1,570 yards on the Dublin to Belfast Railway, In The Ward, Townland of County of Dublin, for a licence period of [REDACTED] for a licence fee of [REDACTED]
3. Wayleave Agreement in duplicate with Bord Gáis Éireann, for the installation, testing, maintenance and use of a 450mm diameter gas main at 1 mile 1,629 yards on the Limerick to Foynes Railway Line, Rossbrien, Co. Limerick, in respect of the proposed Mungret to Inchmore Project, for a licence period of ninety-nine years, for a licence fee of [REDACTED] for [REDACTED] and thereafter at [REDACTED] for the remaining [REDACTED]
4. Wayleave Agreement in duplicate with Bord Gáis Éireann, for the installation, testing, maintenance and use of a 450mm diameter gas main, at 3 miles 1,604 yards on the Castlemungret Cement Railway Line, Ballykeeffe, Co. Limerick, in respect of the proposed Mungret to Inchmore Project, for a period of ninety-nine years for a licence fee of [REDACTED] for [REDACTED] and thereafter at [REDACTED] for the remaining [REDACTED]
5. Lease in duplicate with [REDACTED] for Unit 2, Connolly Station, Dublin 1, for retail purposes, for a term from 28th May, 2009 to 31st March, 2020, for a rent as follows:
 - [REDACTED] – 1st May, 2009 to 30th April, 2010
 - [REDACTED] – 1st May, 2010 to 30th April, 2011
 - [REDACTED] per annum – 1st May, 2011 to 30th April, 2014.
 A Basic Rent review will take place on 1st May, 2014 and on each and every fifth anniversary thereafter.
6. Lease in duplicate with Abbey Contractors Ltd/Mr. [REDACTED] for a warehouse premises at Ennis Railway Station, for the purpose of storage, maintenance and repair of machinery, for a rental period of five years, for a rent of [REDACTED]
7. Indemnity in duplicate with the Electricity Supply Board (ESB), with a request from them to carry out work on the ESB Catenary System. ESB indemnifies and will keep indemnified CIE and IE in full and hold CIE and IE harmless in respect of any loss, damages, proceedings, etc., arising in connection with the works.
8. Lease in duplicate with Evelyn Van Beeck/Food for Stars Ltd., for the lease of a retail unit at Killiney DART Station, for use as a café, confectionary and newsagency shop, including the sale for consumption, on and off the premises, hot and cold foods and beverages, food products, toys, magazines and other uses ancillary to those of a café, confectionary and newsagency shop, for a period of [REDACTED] years, for a rent of [REDACTED]
9. Lease in duplicate with Nenagh Town Council in respect of a yard area situated at Nenagh Railway Station, Nenagh, Co. Tipperary, to be used as a car park for a period of [REDACTED] years, for a rent of [REDACTED]
10. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] for the transfer of land to CIE, in respect of the closure of pedestrian crossing XM061A at 89 miles 30 yards on the Athlone to Westport Line, for a consideration of €12,750 and agreement to the closure of the crossing for a consideration of [REDACTED]
11. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] for the transfer of 4.5 acres of land to CIE, in respect of the closure of Level Crossing

XM205 at 135 miles 368 yards on the Athlone to Westport Line, north of Claremorris Station, for a consideration of [REDACTED] and agreement to the closure of the crossing for a consideration of [REDACTED]

12. Agreement in duplicate with [REDACTED] for the transfer of 1.42 acres of land to CIE, in respect of the closure of Level Crossing XE026 at 5 miles 1,700 yards on the Limerick to Ennis Railway Line, at Brickhill East, Cratloe, Co. Clare, for a consideration of [REDACTED]
13. Closure Agreement in duplicate with [REDACTED] for the transfer of 1.42 acres of land to CIE, in respect of the closure of Level Crossing XE026 at 5 miles 1,700 yards on the Limerick to Ennis Railway Line, at Brickhill East, Cratloe, Co. Clare, for a consideration of [REDACTED]
14. Lease in duplicate with [REDACTED] for a retail unit at Connolly Station, to be used as a Newsagents, for the sale of soft cold drinks, confectionery and snacks, mobile phone call credit and tobacco products, for a term of [REDACTED], for a rent of [REDACTED] or the [REDACTED] whichever is greater.

Company Secretary
Iainród Éireann
28th August 2012

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence Agreement in duplicate with [REDACTED] of Knockania, Mountrath, Co. Laois, for a plot of land at Coole, Offerlane, Co. Laois, for agricultural purposes, for a licence period of [REDACTED] years, for a licence fee of €140 per annum.
2. Licence Agreement in duplicate with [REDACTED] for a plot of land at rear of 39A Mews Lane, North Circular Road, Dublin 7, for recreational purposes, for a licence period of [REDACTED] for a licence fee of [REDACTED]
3. Licence Agreement in duplicate with Slaney Service Station (1974) Ltd., for lands at Island Road, Enniscorthy, Co. Wexford, for access and egress to and from the Service Station, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
4. Temporary Convenience Letting in duplicate with [REDACTED] for a letting of premises, together with a right of access and egress, at Duncormick Station, Wexford, on the Waterford to Rosslare Railway Line, for a consideration of [REDACTED]
5. Licence in duplicate with [REDACTED] T/A "You for Coffee", to allow the placement of a mobile kiosk at Laytown Railway Station, Co. Meath, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of twelve months, for a licence fee of [REDACTED]
6. Licence Agreements in duplicate with the Electricity Supply Board (ESB) for the installation and use of E-Car charging points at the following railway stations, Ballinasloe, Bray, Connolly, Cork, Donabate, Dunboyne, Enfield, Farranfore, Gormanston, Hazelhatch, M3 Parkway, Rush and Lusk, Sallins, Tralee, Waterford and Ennis, for a licence period of ten years from 28th June, 2012, for a nil consideration.
7. Licence Agreement in duplicate with Birdhill Tidy Village Committee, for the installation of a hinged self closing gate at Birdhill Railway Station, Co. Tipperary, and the use of the licensed area of land as a community garden together with a right of access and egress, for a licence period of ten years, for a licence fee of [REDACTED] per annum.
8. Crane Licence in duplicate with John Sisk & Son Ltd., to allow them install and use a tower crane adjacent to and in close proximity to the Board's railway line at The Metals, Dun Laoghaire, at 6 miles 440 yards on the Dublin to Wexford Line, and to allow the crane jib enter the airspace over the railway line, for a licence period of fourteen months, for a licence fee of [REDACTED]
9. Licence Agreement in duplicate with [REDACTED] to allow him place his mobile kiosk at Mallow Railway Station, Mallow, Co. Cork, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches, pastries, confectionery and newspapers, for a licence period of [REDACTED] for a licence fee of [REDACTED] per annum.
10. Licence in duplicate with Glanbia for land at Rathdrum Co Wicklow under which CIÉ/IE will use for six months as an access road and working compound. Approximately 0.36Ha (0.90 acres) for a licence fee of [REDACTED] plus legal fees.

Company Secretary
Iarnród Éireann
28th August 2012

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 TWO HUNDRED AND SIXTY THIRD
BOARD MEETING HELD ON 25th SEPTEMBER 2012
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Ms. Laetitia Baker	Director
	Mr. Mick Cullen	Director
	Ms. Patricia Golden	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
IN ATTENDANCE:	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. Ronan Gill	Chief Procurement Officer (part)
	Mr. Cathal Mangan	Technical Manager, Civil Engineering Department (part)
	Mr. Peter Muldoon	Acting Director New Works (part)

MIN NO.

4101 MINUTES

4101.1 The Minutes of the meeting held on 28th August 2012 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 4097.2

Add:

- " Under the variation, the financial burden of maintaining the bridges over the rail line remains as before with the party using the land south of the rail line and
- The new agreement applies only to the Port of Cork. If the Port of Cork wishes to sell on the land, a new agreement will have to be concluded with Iarnród Éireann to grant the same benefits as are being contracted now."

4101.2 Matters Arising

1. Minute 4091.2

Ms. Baker repeated her advice regarding the use of ergonomics experts.

2. Minute 4092.4

It was agreed that:

- (a) The inconsistencies between some child fares and student fares should be examined and
- (b) Student fares rather than adult fares should be charged where applicable.

Mr. Fearn

3. Minute 4094.3

Ms. Baker encouraged management to publicise the good news item i.e. the sale of Fair Trade products on rail services. Mr. Fearn

4. Minute 4096.6

It was confirmed that the potential proceeds from the commercialisation of fibre optic cable have not been into account in the 2012 Forecast.

4101.3 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4101.4 Mr. Fearn advised that in response to a recent Internal Audit Report a comprehensive report outlining the following matters would be submitted:

- The security backup for Central Traffic Control (CTC),
- The board's CTC strategy (which is dependent on funding) and
- The IT security measures for Iarnród Éireann's operational systems.

4101.5 The Chairman asked for a report on the up to date position regarding proposals for the commercialisation of fibre optic cable to be presented at the next board meeting. Mr. Fearn

4101.6 It was agreed that the suggestion of the use of shuttle buses would be mentioned if the issue of a station at Crusheen is raised again by the National Transport Authority (NTA).

4102 **CHAIRMAN'S COMMENTS**

4102.1 It was noted that the 2011 Financial Statements have not yet been signed off. The Chairman advised that a letter of support signed by the Minister for Transport, Tourism and Sport has been received. The CIE Board and the CIE Board Audit Committee are considering the adequacy of this letter as regards the Going Concern Issue. Iarnród Éireann's signed Financial Statements need to be filed with the Companies Registration Office by 25th November 2012. The statutory deadline for the company's Annual General Meeting (AGM) is 30th September 2012. An AGM will take place on 28th September 2012 but will have to be adjourned as no Financial Statements will be presented.

4102.2 The additional [REDACTED] million of funding announced by the Government in July has not been received yet. [REDACTED] The form of this funding has still not been finalised i.e. whether it will come by subvention, loan or other means. The Department of Transport, Tourism and Sport (DTTAS) is also exploring how separate funding of between [REDACTED] million to [REDACTED] million can be provided directly to Iarnród Éireann by the end of the year or no later than early next year so that the voluntary severance programme can be progressed. Both Ministers met with the trade unions last week and confirmed that they are doing everything they can to make the funding available because it underpins the Five Year Plan.

4102.3 It was noted that the latest forecast for 2012 is worsening. The Chairman stated that he has asked the Chief Executive and the Chief Financial Officer to examine how this can be addressed.

4102.4 [REDACTED] It was noted that Iarnród Éireann had progressed a draft strategy document in the middle of the year following on from the Aecom/Goodbody review but this was held back due to continued discussions on the Five Year Plan. A senior management team within Iarnród Éireann has been assembled to lead this review. This is to be discussed at the November board meeting. Mr. Fearn

4102.5 A selection panel for the recruitment of a new Chief Executive is to be established this week. The Chairman thanked Mr. Nix for passing on some names.

4102.6 It was noted that today's meeting was the last meeting for Mr. Cullen before his retirement. The Chairman thanked him for his support to the Chairman personally and to the Iarnród Éireann board over the past number of years. He wished Mr. Cullen and his wife a long, healthy and happy retirement.

4103 CHIEF EXECUTIVE'S REPORT

4103.1 The Chief Executive's Report previously circulated was taken as read and noted.

4103.2 Mr. Fearn presented his report and the following matters were discussed:

- The relationship between cash fares and Leap card fares.
- Punctuality performance.

4104 FINANCE

4104.1 Finance Report

The Financial Results for Period 8 2012 previously circulated were taken as read and noted.

4104.2 Mr. Cronin presented his report and advised that the company had incurred a year to date [REDACTED] million compared to a budgeted [REDACTED] million and a [REDACTED] million for the same period in 2011.

4104.3 Matters discussed included the following:

- [REDACTED] million had been spent on voluntary severance year to date.
- A written reason is being sought from the DTTAS as to why EU grants expected in respect of two projects will not now be forthcoming. The Financial Statements for 2011 and 2012 have been adjusted to take account of this change of view by the DTTAS.
- If any additional funding becomes available from the NTA at the end of the year (as has happened in the past), there are projects ready to use this funding straight away.
- An audit was carried out on behalf of the NTA recently on grant claims in respect of capital projects. The report eventually concluded that the claims process was fit for purpose and suitable. Despite this, the NTA is withholding approximately [REDACTED] million in funding until management on a number of technical issues raised in connection with some of the projects. This is impacting on cash flow. The Chairman stated that this was not acceptable. He asked management to respond to the NTA as quickly as possible and stated that he would involve the DTTAS if funds are still withheld.
- Passenger journeys and revenue for Period 9 2012 is holding up. This is good news and is also being experienced by the bus companies.
- Even though debtors have increased by over [REDACTED] since 2011 there are no issues of recoverability. Provisions have been made where necessary.
- The operating deficit excluding exceptional items is forecasted to amount to [REDACTED] million by the year end. The Chairman reiterated that this was not acceptable and must be addressed.
- It was agreed that a rolling forecast should be included in the Finance Reports from now on.

Mr. Cronin

4104.4 Integrated Ticketing System (ITS) Report

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

4104.5 Mr. Fearn presented this report and the following matters were discussed:

- The distinction between train cancellations (which are very rare) and journey cancellations.
- Factory Acceptance Tests (FATs) are highlighting that the Bus Éireann product is not being accepted by an Iarnród Éireann device. Work is being carried out to deal with this issue and rectify it before it comes into operation.

4104.6 Chief Executive's Half Year Letter for 2012 to the Chairman

The Chief Executive's draft Half Year Letter for 2012 to the Chairman (a requirement of the Code of Practice for the Governance of State Bodies) previously circulated was taken as read and noted.

4104.7 It was agreed that the Chief Executive should sign and issue this letter.

4104.8 Audit Review Group (ARG)

The Chairman of the ARG, Mr. Faulkner, reported on the following matters:

- Non compliance with the ARG's Terms of Reference in relation to membership.
In response to this issue, the board appointed Ms. Golden to the ARG. It was agreed that she should chair the ARG by the year end by which time it is expected that the issue of the 2011 Financial Statements will have been finalised.
- In the recent successful ballot, the Iarnród Éireann trade unions agreed to the change proposed for Rule 29(b) of the 1951 Superannuation Scheme. Mr. Moloney confirmed that the trade unions in the bus companies do not have a problem with this proposed change either.
- Internal Audit Reports:
 - (a) Vendor 123010
 - (b) Plant and Labour Hire Audits
 Mr. Faulkner stated that there is a behavioural problem and not a training problem which must be dealt with strongly as some new key controls are being circumvented by staff.
- Capital funding review by the NTA.
It is very unsatisfactory when doubt exists over the reliability of NTA statements on funding. The NTA is being challenged about their recent change of mind and the resulting withholding of funds in respect of certain projects.
- Some amendments were suggested by the ARG for the Chief Executive's Half Year Letter for 2012 to the Chairman.
- Chief Executive's Report to the ARG.

4105 SAFETY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

4105.1 Safety and Security Report

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

4105.2 Mr. Cuffe presented his report and the following matters were discussed:

- A presentation on level crossings is to be given at the November board meeting. **Mr. Cuffe**
- Two graffiti artists have been caught. The District Court has sent their cases to the High Court due to the level of damage involved.
- The Rail Accident Investigation Unit (RAIU) Report into the runaway train incident at Portlaoise on 29th September 2011 has been issued. The technical issues which were raised have already been rectified. Other issues such as competency will take longer to address.

4105.3 Safety Advisory Group (SAG)

- (a) The Minutes of the SAG meeting held on 12th June 2012 previously circulated were taken as read and noted.

- (b) The Report by the Chairman of the SAG on the meeting which took place on 11th September 2012 previously circulated was taken as read and noted.

4105.4

CCTV Recordings

Following discussion it was agreed that a report is to be prepared for the board on what procedures are adopted at present in respect of CCTV recordings and what the policy will be for the future. It was also suggested that Iarnród Éireann should benchmark itself with what is common practice in other organisations.

Mr. Cuffe

Mr. Cuffe left the meeting at this time.

4106

COMMERCIAL

Mr. Gerry Culligan, Commercial Director, joined the meeting at this time.

4106.1

Commercial Report

The Commercial Report for Period 8 2012 previously circulated was taken as read and noted.

4106.2

Mr. Culligan presented his report and the following matters were discussed:

- Early Indications show that results for Period 9 2012 are the best since Period 3 2011. Passenger revenue grew by [REDACTED] over 2011.
- It is expected that results for Period 10 2012 will also be good because of the All Ireland Hurling Final replay.
- Revenue from student tickets has increased by [REDACTED] over 2011. If this is annualised it demonstrates an increase in revenue of [REDACTED] million.
- The new poster advertising student tickets is very good and is purposely very different.
- The on-line seat sale went very well. Now is the opportune time to increase some fares. In addition, the yield is also increasing.
- Fare increases have been agreed with the NTA for annual and monthly Tax saver tickets. The increases are exactly as applied for and are in line with the elasticities which Iarnród Éireann has experienced. This bodes well for the general fares increase which has not been announced yet.
- The family promotion went well during August. Therefore, it is likely to be repeated again in October.
- Recent events in Dublin, such as the Tall Ships event, have been good for the DART and commuter businesses.
- The First Class product is to be re-launched in October on the Belfast and Cork routes. It will be re-launched on West of Ireland routes in the New Year.
- The role and responsibilities of Train Hosts are being reviewed. The board asked that Train Hosts be properly attired and clearly identified as Train Hosts.
- A brand review is to be carried out. There will be a low/no cost re-launch to ensure consistent presentation of the Iarnród Éireann brand.
- The Iarnród Éireann mobile phone App does not allow for ticket purchases yet. This would require funding to develop. The Chairman asked for details of how much this would be likely to cost.

Mr. Culligan

- Consideration is being given to increasing the 28 day seat reservation period to 60 days.
- Iarnród Éireann does not have a proper yield management system yet. This would require significant funding to develop. However, prices can be modified to suit customer behaviour. In the meantime, a Yield Management Executive has been appointed to examine such matters as peak -v- off peak fares, on-line fares, special fares for pre-booking etc. It was emphasised that cheaper fares should only be given provided the company is generating incremental revenue

and increased passenger journeys. A review of the work in this area is to be carried out early in the New Year.

- The value for money perception of Intercity travel is poor and this needs to be addressed.
- "No phone" seats, "no phone carriages" etc.
- The Improved journey times incorporated into the new timetable should be publicised. It was agreed that the presentation on journey time reduction which is to be given to the board at its next meeting by Mr. Clarke should incorporate this point.
- Mr. Clarke and Mr. Culligan
- The introduction of student fares on Leap Cards was launched too soon as it has thrown up a number of problems. This point has been made to the NTA.

Mr. Culligan left the meeting at this time.

4106.3 Trains Advisory Group (TAG)

The Report by the Chairman of the TAG on the meeting held on 18th September 2012 previously circulated was taken as read and noted.

4107 ENGINEERING

Mr. Don Cunningham, Acting Assistant Chief Executive (Engineering), Mr. Ronan Gill, Chief Procurement Officer, and Mr. Cathal Mangan, Technical Manager, Civil Engineering Department, joined the meeting at this time.

4107.1 Engineering Report

The Engineering Report for Period 8 2012 previously circulated was taken as read and noted.

4107.2 Mr. Cunningham presented his report and highlighted the main items affecting the Engineering Divisions. Matters discussed included the following:

- Wi-Fi speed on rail services.
- Appearance of a motorway map rather than a rail network map when connecting with Wi-Fi on rail services.
- The de-briefing process was highlighted as an area of weakness in the GSMR contract.
- Points failing due to a lack of lubrication is very disappointing. The Chairman felt that this suggests slackness on the part of staff. It is an area which is within our control and should be rigorously controlled.

4107.3 Management of Bridge Assets on the Iarnród Éireann Network

Mr. Mangan gave a presentation on the management of bridge assets on the Iarnród Éireann network. Matters covered in his presentation included the following:

- The number, type and age of bridges.
- Asset compliance.
 - o Asset Management System
 - o Inspections
 - o Standards
 - o Competency System
- Asset condition.
- Asset performance.
- Bridges Asset Plan.
 - o Derailment containment
 - o Major bridges
 - o Masonry bridge maintenance
 - o Scour management
 - o Bridge strike management
 - o Relocation of lost/hidden assets
 - o Footbridges
 - o Closed and abandoned lines

- UB63 Lansdowne Bridge event.
- Future strategy.
- Conclusions.

4107.4 Following Mr. Mangan's presentation the matters outlined below were discussed:

- Steady State Investment is required to reduce the 25% of bridges identified as "poor". The implications of insufficient investment need to be demonstrated i.e. while the railway will continue to be operated in a safe manner, performance will deteriorate. This is due to the mitigating actions which would have to be taken (e.g. speed restrictions) to ensure safety.
- Parts of some of the 94 major bridges fall within the "poor" category. However, an asset plan has been prepared for each bridge and there is no need for alarm about the overall integrity of any of these structures.
- The level of investment will determine the timeline over which the planned work can be carried out. However, the company is in a position to safely manage its bridges and will not allow further deterioration.
- The Chetwynd Viaduct in Cork has now been transferred to Cork Co. Council which has plans for it as it is a major landmark on the way to West Cork.
- The use of Key Performance Indicators, a very transparent automated Asset Management System, auditing through the Compliance Verification Programme and designated staff, all provide assurance that the necessary regular maintenance procedures and inspections are being carried out.
- While some railway bridges are closed to freight traffic and restricted to locomotives only, work on those bridges would be prioritised if the opportunity for new profitable freight business arose.
- Another asset plan exists for coastal defences and cuttings and embankments.
- As closed lines are within the ownership of CIE, the same type of inspection work is carried out as on any other line. An independent review of risks (such as trespass) on closed lines has been carried out. This has resulted in the development of a programme of work for these closed lines.

4107.5 The Chairman thanked Mr. Mangan for an excellent and informative presentation.

Mr. Mangan left the meeting at this time.

4107.6 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted. Amendments required to the memorandum were noted.

4107.7 Enhanced Train Protection System (TPS)

The board discussed the changes which arose during the development of the TPS subsequent to the original tender.

4107.8 The board gave its approval for expenditure of an additional €2.6 million to amend a current contract with Alstom to avail of an enhanced final product offered by the TPS supplier during the initial stages of the prototype development phase of the contract, subject to funding for this project from the Safety Investment Plan 2009-2013.

It was noted that:

- (a) The additional funding will provide significant safety and operational benefits and future capital rollout cost savings of approximately [REDACTED] million,

- (b) This additional expenditure will bring the total approvals on this project to [REDACTED] million and
- (c) A paper will be presented at the November board meeting for additional funds to cover the provision of a test site and Chief Mechanical Engineering (CME) interface costs.

4107.9 Contracts

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

4107.10 Derogation – Train Protection System (TPS)

In response to Mr. McGarry's question on how Iarnród Éireann deals with the design rights of contractors over their proprietary systems, Mr. Gill confirmed that the company complies with common market practice in this area. The Chairman stated that Iarnród Éireann should protect itself by having agreements in place beyond the life of the contract providing for system support over the life of the product and at scheduled rates if possible.

4107.11 In respect of the TPS Project, the board gave its approval for a derogation from procurement procedures under Clause 4.11 of Item 4 Authority Levels of the CIE Group Procurement Policy and Procedures on the assumption that the derogation under Article 40.3 of 2004/17/EC is available.

It was noted that:

- (a) The estimated total value of the derogation is [REDACTED] million exclusive of VAT and
- (b) The non-recoverable VAT is [REDACTED] resulting in a total estimated cost of the derogation of [REDACTED]

4107.12 Operation of On Track Machines (OTMs)

The board gave its approval for an extension to the contract for the operation of OTMs to Lloyd Rail for the six month period November 2012 to April 2013 at an estimated cost of [REDACTED] million including non-recoverable VAT, bringing the total value of the contract award extensions to [REDACTED] million including non-recoverable VAT.

It was noted that the total aggregate value of expenditure under this contract amounts to [REDACTED] million including non-recoverable VAT.

4107.13 Selection and Award Criteria

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

The board gave its approval for:

4107.14 Sale and Leaseback of MTU 6H1800 Power Pack Units

The selection and award criteria presented to the board for the proposed tender for the sale and leaseback of MTU 6H1800 power pack units fitted to Iarnród Éireann's 22000 Class railcars.

It was noted that:

- (a) The estimated value of the contract is anticipated to exceed [REDACTED] million and
- (b) The award of the contract will be subject to the approval of the DTTAS.

4107.15 MTU Raft Maintenance

The award criteria as presented to the board for the proposed tender for the maintenance and overhaul of MTU 6H1800 power pack units fitted to Iarnród Éireann's 22000 Class railcars.

It was noted that the estimated contract value is [REDACTED] million exclusive of VAT based on a contract duration of five years with an option to extend for a further [REDACTED] at Iarnród Éireann's discretion.

4107.16 Operation and Maintenance of On Track Machines (OTMs)

The award criteria as presented to the board for the proposed tender for the operation and maintenance of OTMs.

It was noted that the estimated contract value is [REDACTED] million exclusive of VAT based on a contract duration of [REDACTED] years.

4107.17 Procurement Timetable

The memorandum previously circulated was taken as read and noted.

Mr. Cunningham and Mr. Gill left the meeting at this time.

4108 **NEW WORKS**

4108.1 New Works Report

The New Works Report for Period 8 2012 previously circulated was taken as read and noted.

4108.2 Mr. Muldoon presented his report and the following matters were discussed:

- EU Officials are in Ireland at the moment. They appear to be interested in the DART Underground Project. Iarnród Éireann will use the opportunity to promote this project as being good for Ireland. Other matters to be discussed with them include the potential for the Belfast/Cork route and cross border services in general. Iarnród Éireann's desire for a spur line to Dublin Airport will also be raised if the opportunity arises.
- Discussions are taking place with a UK company on the possibility of using some of Iarnród Éireann's New Works' staff resources.
- The Chief Executive has written to the Dublin Aviation Authority on ways to advance the suggestion of a rail link to the airport. However, the NTA has other ideas about links to the airport.
- The NTA has a number of medium sized projects in line for when funding becomes available. However, Iarnród Éireann would prefer projects which would have more benefit to it (e.g. the CTC strategy) at this time rather than a re-signalling of the Maynooth Line.

Mr. Muldoon left the meeting at this time.

4109 **ADMINISTRATIVE ITEMS**

4109.1 Transactions for Approval, Sealing and Signing

The transactions (3) for approval and sealing at the meeting were approved and sealed. **Appendix I**

The transactions (2) for approval and signing at the meeting were approved and signed. **Appendix II**

4109.2 Corporate Governance Manual

The board noted that Iarnród Éireann's Corporate Governance Manual would be updated for the following documents recently approved by the CIE Board:

- (a) Terms of Reference for the CIE Board Finance Committee and
- (b) Group Treasury Policy.

4109.3 Appointment of Auditors

The memorandum previously circulated was taken as read and noted. It was proposed by Mr. Cullen and seconded by Mr. McGarry and resolved:

- "(a) That subject to the consent of the Minister for Transport, under Section 19(3) of the Transport (Re-organisation of Córas Iompair Éireann) Act, 1986 that PricewaterhouseCoopers, Chartered

- Accountants and Registered Auditors, be and are hereby appointed Auditors for the year ended 31st December 2012 and
- (b) That the remuneration of the Auditors be fixed at no more than €65,000 plus VAT for the 2012 audit."

4109.4 Closure of Level Crossings

The memorandum previously circulated was taken as read and noted.

The board noted the agreement reached to close Field Crossing XS154 on the Mullingar/Silgo Line, the closure costs of which are funded by the Railway Safety Programme.

4110 ITEMS FOR NOTING

4110.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 8 2012.
- (b) Capital Expenditure Report for Period 8 2012.
- (c) InterCity and Commuter Network and DART Key Performance Indicators for Period 8 2012.
- (d) Minutes of the following meetings:
 - (i) Rosslare Europort Advisory Group Minutes 8th June 2012.
 - (ii) Engineering Advisory Group Minutes 17th August 2012.
 - (iii) Trains Advisory Group Minutes 14th August 2012.
 - (iv) Audit Review Group Minutes 20th June 2012.

4111 ANY OTHER BUSINESS

In response to Mr. Nix's query regarding recent press reports about the Free Travel Scheme, the Chairman stated that he had asked the Chief Executive to provide the board with details of the level and cost to Iarnród Éireann of the Free Travel Scheme. No discussions have been held with CIE or Iarnród Éireann on this matter. Iarnród Éireann would only be prepared to go forward with changes to the Free Travel Scheme if they were of benefit to the company. However, there is a fear that any revenue generated from customers who currently avail of free travel may result in a cut in subvention. This would not be acceptable.

Mr. Fearn

4112 DATE AND LOCATION OF NEXT MEETING

Monday 22nd October 2012 at 9.30am in Heuston Station.

Chairman

P. K. J.

Date

22 October 2012

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with Treild Ltd. and Roger Ainscough, for a retail unit at Kent Station, Cork, to be used for the sale of hot and cold beverages, pre-packed sandwiches, snacks, confectionery, newspapers, magazines, tobacco products, mobile top up and lottery products, for a period of five years, for a rent of [REDACTED] turnover plus [REDACTED] on sale of tobacco products and lottery products.
2. Lease in duplicate with Ulster Bank Ireland Ltd., for the Installation and operation of their Automatic Teller Machines (ATMs) at Pearse Station, Dublin 2, Heuston Station, Dublin 8, Colbert Station, Limerick, Kent Station, Cork, Daly Station, Bray and Busaras Station, Dublin 1, for a term of [REDACTED] years, for a consideration of [REDACTED] in aggregate for all six stations.
3. Bridge Agreement / Works Licence, in triplicate, where CIE/IE are giving permission to Westmeath County Council to build a bridge over the Mullingar to Athlone railway in the Townland of Garrycastle in the County of Westmeath at 76 miles 30 yards on the railway line. The Licence fee is [REDACTED] and the duration of the Licence is until the Works are completed. The Council will maintain the Bridge thereafter. The parties are Westmeath County Council, Córas Iompair Éireann and Iarnród Éireann.

Company Secretary
Iarnród Éireann
25th September 2012

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Access Licence in duplicate with Gort Homes to allow them access to Gort Railway Station by foot, during the operational hours of the Railway Station, through the gate erected on CIE lands bounding their lands, for a period of [REDACTED] for a licence fee of [REDACTED] if demanded.
2. Licence Agreement in duplicate with [REDACTED]
[REDACTED]
[REDACTED] In
respect of car parking spaces at 16 Eyre Square, Galway, for a licence period of [REDACTED] for a licence fee totalling [REDACTED]

Company Secretary
Iarnród Éireann
25th September 2012

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**DRAFT MINUTES OF THE TWO HUNDRED AND SIXTY FOURTH
BOARD MEETING HELD ON 4th OCTOBER 2012
AT 9.00AM IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Mr. Mick Cullen	Director
Ms. Patricia Golden	Director
Mr. John Moloney	Director
Mr. James Nix	Director

IN ATTENDANCE: Ms. Geraldine Flinucane Company Secretary

ABSENT: Apologies were received from Ms. Laetitia Baker and Mr. Paul McGarry.

MIN NO.

4113 REASON FOR THE MEETING

4113.1 The Chairman thanked those present for attending given that the board meeting had been called at short notice.

4113.2 The Chairman advised that the meeting was called in order to appoint a Chief Executive to replace Mr. Dick Fearn who retires in February 2013. This is a requirement of Paragraph 2.1 of the Code of Practice for the Governance of State Bodies.

4114 RECRUITMENT PROCESS

The Chairman gave details of:

- The recruitment process,
- Members of the selection panel,
- Response from the UK,
- UK salary levels compared with Irish Government guidelines for the salary levels of Chief Executives of State Bodies,
- Overview of candidates who applied and
- Shortlist which included both internal and external candidates.

4115 RECOMENDATION

The Chairman recommended the appointment of Mr. David Franks from the UK as Chief Executive. The Chairman circulated Mr. Franks' CV which was discussed in detail.

4116 APPOINTMENT

4116.1 The board approved the appointment of Mr. David Franks as Chief Executive of Iarnrod Éireann with effect from 1st January 2013.

4116.2 It was noted that Mr. Franks' employment contract is a matter for finalisation with the Department of Transport, Tourism & Sport. The contract duration can up to a maximum of seven years. The Chairman stated that he would seek a four year contract with an option to renew for a further three years.

He confirmed that the remuneration package being offered to Mr. Franks would be within Government guidelines.

4117

[REDACTED]

4118

DATE AND LOCATION OF NEXT MEETING
Monday 22nd October 2012 at 9.30am in Heuston Station.

Chairman

P. G. O.

Date

22 October 2012.

STRICTLY PRIVATE AND CONFIDENTIAL

**IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF C  RAS IOMPAIR   IREANN) ACT, 1986**

IARNR  D   IREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND SIXTY FIFTH
BOARD MEETING HELD ON 22nd OCTOBER 2012
AT 9.30AM IN CONNOLLY STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Ms. Laetitia Baker	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director

IN ATTENDANCE:	Mr. John Cassidy	Manager Safety Regulatory Affairs (part)
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
	Mr. Emmet Dunne	Manager Financial Accounting (part)
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. Jimmy Meade	Acting General Manager ICCN (part)
	Mr. Peter Muldoon	Acting Director New Works (part)
	Mr. Cliff Perry	Chairman, Safety Advisory Group (part)
	Mr. Peter Smyth	Chief Mechanical Engineer (part)
	Mr. Roger Tobin	Acting General Manager DART (part)

ABSENT: Apologies were received from Ms. Patricia Golden.

MIN NO.

4119 MINUTES

4119.1 The Minutes of the meeting held on 25th September 2012 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 addition:

Minute 4107.4

Add:

"The board agreed to highlight to the DTTAS the need for investment of    million (2013-2017) for bridge renewal, otherwise line speeds would fall, journey times would increase and the subvention would have to grow."

4119.2 The Minutes of the meeting held on 4th October 2012 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4120 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4120.1 The following matters were referred to:

- Further matters regarding student and scholar cards need to be raised with Mr. Culligan.

- A presentation is to be given to the board on the system for CCTV recordings either in November 2012 or January 2013. Mr. Cuffe
- Mr. Fearn undertook to find out whether anyone within the Iarnród Éireann organisation has an ergonomics qualification. Mr. Fearn
- A paper is to be presented for the next meeting outlining:
 - o The use of ergonomics expertise in design matters,
 - o The ergonomics content of the risk assessment of processes and locations and
 - o Details of who a Station Manager should contact to get professional advice from an ergonomics point of view about behavioural issues. Mr. Fearn

4121 CHAIRMAN'S COMMENTS

4121.1 Following the special CIE Board Audit Committee meeting on 10th October 2012, the special CIE Board meeting on 17th October 2012 and the special Iarnród Éireann Audit Review Group (ARG) meeting on 17th October 2012 the 2011 Financial Statements can now be considered at a special Iarnród Éireann board meeting on 26th October 2012. They are not on the agenda for today's meeting due to the non-availability of the Chief Financial Officer, Mr. Cronin, the Chairman of the ARG, Mr. Faulkner and ARG Member, Ms. Golden. In addition, the Chairman felt that it would not be fair to deal with the 2011 Financial Statements at this meeting as directors would have had very limited time to review them. The Chairman proposed that Mr. Cronin and Mr. Faulkner would spend some time with directors going through the Financial Statements and in particular the Going Concern issue prior to the special board meeting on 26th October 2012.

The Chairman advised that there has been much discussion regarding the Going Concern issue, the material uncertainty which will result in a disclosure in the Financial Statements and in particular the Letter of Support from CIE to Iarnród Éireann. All these issues have now been resolved.

Ms. Baker asked for written details of what the Independent legal advisers, McCann Fitzgerald, were asked before they gave their advice. It was agreed that this information would be sought from the chairman of the CIE Board Audit Committee. Chairman

4121.2 It was noted that the financial difficulties experienced by Iarnród Éireann and the CIE Group have been the subject of a number of media reports. The Chairman advised that together with the CIE Chairman he had met Ministers Varadkar and Kelly and Department of Transport, Tourism and Sport (DTAS) officials on 10th October 2012. The purpose of the meeting was to provide an update on the 2012 financial position and the actions that are in hand in respect of 2013 and beyond.

Both Ministers confirmed that it was the Government's intention that CIE would receive [REDACTED] million plus approximately [REDACTED] million for the Iarnród Éireann Voluntary Severance Programme in November 2012. Despite the announcement in July that the [REDACTED] million would be in the form of subvention, the Ministers confirmed that the source of these funds [REDACTED] million + approximately [REDACTED] million) would be in the form of a short term (12 months) loan from the National Pension Reserve Fund (NPRF) at commercial rates. A Memorandum of Understanding will outline CIE's reporting requirements. NPRF Commission approval is awaited. As the collateral for this loan is the same collateral for our existing borrowings from the banks, the approval of the banks will also be required. The Chairman stated that the Ministers had been advised that if these loan negotiations cannot be completed by November, the CIE Group will still need the funding from a cash flow point of view.

The Chairman advised that the Ministers had also been updated on:

- The proposed sale and lease back of Intercity railcar engine rafts,
- Negotiations regarding the Spencer Dock ground rent and
- Negotiations regarding the fibre optic cable.

The Ministers were very keen that these transactions be fast tracked and suggested that the whole ICR fleet should be sold and leased back. The Chairman stated that the Ministers were cautioned against doing this too quickly as it would be a high risk strategy. This suggestion would have to be carefully examined because it would be very complicated.

The Chairman emphasised to the board that the CIE Group is not dragging its feet with respect to revenue raising initiatives. However, he could not control what the Minister says in the media.

The Chairman confirmed that funding for the Iarnród Éireann Voluntary Severance Programme underpins the Five Year Plan. However, a new Five Year Plan is needed showing how the CIE Group will break even in 2013. This, together with the funding that has been promised, will form the key elements of further discussions with the banks for the renewal and increase in borrowing facilities.

4121.3 The Chairman advised that a special board meeting was held on 4th October 2012 to recommend the appointment of Mr. David Franks as Chief Executive to replace Mr. Dick Fearn who retires in February 2013. The Chairman outlined the reasons why he thought this was a good appointment. He stated that he hoped that Mr. Franks would be able to meet some Directors before the end of January.

4121.4 The Chairman stated that he had received some helpful suggestions regarding board papers, actions and minutes. These will be reviewed and will hopefully speed up the availability of papers in advance of board meetings.

4122 CHIEF EXECUTIVE'S REPORT

4122.1 The Chief Executive's Report previously circulated was taken as read and noted.

4122.2 Mr. Fearn presented his report and the following matters were discussed:

- A presentation will be given at the November board meeting on the new 2013 passenger train timetable and journey time improvements.
- **Mr. Clarke** The role of Iarnród Éireann compared with the role of [REDACTED] in serving various geographical markets throughout the country.
- Markets which Iarnród Éireann does not want to serve as to do so would increase losses.
- Opportunity for the CIE Group as a whole to provide a more integrated service.

4123 SAFETY

Mr. John Cassidy, Manager Safety Regulatory Affairs, joined the meeting at this time.

4123.1 Safety and Security

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

4123.2 Mr. Cassidy presented this report and the following matters were highlighted:

- Significant Incidents which occurred on 2nd and 10th October 2012.

- European railway industry statistics show that 90% of incidents relate to unauthorised persons on the track or level crossing behaviour. This is similar to the experience in Ireland.
- Recent Railway Accident Investigation Reports the recommendations of which are being followed up and procedures are being updated.

Mr. Cassidy left the meeting at this time.

4124

FINANCE

Mr. Gerry Culligan, Commercial Director and Mr. Emmet Dunne, Manager Financial Accounting, joined the meeting at this time.

4124.1

Finance Report

The Financial Results for Period 9 2012 previously circulated were taken as read and noted.

4124.2

It was noted that the company had incurred a year to date [REDACTED] million compared to a budgeted [REDACTED] million and a [REDACTED] million for the same period in 2011. It was noted that for the past three periods Iarnród Éireann's revenue is performing better than the retail index.

4124.3

In response to the Chairman, Mr. Dunne advised that:

- No communication had been received so far from the National Transport Authority (NTA) about the availability of additional capital funding in the last quarter of the year.

[REDACTED]

Mr. Fearn

4124.4

Leap Card

The memorandum previously circulated was taken as read and noted.

4124.5

It was emphasised that there would be no gain to Iarnród Éireann if Phase 2b software is implemented too quickly before all problems are ironed out. This would damage the reputation of the Leap card and the Tax saver product.

4124.6

Mr. Nix suggested that Mr. Ken Jordan of the National Sustainable Transport Office may be able to assist.

4124.7

Commercial Report

The Commercial Report for Period 9 2012 previously circulated was taken as read and noted.

4124.8

Mr. Culligan presented his report and the following matters were discussed:

- Feedback from Tax saver customers regarding the fares increase. Renewal levels will be monitored.
- Clarification of the date for the announcement of the general fares increase is to be sought. **Mr. Fearn**
- No approval is required from the NTA to consolidate administration fees into the web fare (which is a consequence of the Consumer Rights Directive).
- The tender process for an outsourced Customer Information Centre must be robust.
- Consideration should be given within Iarnród Éireann to making any commemorations for 1916 more comprehensive to include commemorations for 1914 to recognise the many men who left Irish train stations on their way to fight in World War I.

- Difference between student cards and scholar cards.
- The Corporate Communications Department should consider holding a competition for Final Year art students with a view to showing their art work in a different station each year. The Chairman asked that Mr. Kenny provide details on what is happening in this area and what Iarnród Éireann can do. Mr. Kenny
- The re-launch of the First Class product has been delayed until November. (Documents were circulated in this regard).
- Wi-Fi will not be available on the Belfast Line until the end of the year. This may result in some complaints in the interim.
- Insufficient ticket checking on InterCity services may lead to a loss of revenue.
- Increased use of the web for the purchase of tickets should strengthen Iarnród Éireann's case with the NTA for funding.
- Mr. Culligan agreed to follow up on the nature of the apology given to customers who were charged twice or double booked by the web in Week 36 of Period 9. Mr. Culligan

4124.9 Brand Strategy Review

The memorandum previously circulated was taken as read and noted.

4124.10 Mr. Culligan gave a presentation on the review of brand strategy. He circulated documents in this regard. His presentation covered the following matters.

- Market research,
- Brand architecture,
- Design process,
- Rationale for the new design and
- Rollout plan.

4124.11 Following Mr. Culligan's presentation it was noted that the review was good value for money. It will lead to a much simpler, cleaner and modern brand. It was agreed that no big launch is required but Mr. Kenny should be ready for any questions which may arise.

4124.12 Free Travel Scheme

The memorandum previously circulated was taken as read and noted.

4124.13 The following matters were discussed:

- Role of the Department of Social Protection (DSP) compared to that of the NTA.
- High level of fraud which is currently under review by the DSP.
- The need for photo identification to reduce the level of abuse of the Free Travel Scheme.
- Governments across the world hesitate about the use of a public transport card as an ID card.
- Mr. Nix suggested that Ms. Patricia Murphy, in the DSP should be written to and the importance of the issue conveyed to her.
- The free travel passenger journey estimates must be robust. Iarnród Éireann must have confidence in the estimates it uses in any discussions with the DSP.
- The allocation of subvention in respect of the Free Travel Scheme across the companies is based on surveys that were carried out in 1973/74. These surveys should be updated because Iarnród Éireann is suffering under the current allocation regime at present.

Mr. Culligan and Mr. Dunne left the meeting at this time.

4125 ENGINEERING

Mr. Don Cunningham, Acting Assistant Chief Executive (Engineering), Mr. Cliff Perry, Chairman, Safety Advisory Group (SAG), and Mr. Peter Smyth, Chief Mechanical Engineer, joined the meeting at this time.

4125.1 Engineering Report

The Engineering Report for Period 9 2012 previously circulated was taken as read and noted.

4125.2 Mr. Cunningham presented his report and highlighted the main items affecting the Engineering Divisions. Matters discussed included the following:

- The Incident which occurred on 15th August 2012 involving the failure of the top Insulating bar on overhead line equipment was due to an impact. There is nothing to show that the pantograph was misaligned.
- Three event recorder failures resulted in significant delays. The current rule is that a train cannot proceed with event record failures. It was suggested that an alternative strategy might be adopted and the rule reviewed.
- Future lost time accident reports should record what remedial action is being taken.
- A process has been established to look at the number of sets of points to ascertain whether there are too many.
- It was noted that the Railway Safety Programme (RSP) was to be reduced by between [REDACTED] million as a contribution to the additional [REDACTED] million in subvention announced by the Government in July. It was agreed that if this [REDACTED] million is now to come to the CIE Group in the form of a loan, then the funding for the RSP should revert back to the [REDACTED] million originally planned for 2012. Mr. Fearn agreed to write to the DTTAS in this regard. It was noted that if the deferral of funding in respect of other capital projects were to be taken into account also then the total amount of Iarnród Éireann funding that was going to be deferred in order to contribute to the additional [REDACTED] million in subvention would amount to [REDACTED] million.

Mr. Smyth
Mr. Cunningham
Mr. Fearn

4125.3 Fleet Heavy Maintenance Validation and Benchmarking

The memorandum previously circulated was taken as read and noted.

4125.4 Mr. Smyth gave a presentation on Phase 2 of the Fleet Heavy Maintenance Cost Benchmarking exercise. Matters covered included the following:

- Benchmarking exercise against ScotRail and other European operators.
 - Key findings the main one being that cost reductions are possible over time via:
 - o Use of mileage based rather than time based maintenance and
 - o Frequency optimisation/technical improvements.
 - General recommendations.
 - Action plan.
- It was noted that a new InterCity railcar raft maintenance contract is due in 2013. This will feature a key requirement for maintenance optimisation.
- Actions already implemented and savings expected.

4125.5 The Chairman of the Trains Advisory Group (TAG), Mr. Perry, advised of the following:

- The benchmarking review was a very comprehensive and robust exercise. He recommended implementation of the action plan.
- The Class 22000 engine is not performing the way the company hoped it would. This has resulted in a substantial claim on the manufacturer. However, Iarnród Éireann has the controls and the engineering competence to resolve the matter with the supplier.

- The Five Year Plan should incorporate the savings that are expected to be achieved from the proposed changes in the heavy maintenance regime. The TAG will monitor implementation. The Chairman asked that:
 - o The Heavy Maintenance Steering Group set targets and key performance indicators to get the company to where it wants to be within the funding available to it.
 - o The TAG monitor and track performance.
- In order for the company to get where it wants to be, certain issues will have to be addressed as part of a strategy. The Heavy Maintenance contract in 2013 will be very important. The best way of going forward may not be the cheapest way. However, the company should take the most secure route to the heavy maintenance savings that are available to be achieved.
- The heavy maintenance strategy is not a "one contract" issue. It will be a combination of a number of individual actions.

4125.6 Other matters discussed included the following:

- Any headroom that can be achieved on essential maintenance will leave the company room to deal with customer service and reliability issues. This should be incorporated into the strategy. Mr. Smyth
- The company should beware of the potential exposure that may apply if Railway Safety Commission sign off is required for any of the fundamental heavy maintenance changes that are planned. Iarnród Éireann's own Safety Management System will apply in respect of the Mark IVs and the Intercity railcars.

4125.7 It was agreed that a presentation should be given to the CIE Board in December. Mr. Smyth

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

4126 OPERATIONS

Mr. Jimmy Meade, Acting General Manager ICCN and Mr. Roger Tobin, Acting General Manager DART, joined the meeting at this time.

4126.1 InterCity and Commuter Network (ICCN) Report

The ICCN Report for Period 9 2012 previously circulated was taken as read and noted.

4126.2 Mr. Meade presented his report and the following matters were discussed:

- Quarter 3 punctuality performance is to be reported to the NTA on 23rd October 2012.
- The elimination of the annual leave backlog will help to cut some of the accrual.
- The Rail Gourmet audit should include a question asking people whether they feel they are getting good value for money.
- Some Dublin City Council bicycles may be provided at train stations in the next review of the Bike Scheme.
- Mr. Nix commented on the location of lockers and stated that he would be able to assist in renting them out.
- Details are to be provided on the level of cost that would be involved to eliminate temporary speed restrictions on the Tralee route.

Mr. Fearn

4126.3 DART Report

The DART Report for Period 9 2012 previously circulated was taken as read and noted.

4126.4 Mr. Tobin presented his report and the following matters were discussed:

- A letter is to be sent to the new Provost of Trinity College Dublin (TCD) stating that Iarnród Éireann is not willing to contribute to the maintenance of the new entrance to Pearse Station. Iarnród Éireann

has already facilitated TCD by building this entrance but is not prepared to go any further on the matter. **Mr. Fearn**

- While there have been a number of complaints about the shortening of train lengths, there is adequate space for passengers on them and savings in electricity costs have been achieved. A review is being carried out as to where such shorter trains should stop along platforms.

4126.5 Trains Advisory Group (TAG)

The report from the meeting held on 16th October 2012 previously circulated was taken as read and noted.

4126.6 Mr. Perry advised that the Safety Advisory Group (SAG) had also discussed the temporary speed restrictions on the Tralee route. It had been mentioned that solutions other than the building of new bridges may be a possibility. It may also be worth looking at new technology for a possible low cost solution.

Mr. Meade, Mr. Perry and Mr. Tobin left the meeting at this time.

4127 NEW WORKS

Mr. Peter Muldoon, Acting Director New Works, joined the meeting at this time.

4127.1 New Works Report

The New Works Report for Period 9 2012 previously circulated was taken as read and noted.

4127.2 Mr. Muldoon presented his report and the following matters were discussed:

- Iarnród Éireann is dealing with Mr. Paul Mangan of the Property Department in TCD regarding the Pearse Station entrance issue.
- A certain amount of land may need to be acquired for the City Centre Resignalling Project. Consideration is being given on whether to apply for a Railway Order to facilitate this. The Chairman asked for new technology in this area to be considered which may assist and satisfy requirements.
- The next court hearing in respect of the Judicial Review of the DART Underground Project Railway Order is scheduled for 30th October 2012.
- Iarnród Éireann does not have selling rights in Belfast. Therefore, a ticket vending machine has not been located there. It may be possible to locate a ticket collection machine there. Mr. Fearn agreed to check this out. **Mr. Fearn**

4127.3 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4127.4 DART Underground Project – Protection of the Railway Order and Route

The board gave its approval for expenditure of [REDACTED] million to cover the ongoing administrative and management costs to protect the DART Underground Railway Order and route for the duration of the project deferral period (2012 to 2015), subject to funding from the NTA.

4127.5 Closeout Reports

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

4127.6 The board gave its approval for the closeout of the following New Works projects:

PAS	Description	App'vd €'000	Final Outturn €'000	Effective Variance		Contingency		
				€'000	%	App'vd €'000	Used €'000	%
CIR00360	Car Parks – Arklow, Gormanston, Tullamore and Newbridge							
CIR00570	Galway Route Accessibility Pkg B							0
CIR00669	Ticket Validation Pkg 4 – Balbriggan, Drogheda, Malahide and Skerries							
NW Total								

Mr. Muldoon left the meeting at this time.

4128 ADMINISTRATIVE ITEMS

4128.1 Transactions for Approval and Signing

The transactions (2) for approval and signing at the meeting were approved and signed. **Appendix I**

4128.2 Procurement Timetable

The memorandum previously circulated was taken as read and noted.

4129 ITEMS FOR NOTING

4129.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 9 2012.
- (b) Capital Expenditure Report for Period 9 2012.
- (c) Minutes of the following meetings:
 - (i) Rosslare Europort Advisory Group Minutes 6th September 2012.
 - (ii) Infrastructure Advisory Group Minutes 18th September 2012.
 - (iii) Trains Advisory Group Minutes 18th September 2012.

4130 DATE AND LOCATION OF NEXT MEETING

Friday 26th October 2012 at 11.00am in Kent Station, Cork.

Chairman



Date

27 11 2012

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Supplemental Licence with BT Communications Ireland Ltd., to amend their original Licence Agreement dated 6th July, 2009, to include an additional 0.3m link dish on the existing mast at Ennis Railway Station, Co. Clare, and to increase their fee by [REDACTED] per annum to a total licence fee of [REDACTED] per annum.
2. Supplemental Licence with BT Communications Ireland Ltd., to amend their original Licence Agreement dated 6th July, 2009, to include an additional 0.3m link dish on the existing mast at Arklow Railway Station, Co. Wicklow, and to increase their fee by [REDACTED] per annum to a total licence fee of [REDACTED] per annum.

Company Secretary
Iarnród Éireann
22nd October 2012

STRICTLY PRIVATE AND CONFIDENTIAL**IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF CORAS IOMPAIR ÉIREANN) ACT, 1986****IARNRÓD ÉIREANN - IRISH RAIL****MINUTES OF THE TWO HUNDRED AND SIXTY SIXTH
BOARD MEETING HELD ON 26TH OCTOBER 2012
AT 11.00AM IN KENT STATION, CORK**

PRESENT:	Mr. Phil Gaffney Ms. Patricia Golden Mr. John Moloney	Chairman Director Director
IN ATTENDANCE:	Mr. Aldan Cronin Mr. Pat Faulkner Mr. Dick Fearn Ms. Geraldine Finucane Mr. James Nix	Chief Financial Officer Chairman, Audit Review Group Chief Executive Company Secretary Director (by telephone)

ABSENT: Apologies were received from Ms. Laetitia Baker and Mr. Paul McGarry.

MIN NO.

4131 The Chairman thanked all those present for attending the meeting the purpose of which was to approve Iarnrod Éireann's Financial Statements for 2011.

4132 AUDIT REVIEW GROUP (ARG) RECOMMENDATION

The following documents previously circulated were taken as read and noted:

- Draft Minutes of the Audit Review Group (ARG) meeting held on 17th October 2012,
- Letter of Support dated 17th October 2012 from CIE to the Chairman of the ARG which enclosed the letter dated 30th August 2012 from the Minister for Transport, Tourism and Sport to the CIE Chairman,
- Details of questions put to McCann Fitzgerald, Solicitors, by the Chairman of the CIE Board Audit Committee,
- Independent legal advice dated 4th October 2012 received from McCann Fitzgerald, Solicitors, and
- Draft Annual Report and Financial Statements 2011.

Mr. Faulkner stated that he and Ms. Golden had examined all the information previously circulated. He stated that they, as members of the ARG, were satisfied to recommend the approval of Iarnrod Éireann's 2011 Financial Statements on a going concern basis. In doing so they were relying on the following, all of which were outlined in the Minutes of the ARG meeting held on 17th October 2012:

- Independent legal advice dated 4th October 2012 from McCann Fitzgerald, Solicitors, and in particular Section 4 relating to the legal standard required,
- The Letter of Support dated 17th October 2012 from CIE to Iarnrod Éireann,
- The Letter of Comfort dated 30th August 2012 from the Minister for Transport, Tourism and Sport to the CIE Chairman and
- The positive meetings between Department of Transport Tourism & Sport (DTTAS) officials and CIE Group personnel.

Mr. Faulkner emphasized that the Iarnrod Éireann board can have a reasonable expectation that its business will continue for at least another 12 months. There is no contemplation that any part of the CIE Group is to be put into liquidation.

Mr. Nix commented that in his view the Letter of Comfort received from the Minister is quite strong despite his recent public statements and he could understand why McCann Fitzgerald took comfort from it. The Chairman agreed stating that the Minister went as far as he could without giving a guarantee. The view of the Group Solicitor expressed at a recent CIE Board Audit Committee meeting was that the fact that a letter was sent by the Minister at all is very strong. The Chairman pointed out that the letter sent by CIE to Iarnrod Éireann was more explicit and recognised what has already been done. Use of the phrase "continued financial assistance" provides great reassurance. Therefore, it was his view that both letters provide a reasonable expectation that both the Government and CIE will provide continued financial assistance to Iarnrod Éireann. In addition, Iarnrod Éireann knows what it has to do itself.

In response to Mr. Nix, Mr. Faulkner advised that substantial disclosure is required in the Auditors' Report and in the Note to the 2011 Financial Statements. The proposed wording is very clear and explicit. However, it is not necessary to give full details of the source of the additional funding of €36 million previously publicly announced. Substantial clear and corroborating evidence that support is being provided to the CIE Group exists. Ms. Golden stated that it was her view that Note 1 is a very strong note and provides very significant detail.

The Chairman stated that the flipside to this level of disclosure is that it will attract media attention once the accounts are published. Many questions will arise and the CIE Group needs to be ready to answer them.

4133

APPROVAL OF 2011 FINANCIAL STATEMENTS

The memorandum previously circulated was taken as read and noted. Amendments to the memorandum were suggested and noted.

Following discussion it was proposed by Mr. Moloney and seconded by Ms. Golden and resolved:

- "(a) That the Financial Statements for the year ended 31st December 2011 be approved by the Iarnrod Éireann board subject to layout and minor classification changes which may be approved by the Chief Financial Officer, and
- (b) That the Chairman, Mr. Gaffney, and Ms. Golden be authorised to sign the 2011 Financial Statements on the board's behalf."

4134

CHIEF EXECUTIVE'S LETTER TO THE CHAIRMAN

The draft Chief Executive's letter to the Chairman in respect of 2011 previously circulated was taken as read and noted.

It was agreed that this letter should be signed and sent to the Chairman.

In response to Ms. Golden, the Chairman agreed that the ARG should examine the issue of referring to compliance with the Prompt Payments Act in next year's letter i.e. that for 2012.

4135

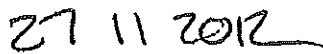
DATE AND LOCATION OF NEXT MEETING

Tuesday 27th November 2012 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 TWO HUNDRED AND SIXTY SEVENTH
BOARD MEETING HELD ON 27th NOVEMBER 2012
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Ms. Laetitia Baker	Director
	Ms. Patricia Golden	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
IN ATTENDANCE:	Mr. Bob Clarke	Chairman, Infrastructure Advisory Group (part)
	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Financial Officer, CIE
	Mr. Barry Kenny	Manager, Corporate Communications (part)
	Mr. Jimmy Meade	Acting General Manager ICCN (part)
	Mr. Peter Muldoon	Acting Director New Works (part)
	Mr. Cliff Perry	Chairman, Safety Advisory Group and Trains Advisory Group (part)

ABSENT: Apologies were received from Mr. Pat Faulkner, Chairman, Audit Review Group and Mr. Paul McGarry, Director.

MIN NO.

4136 MINUTES

4136.1 The Minutes of the meeting held on 22nd October 2012 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 amendments:

1. Minute 4124.13

Amend:

[REDACTED]

2. Minute 4124.13

Amend:

[REDACTED]

to:

[REDACTED]

4136.2 The Minutes of the meeting held on 26th October 2012 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4136.3 Matters Arising

Minute 4124.13

The Chairman advised that the issue of the Free Travel Scheme was raised at the CIE Board meeting on 1st November 2012. The matter was referred to the CIE Board Finance Committee for review.

4136.4 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4136.5 It was agreed that the suggestion regarding an art competition for students would be revisited in the future.

4136.6 It was agreed that Iarnród Éireann should look at the opportunity of locating a ticket collection machine in Belfast now that both Iarnród Éireann and Northern Ireland Railways are being restructured.

4137 **CHAIRMAN'S COMMENTS**

4137.1

[REDACTED]

Subsequent to the meeting, CIE was advised that additional subvention of [REDACTED] million would be provided. [REDACTED] million of this has been received by Iarnród Éireann. At its meeting on 15th November 2012 the CIE Board agreed to the sale of its freehold interest in the Spencer Dock site for [REDACTED] million. This can now be used to fund Iarnród Éireann's 2012 Voluntary Severance Programme. This is a good result because a loan from the National Pension Reserve Fund (NPRF) was not needed in the end.

The Five Year Plan at Group level has been revised. The first year of the plan forms the basis of the budget for 2013. The Group is budgeting for a breakeven position at the end of 2013. This incorporates a [REDACTED] million for Iarnród Éireann for 2013. In order for Iarnród Éireann to reduce current [REDACTED] levels to a [REDACTED] million in additional savings will be required in 2013. This reduction in costs is currently under discussion at the joint management/union 2012 Agreement Oversight Committee, chaired by Mr. Phil Flynn. Following a lengthy discussion at this Committee recently, a Cost Containment Sub-Committee was established to deal with the issue. The Chairman welcomed this commitment and asked that all parties be open minded regarding the options available to achieve this further reduction in costs.

4137.2 The Audit Review Group (ARG) Report mentions non-compliance with the Terms of Reference of the ARG as regards membership. The board agreed to appoint Ms. Patricia Golden as Chairman of the ARG with effect from 1st January 2013.

4137.3 The Chairman advised that there is no further news on board vacancies.

4137.4 The Chairman advised that based on feedback from new directors, changes will be made to the administration and distribution of board papers in the New Year.

4137.5 Mr. Moloney advised that problems are arising in the talks between management and trade unions. He outlined these as follows:

- An agreement was reached with staff in June 2012 for savings of [REDACTED] million. However, Iarnród Éireann did not deliver the Voluntary Severance Programme on time. Had it been delivered on time, savings would have been generated earlier.
- The efficiency clause in the June 2012 agreement i.e. Clause 4, regarding the generation of further savings amounting to [REDACTED] million could have been progressed further.
- Due to delays, the cost of staff on capital projects is now becoming a drain on Iarnród Éireann's resources.

Mr. Moloney pointed out that none of the above issues are the fault of staff who supported the June 2012 agreement. Assurances that there would be no cuts in core pay are now ringing hollow and confidence is being lost because staff are now being asked to agree to further cost cuts amounting to [REDACTED] million in 2013. Iarnród Éireann should have concentrated on the mechanisms that are contained in the June 2012 agreement. However, the recent letter from management regarding the requirement for further cost reductions has upset staff and caused the fear that no matter how much the staff deliver in terms of cost cuts, management will keep coming back for more. The view of staff is that they do not want to be subventing the public transport system.

The Chairman thanked Mr. Moloney for his feedback. He reassured him that the board's priority all year was to get funding for the Voluntary Severance Programme. The board has also asked that it be allowed to allocate whatever funding is available for capital projects to projects that will be of most benefit to Iarnród Éireann. The Chairman stated that he had faith in the joint trade union/management approach to dealing with the finances of the company and asked that all parties remain open minded so that the situation can be moved forward.

4137.6

[REDACTED]

[REDACTED]

4138 CHIEF EXECUTIVE'S REPORT

4138.1 The Chief Executive's Report previously circulated was taken as read and noted.

4138.2 Mr. Fearn presented his report and the following matters were discussed:

- The Commercial Director is organising events which will generate rail travel for The Gathering in 2013. A special Leap Card can be produced for the occasion if funded by the promoting travel agencies.
- The recent increase in revenue during the past three months has been mainly as a result of an increase in passenger numbers.

- Ticket validation gates are very widespread in the Dublin commuter area. The DART and Maynooth Lines are fully gated.

4139 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer and Mr. Cliff Perry, Chairman, Safety Advisory Group (SAG), joined the meeting at this time.

4139.1 Level Crossings

Mr. Cuffe gave a presentation on level crossings and covered the following matters:

- Historic context,
- Public level crossings,
- Private i.e. user worked level crossings (occupation and accommodation (field) crossings),
- Protected public road level crossings,
- Level crossing statistics for the period between 2008 and 2012,
- Train/user accidents for the period between 2002 and 2012,
- Level crossing works and
- Risk management.

4139.2 The following matters were discussed:

- 48 user worked level crossings on public roads.
- Vegetation and sight lines for road users.
- Level crossing user ill discipline.
- Level crossing user fatalities.
- International experience.
- Catastrophic risk i.e. rail user fatalities.
- The need to work with the Railway Safety Commission (RSC) to seek a ring fenced investment programme in respect of level crossings. The possibility of having extra dedicated signage at level crossing gates should be taken up with the RSC. However, the ultimate aim is the elimination of such crossings.
- Prosecutions are proactively pursued especially when there is good CCTV evidence. However, not all prosecutions are successful.

4139.3 Mr. Perry stated that Iarnród Éireann should not rely on an appeal for extra funding to eliminate level crossings. If an incident occurs the company must be able to demonstrate that it did everything it could to minimise the risk of an accident, including the provision of additional signage.

4139.4 Mr. Nix asked for the number of gates which had been left open in advance of fatal accidents at level crossings. **Mr. Cuffe**

4139.5 Safety and Security

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

4139.6 Safety Advisory Group (SAG)

- The Minutes of the SAG meeting held on 11th September 2012 previously circulated were taken as read and noted. Two typographical errors were clarified.
- The Report by the Chairman of the SAG on the meeting which took place on 13th November 2012 previously circulated was taken as read and noted. The Chairman of the SAG, Mr. Perry, advised that there was no room for complacency and drew attention to encouraging good initiatives such as the Remote Pilotman Project.

4139.7 Rosslare Europort – Safety, Security and Environmental Protection Management System

[REDACTED]

4139.8

[REDACTED]

4139.9 Safety Risk Register

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

4139.10

Suggestions were made in respect of the Risk Register and Mr. Cuffe agreed to follow them up. Mr. Cuffe

4139.11

The board noted that this was Mr. Cuffe's last meeting as he was due to retire shortly after long service. The Chairman thanked Mr. Cuffe for the tremendous work which he had carried out for Iarnród Éireann as an SET Engineer and as Chief Safety & Security Officer in more recent years. Directors wished Mr. Cuffe the best of luck in his retirement.

Mr. Cuffe left the meeting at this time.

4140 FINANCE

4140.1 Finance Report

The Financial Results for Period 11 2012 previously circulated were taken as read and noted.

4140.2

Mr. Cronin presented his report and advised that the company had incurred a year to date [REDACTED] million compared to a budgeted [REDACTED] million and a [REDACTED] million for the same period in 2011.

4140.3

Matters discussed included the following:

- Accounting Separation Project.
- Details were sought tracking the split of the increase in revenue during 2012 between that due to a volume increase and that due to a fares increase. It was agreed that this information should be provided on a routine basis. Mr. Cronin
- Moving from a periodical basis of accounting to a monthly basis of accounting would require a huge amount of work. This is a project for the long term.

4140.4

Budget 2013

The draft high level budget and underlying assumptions for 2013 previously circulated were taken as read and noted.

4140.5

Mr. Cronin presented the budget and advised that the company is budgeting an operating [REDACTED] million before exceptional items of [REDACTED] million resulting in a net [REDACTED] million for 2013 compared to an operating [REDACTED] million before exceptional items of [REDACTED] million resulting in a net [REDACTED] of [REDACTED] million as forecasted for 2012.

4140.6

Matters discussed included the following:

- The assumptions in respect of capital funding and subvention are subject to the Exchequer Budget to be announced on 5th December 2012.
- Any capital funding received in 2013 must be targeted at projects which will be of best benefit to the company. Iarnród Éireann will have to fight very hard for this.
- If capital funding is reduced below the amount assumed in the budget, then there will be a negative impact on the Profit and Loss Account in 2013. This is a major budget risk.
- 297 staff exits in total are forecast for 2012 the funding of which has been secured. 60 staff exits are budgeted for 2013. However, the funding of this has not been determined yet. It may be funded by the DTTAS or by

the sale and lease back of engine rafts. It was agreed that greater clarity and certainty is required in respect of this particular matter.

- The tender process has commenced in respect of the sale and lease back of engine rafts.
- The Minister's suggestion of the sale and lease back of full trains being fast tracked is much more complicated and represents a higher risk in execution of a deal. It would only be done if it is the right thing to do for Iarnród Éireann and CIE. It is not part of the plan at present.

[REDACTED]

- The proposed change to Rule 29(b) of the 1951 Superannuation Scheme, while agreed by Iarnród Éireann staff, is still part of the bus companies' negotiations. If it is not resolved by the year end a case may be taken by two members of Iarnród Éireann staff to the Labour Court. If they are successful it could cost Iarnród Éireann between [REDACTED] million which would require an adjustment in the 2012 Accounts.
- There were only two differences between the presentation given to the Ministers on 8th November 2012 and the budget presented to the board:
 - o Minister Varadkar directed that lightly used lines should not be suspended.
 - o Five year depreciation cycle -v- seven year depreciation cycle for certain of Iarnród Éireann's fleet.

4140.7 Mr. Nix made the following suggestions:

- A proposal demonstrating the tourism benefits of a cycleway should be prepared as an alternative to the Nenagh/Roscrea Line. However, the Chairman stated that while he supported such local community integrated transport/tourism proposals, he was not prepared to submit a proposal in respect of this line for a number of months. He felt that it would be counterproductive as there would be no political support for it.
- Tourism opportunities should be investigated in respect of the Waterford/Wexford Line. The Chairman stated that he would have no problem in respect of a proposal for this line as it is already closed.

Mr. Fearn

4140.8 The board gave its approval for the Budget for 2013 subject to the Exchequer Budget and continued support from CIE.

4140.9 **Audit Review Group (ARG)**

It was noted that the Chairman of the ARG, Mr. Faulkner, had sent his apologies but had submitted to the Chairman a number of comments which he would have given in a verbal report. It was noted that:

- Ms. Golden would take over the chairmanship of the ARG from 1st January 2013.
- Detailed management responses are awaited to recent plant and labour hire audits.

4140.10 Ms. Golden advised that at its meeting on 27th November 2012, the Chief Financial Officer and the Head of Group Internal Audit had thanked Mr. Faulkner for his very significant contribution to the deliberations of the Group and to Iarnród Éireann over the past number of years.

4140.11 **Commercial Risk Register**

The Commercial Risk Register update report previously circulated was taken as read and noted.

4140.12 **Disposal**

The memorandum previously circulated was taken as read and noted.

- 4140.13** The board gave its approval for:
- (a) The scrapping of [REDACTED] obsolete work stations having a nil net book value and a nil scrap value. **Appendix I**
 - (b) The removal of a workstation (stolen during 2011) from the Fixed Assets Register. **Appendix II**

4141 ENGINEERING

Mr. Bob Clarke, Chairman of the Infrastructure Advisory Group (IAG) and Mr. Don Cunningham, Acting Assistant Chief Executive (Engineering), joined the meeting at this time.

4141.1 Engineering Report

The Engineering Report for Periods 10 and 11 2012 previously circulated was taken as read and noted.

4141.2 Mr. Cunningham presented his report and highlighted the main items affecting the Engineering Divisions. Matters discussed included the following:

- The numbers of remaining contract staff in the SET and Civil Engineering Divisions.
- The requirement for an asset safety report from the SET Division to be contained in future Engineering Reports.
- The recent High Court challenge in respect of the procurement process for the cab mobile contract cost Iarnród Éireann less than expected as the challenge had been withdrawn following recent discussions.
- Wi-Fi will be available on the Enterprise service from the end of December.
- The Customer Information System will commence service in Greystones on 17th December 2012.

4141.3 Infrastructure Advisory Group (IAG)

The Chairman of the IAG, Mr. Clarke, advised that it is looking at proposals which may bring greater efficiencies and safety performance. The Chairman asked that a schedule of proposals be presented for the board meeting in February 2013. **Mr. Clarke**

4141.4 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4141.5 Heavy Maintenance 2013

The board gave its approval for expenditure of [REDACTED] million for heavy maintenance on the Iarnród Éireann fleet for 2013, subject to further details on the timing of cash outflows.

It was noted that this project would be financed from Iarnród Éireann's own resources.

4141.6 During the discussion of this item it was felt that dialogue has to take place with the DTTAS as part of the restructuring of Iarnród Éireann on proper funding for an asset renewal programme including fleet. Other matters discussed included the following:

- Minimum level of spend necessary in order to safely provide current levels of service.
- The need to match the spread of expenditure to fit in with the availability of cash.
- Expenditure of less than [REDACTED] of the asset value on the maintenance of fleet is reasonable in the current circumstances.
- Reducing the level of expenditure on heavy maintenance any further would result in a reduction in service levels.
- The expenditure per fleet in the various maintenance depots fluctuates depending on the age of the vehicles being maintained and the type of work that is being carried out.

- In order to keep heavy maintenance costs to a minimum in 2013, work on some customer service type issues such as seat suspension etc. has been deferred.

4142 TIMETABLE AND JOURNEY TIME IMPROVEMENTS

Mr. Gerry Culligan, Commercial Director, Mr. Barry Kenny, Manager Corporate Communications and Mr. Jimmy Meade, Acting General Manager ICCN, joined the meeting at this time.

4142.1 The memorandum on journey time improvements prepared by Mr. Clarke, Chairman of the IAG, previously circulated was taken as read and noted.

4142.2 Mr. Meade gave a presentation on the journey time improvements contained in the proposed timetable for 2013 and covered the following matters:

- Overview.
- Process.
- Key deliverables.
- Timetable production schedule.
- Connolly – side timetable and key changes.
- Heuston – side timetable, speed profiles and key changes.
- Other key improvements.
- Commercial benefits.
- Next steps.

4142.3 Matters discussed included the following:

- Track condition and ride comfort.
- Train speeds and speed restrictions.
- The timing of the publicity at local and national level in respect of the journey time improvements contained in the new timetable.
- The National Transport Authority (NTA) has looked at the bus timetables as part of their examination of the new train timetable for 2013. They have not signed off on the new train timetable for 2013 yet.
- Details of the campaign activity which commenced in the spring of 2012 publicising the value for money of the train service.
- Further marketing initiatives to be introduced in 2013.

4142.4 The Chairman thanked management for their excellent work in the area of journey times and the improvements which can now be introduced into the timetable. He asked that details of the performance of the new timetable should be presented to the board after the first quarter in 2013. Mr. Fearn stated that the person to be appointed as the Director of the new Railway Undertaking can give this presentation.

Director Railway Undertaking

4142.5 Trains Advisory Group (TAG)

The Report by the Chairman of the TAG on the meeting which took place on 20th November 2012 previously circulated was taken as read and noted.

Mr. Clarke, Mr. Culligan, Mr. Cunningham, Mr. Kenny and Mr. Meade left the meeting at this time.

4143 NEW WORKS

Mr. Peter Muldoon, Acting Director New Works, joined the meeting at this time.

4143.1 New Works Report

The New Works Report for Period 10 2012 previously circulated was taken as read and noted.

4143.2 Mr. Muldoon presented his report and the following matters were discussed:

- The NTA see the City Centre Resignalling Project as a priority and want us to accelerate it. It will involve the introduction of a turnback facility at Grand Canal Dock to facilitate an increase in passenger throughput at Connolly Station. It will also help reduce SET costs.

- The Judicial Review in respect of Hansfield Station is against the Local Authority and not against Iarnród Éireann. The matter seems to be quiet at present.
- The extra Information sought by Clare County Council in respect of Crusheen Station has been submitted. This was done promptly so that the planning phase could be completed. However, it is not a critical project for Iarnród Éireann because there is no funding for it. Construction is not likely to take place until 2015.
- It is expected that problems in respect of the new Trinity College Dublin entrance at the southern end of Pearse Station will be resolved within the next month.
- With respect to finding work with third parties for Iarnród Éireann staff it was noted that:
 - o Iarnród Éireann staff are not appropriately qualified for ARUP's signalling projects in the UK.
 - o The Office of the Rail Regulator project in the UK has been cancelled.
 - o ARUP are considering Iarnród Éireann's proposal with another joint venture partner for the Midlands Electrification Project.
 - o The Chairman advised that Mr. Simon Kirby of Network Rail had mentioned in passing that they are short of resources. Mr. Muldoon was asked to investigate this further. **Mr. Muldoon**
 - o The restructuring of the New Works Department is on target for 2012. However, funding has been cut for 2013 and the impact of this is to be assessed.

4143.3 Closeout Reports

The memorandum previously circulated was taken as read and noted.

4143.4 The board gave its approval for the closeout of the following New Works project:

PAS	Description	Approved	Final Outturn	Effective Variance		Contingency		
				App'vd	Used			
		€'000	€'000	€'000	%	€'000	€'000	%
CIR00694	Ticket Val Pkg 5: Bayside, HJ, Killester, Raheny Sutton							
NW Total								

Mr. Muldoon left the meeting at this time.

4144 **PROPERTY**

4144.1 Property Item

The memorandum previously circulated was taken as read and the board noted the proposal for a settlement under the Railway (Glounthaune to Midleton) Order 2007 with Mr. Pat Aherne, Mr. Tom Aherne, Mr. Tony Tobin and Mr. Donal Herlihy, the owners of land at Killahora, Glounthaune, Co. Cork.

4145 **ADMINISTRATIVE ITEMS**

4145.1 Transactions for Approval, Sealing and Signing

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

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

4145.2 Updates to the Directors' and Corporate Governance Manuals

The revised Corporate Governance documents outlined below previously circulated were taken as read and it was noted that the Directors' and Corporate Governance Manuals would be updated accordingly:

- (a) Directors' Manual

- Iarnród Éireann Statement of the Directors' Responsibilities and CIE's Statement of the Board's Responsibilities 2011.
- CIE Corporate Governance Statement 2011.
- Terms of Reference for the CIE Board Finance Committee.
- CIE Enterprise Wide Risk Management Policy.

- (b) Corporate Governance Manual
- Enterprise Wide Risk Management Procedures and Guidelines.

4145.3 Vacancies

The memorandum previously circulated was taken as read. The board and ARG vacancies were noted.

4145.4 Procurement Timetable

The memorandum previously circulated was taken as read and noted.

4145.5 Timetable for Meetings in 2013

The memorandum previously circulated was taken as read and noted.

4146 ITEMS FOR NOTING

4146.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Periods 10 and 11 2012.
- (b) Capital Expenditure Report for Period 11 2012.
- (c) Transport related legislation:
 - (i) SI No. 256 of 2012
Ethics in Public Office (Prescribed Public Bodies, Designated Directorships of Public Bodies and Designated Positions in Public Bodies (Amendment)) Regulations 2012.
 - (ii) SI No. 277 of 2012
Transport Act 1950 (Compulsory Acquisition of Land and Closure of Railway Level Crossings) Order 2012.
- (d) ICCN and DART Key Performance Indicators for Period 11 2012.
- (e) Minutes of the following meetings:
 - (i) Rosslare Europort Advisory Group Minutes 6th September 2012.
 - (ii) Infrastructure Advisory Group Minutes 16th October 2012.
 - (iii) Trains Advisory Group Minutes 16th October 2012.
 - (iv) Audit Review Group Minutes 19th September 2012 and 17th October 2012.

4147 DATE AND LOCATION OF NEXT MEETING

Tuesday 22nd January 2013 at 9.30am in Heuston Station.

Chairman



Date

22 JANUARY 2013

APPENDIX I

SCRAPPING OF OBSOLETE WORKSTATIONS

	Asset ID	NBV	Est Scrap Value
1	HC-A12272-CPO		
2	IR06-C0025-DELL		
3	IR06-D0001-DELL		
4	IR06-D0031-DELL		
5	IR06-D0032-DELL		
6	IR06-D0033-DELL		
7	IR06-D0034-DELL		
8	IR06-D0035-DELL		
9	IR06-D0041-DELL		
10	IR06-D0046-DELL		
11	IR06-D0050-DELL		
12	IR06-D0051-DELL		
13	IR06-D0056-DELL		
14	IR06-D0057-DELL		
15	IR06-D0058-DELL		
16	IR06-D0059-DELL		
17	IR06-D0067-DELL		
18	IR06-D0071-DELL		
19	IR06-D0080-DELL		
20	IR06-D0081-DELL		
21	IR06-D0096-DELL		
22	IR06-D0097-DELL		
23	IR06-D0111-DELL		
24	IR06-D0122-DELL		
25	IR06-D0124-DELL		
26	IR06-D0129-DELL		
27	IR06-D0134-DELL		
28	IR06-D0135-DELL		
29	IR06-D0139-DELL		
30	IR06-D0140-DELL		
31	IR06-D0141-DELL		
32	IR06-D0142-DELL		
33	IR06-D0145-DELL		
34	IR06-D0146-DELL		
35	IR06-D0148-DELL		
36	IR06-D0150-DELL		
37	IR06-D0153-DELL		
38	IR06-D0154-DELL		
39	IR06-D0155-DELL		
40	IR06-D0160-DELL		

No.	Asset ID	NBV	Est Scrap Value
41	IR06-D0164-DELL		
42	IR06-D0166-DELL		
43	IR06-D0171-DELL		
44	IR06-D0176-DELL		
45	IR06-D0177-DELL		
46	IR06-D0179-DELL		
47	IR06-D0183-DELL		
48	IR06-D0196-DELL		
49	IR06-D0201-DELL		
50	IR06-D0202-DELL		
51	IR06-D0224-DELL		
52	IR06-D0226-DELL		
53	IR06-D0227-DELL		
54	IR06-D0237-DELL		
55	IR06-D0238-DELL		
56	IR06-D0239-DELL		
57	IR06-D0240-DELL		
58	IR06-D0242-DELL		
59	IR06-D0268-DELL		
60	IR06-D0269-DELL		
61	IR06-D0273-DELL		
62	IR06-D0274-DELL		
63	IR06-D0275-DELL		
64	IR06-D0276-DELL		
65	IR06-D0283-DELL		
66	IR06-D0284-DELL		
67	IR06-D0285-DELL		
68	IR06-D0286-DELL		
69	IR06-D0287-DELL		
70	IR06-D0292-DELL		
71	IR06-D0295-DELL		
72	IR06-D0299-DELL		
73	IR06-L0072-DELL		
74	IR06-L0165-DELL		
75	IR06-L0203-DELL		
76	IR06-L0214-DELL		
77	IR06-L0229-DELL		
78	IR06-L0294-DELL		
79	IR07-C0376-DELL		
80	IR07-C0378-DELL		

No.	Asset ID	NBV	Est Scrap Value
81	IR07-C0399-DELL		
82	IR07-C0469-DELL		
83	IR07-C0547-DELL		
84	IR07-C0555-DELL		
85	IR07-D0300-DELL		
86	IR07-D0301-DELL		
87	IR07-D0302-DELL		
88	IR07-D0306-DELL		
89	IR07-D0317-DELL		
90	IR07-D0318-DELL		
91	IR07-D0320-DELL		
92	IR07-D0321-DELL		
93	IR07-D0322-DELL		
94	IR07-D0323-DELL		
95	IR07-D0324-DELL		
96	IR07-D0325-DELL		
97	IR07-D0326-DELL		
98	IR07-D0327-DELL		
99	IR07-D0328-DELL		
100	IR07-D0330-DELL		
101	IR07-D0336-DELL		
102	IR07-D0341-DELL		
103	IR07-D0343-DELL		
104	IR07-D0351-DELL		
105	IR07-D0352-DELL		
106	IR07-D0354-DELL		
107	IR07-D0355-DELL		
108	IR07-D0358-DELL		
109	IR07-D0360-DELL		
110	IR07-D0361-DELL		
111	IR07-D0370-DELL		
112	IR07-D0388-DELL		
113	IR07-D0392-DELL		
114	IR07-D0406-DELL		
115	IR07-D0424-DELL		
116	IR07-D0426-DELL		
117	IR07-D0430-DELL		
118	IR07-D0431-DELL		
119	IR07-D0432-DELL		
120	IR07-D0433-DELL		

No.	Asset ID	NBV	Est Scrap Value
121	IR07-D0440-DELL		
122	IR07-D0441-DELL		
123	IR07-D0453-DELL		
124	IR07-D0456-DELL		
125	IR07-D0457-DELL		
126	IR07-D0459-DELL		
127	IR07-D0460-DELL		
128	IR07-D0463-DELL		
129	IR07-D0465-DELL		
130	IR07-D0466-DELL		
131	IR07-D0467-DELL		
132	IR07-D0468-DELL		
133	IR07-D0478-DELL		
134	IR07-D0479-DELL		
135	IR07-D0480-DELL		
136	IR07-D0482-DELL		
137	IR07-D0483-DELL		
138	IR07-D0484-DELL		
139	IR07-D0487-DELL		
140	IR07-D0489-DELL		
141	IR07-D0490-DELL		
142	IR07-D0496-DELL		
143	IR07-D0497-DELL		
144	IR07-D0498-DELL		
145	IR07-D0499-DELL		
146	IR07-D0500-DELL		
147	IR07-D0505-DELL		
148	IR07-D0508-DELL		
149	IR07-D0512-DELL		
150	IR07-D0513-DELL		
151	IR07-D0515-DELL		
152	IR07-D0516-DELL		
153	IR07-D0517-DELL		
154	IR07-D0518-DELL		
155	IR07-D0520-DELL		
156	IR07-D0522-DELL		
157	IR07-D0523-DELL		
158	IR07-D0524-DELL		
159	IR07-D0525-DELL		
160	IR07-D0552-DELL		

No.	Asset ID	NBV	Est Scrap Value
161	IR07-D1001-DELL		
162	IR07-L0303-DELL		
163	IR07-L0308-DELL		
164	IR07-L0312-DELL		
165	IR07-L0313-DELL		
166	IR07-L0314-DELL		
167	IR07-L0319-DELL		
168	IR07-L0333-DELL		
169	IR07-L0340-DELL		
170	IR07-L0345-DELL		
171	IR07-L0348-DELL		
172	IR07-L0349-DELL		
173	IR07-L0357-DELL		
174	IR07-L0379-DELL		
175	IR07-L0397-DELL		
176	IR07-L0409-DELL		
177	IR07-L0422-DELL		
178	IR07-L0438-DELL		
179	IR07-L0442-DELL		
180	IR07-L0443-DELL		
181	IR07-L0444-DELL		
182	IR07-L0446-DELL		
183	IR07-L0447-DELL		
184	IR07-L0451-DELL		
185	IR07-L0454-DELL		
186	IR07-L0455-DELL		
187	IR07-L0462-DELL		
188	IR07-L0472-DELL		
189	IR07-L0475-DELL		
190	IR07-L0485-DELL		
191	IR07-L0488-DELL		
192	IR07-L0495-DELL		
193	IR07-L0501-DELL		
194	IR07-L0511-DELL		
195	IR07-L0530-DELL		
196	IR07-L0531-DELL		
197	IR07-L0532-DELL		
198	IR07-L0533-DELL		
199	IR07-L0534-DELL		
220	IR07-L0536-DELL		

No.	Asset ID	NBV	Est Scrap Value
221	IR07-L0538-DELL		
222	IR07-L0540-DELL		
223	IR07-L0542-DELL		
224	IR07-L0544-DELL		
225	IR07-L0548-DELL		
226	IR07-L0623-DELL		
227	IR07-L1492-DELL		
228	IR08-D0695-DELL		
229	IR08-D0721-DELL		
230	IR08-D0729-DELL		
231	IR08-D0770-DELL		
232	IR08-D0889-DELL		
233	IR08-D0896-DELL		
234	IR08-D0904-DELL		
235	IR08-L0606-DELL		
236	IR08-L0621-DELL		
237	IR08-L0741-DELL		
238	IR08-L0776-DELL		
239	IR08-L0790-DELL		
240	IR08-L0815-DELL		
241	IR08-L0861-DELL		
242	IR08-L0861-DELL		
243	IR-AS12759-CPQ		
244	IR-A12122-CPQ		
245	IR-A12637-CPQ		
246	IR-A12638-CPQ		
247	IR-A12639-CPQ		
248	IR-A12682-CPQ		
249	IR-A12683-CPQ		
250	IR-A12684-CPQ		
251	IR-A12688-CPQ		
252	IR-A12692-CPQ		
253	IR-A12699-CPQ		
254	IR-A12707-CPQ		
255	IR-A12715-CPQ		
256	IR-A12793-CPQ		
257	IR-A12794-CPQ		
258	IR-A12795-CPQ		
259	IR-A12929-DELL		
260	IR-AS00295-CPQ		

No.	Asset ID	NBV	Est Scrap Value
261	IR-AS00717-CPQ		
262	IR-AS01109-CPQ		
263	IR-AS01511-CPQ		
264	IR-AS01519-CPQ		
265	IR-AS01605-CPQ		
266	IR-AS01975-CPQ		
267	IR-AS02016-CPQ		
268	IR-AS02061-CPQ		
269	IR-AS02066-CPQ		
270	IR-AS02071-CPQ		
271	IR-AS02169-CPQ		
272	IR-AS02351-CPQ		
273	IR-AS02357-CPQ		
274	IR-AS02367-CPQ		
275	IR-AS02377-CPQ		
276	IR-AS02656-CPQ		
277	IR-AS02677-CPQ		
278	IR-AS02682-CPQ		
279	IR-AS02699-CPQ		
280	IR-AS03000-CPQ		
281	IR-AS03750-CPQ		
282	IR-AS05114-CPQ		
283	IR-AS05116-CPQ		
284	IR-AS05131-CPQ		
285	IR-AS07004-CPQ		
286	IR-AS07134-CPQ		
287	IR-AS08001-CPQ		
288	IR-AS10002-CPQ		
289	IR-AS10010-CPQ		
290	IR-AS10017-CPQ		
291	IR-AS10038-CPQ		
292	IR-AS10038-CPQ		
293	IR-AS10040-DELL		
294	IR-AS10043-CPQ		
295	IR-AS10070-CPQ		
296	IR-AS10079-CPQ		
297	IR-AS10082-CPQ		
298	IR-AS10124-CPQ		
299	IR-AS10159-CPQ		
300	IR-AS10174-CPQ		

No.	Asset ID	NBV	Est Scrap Value
301	IR-AS10181-CPQ		
302	IR-AS10183-CPQ		
303	IR-AS10185-CPQ		
304	IR-AS10193-CPQ		
305	IR-AS10202-CPQ		
306	IR-AS10211-CPQ		
307	IR-AS10213-CPQ		
308	IR-AS10216-CPQ		
309	IR-AS10234-CPQ		
310	IR-AS10247-DELL		
311	IR-AS10267-CPQ		
312	IR-AS10275-CPQ		
313	IR-AS10294-CPQ		
314	IR-AS10298-CPQ		
315	IR-AS10299-CPQ		
316	IR-AS10302-CPQ		
317	IR-AS10303-CPQ		
318	IR-AS10505-CPQ		
319	IR-AS10512-DELL		
320	IR-AS10520-CPQ		
321	IR-AS10524-CPQ		
322	IR-AS10524-CPQ		
323	IR-AS10551-CPQ		
324	IR-AS10552-CPQ		
325	IR-AS10572-CPQ		
326	IR-AS10574-DELL		
327	IR-AS10589-CPQ		
328	IR-AS10589-CPQ		
329	IR-AS10590-CPQ		
330	IR-AS10598-CPQ		
331	IR-AS10600-CPQ		
332	IR-AS10638-CPQ		
333	IR-AS10656-DELL		
334	IR-AS10658-DELL		
335	IR-AS10678-DELL		
336	IR-AS10679-DELL		
337	IR-AS10698-DELL		
338	IR-AS10720-DELL		
339	IR-AS10721-DELL		
340	IR-AS10752-DELL		

No.	Asset ID	NBV	Est Scrap Value
341	IR-AS10755-DELL	■■■■	■■■■
342	IR-AS10772-DELL	■■■■	■■■■
343	IR-AS10774-DELL	■■■■	■■■■
344	IR-AS10775-DELL	■■■■	■■■■
345	IR-AS10778-DELL	■■■■	■■■■
346	IR-AS10779-DELL	■■■■	■■■■
347	IR-AS10780-DELL	■■■■	■■■■
348	IR-AS10782-DELL	■■■■	■■■■
349	IR-AS10785-DELL	■■■■	■■■■
350	IR-AS10791-DELL	■■■■	■■■■
351	IR-AS10793-DELL	■■■■	■■■■
352	IR-AS10794-DELL	■■■■	■■■■
353	IR-AS10810-DELL	■■■■	■■■■
354	IR-AS10815-DELL	■■■■	■■■■
355	IR-AS10829-DELL	■■■■	■■■■
356	IR-AS10831-DELL	■■■■	■■■■
357	IR-AS10851-DELL	■■■■	■■■■
358	IR-AS10870-DELL	■■■■	■■■■
359	IR-AS10889-DELL	■■■■	■■■■
360	IR-AS10901-DELL	■■■■	■■■■
361	IR-AS10906-DELL	■■■■	■■■■
362	IR-AS10910-DELL	■■■■	■■■■
363	IR-AS10927-DELL	■■■■	■■■■
364	IR-AS10934-DELL	■■■■	■■■■
365	IR-AS10941-DELL	■■■■	■■■■
366	IR-AS10948-DELL	■■■■	■■■■
367	IR-AS10949-DELL	■■■■	■■■■
368	IR-AS10950-CPQ	■■■■	■■■■

No.	Asset ID	NBV	Est Scrap Value
369	IR-AS10957-DELL	■■■■	■■■■
370	IR-AS10959-DELL	■■■■	■■■■
371	IR-AS10960-DELL	■■■■	■■■■
372	IR-AS10964-DELL	■■■■	■■■■
373	IR-AS10965-DELL	■■■■	■■■■
374	IR-AS10966-DELL	■■■■	■■■■
375	IR-AS10967-DELL	■■■■	■■■■
376	IR-AS10975-DELL	■■■■	■■■■
377	IR-AS10981-DELL	■■■■	■■■■
378	IR-AS10982-DELL	■■■■	■■■■
379	IR-AS10985-DELL	■■■■	■■■■
380	IR-AS11001-DELL	■■■■	■■■■
381	IR-AS11008-DELL	■■■■	■■■■
382	IR-AS11011-DELL	■■■■	■■■■
383	IR-AS11024-DELL	■■■■	■■■■
384	IR-AS11026-DELL	■■■■	■■■■
385	IR-AS11030-DELL	■■■■	■■■■
386	IR-AS11032-DELL	■■■■	■■■■

APPENDIX II**REMOVAL OF STOLEN WORKSTATION FROM THE FIXED ASSETS REGISTER**

No.	Asset ID	NBV	Est Scrap Value
1	IR11-L1833-DELL		

APPENDIX III

TRANSACTIONS FOR APPROVAL AND SEALING

1. Bridge Works Agreement in quadruplicate between Fishguard and Rosslare Railways and Harbours Co., CIÉ, Iarnród Éireann and Wexford County Council, to enable Wexford Co. Co. carry out rehabilitation works at Killinick Bridge OBH217A at 107 miles 1,050 yards, on the Waterford to Rosslare Railway Line for a consideration of [REDACTED]
2. Bridge Works Agreement in quadruplicate with Westmeath Co. Co. and Longford Co. Co., for works to be carried out on Ballinafid Bridge (OBS401A), at 56 miles 349 yards, and Lamagh Bridge (OBS467), at 79 miles 866 yards, on the Mullingar to Sligo Line, in the Townlands of Ballinafid, Co. Westmeath and Lamagh, Co. Longford, for a consideration of [REDACTED]
3. Wayleave Agreement in duplicate with UPC Communications Ireland Ltd., for the installation, testing, maintenance and use of two 100mm diameter pipes, at OBB16, at 3 miles 1,276 yards on the Connolly to Malahide Railway Line, for a licence period of ninety-nine years, for a licence fee of [REDACTED] on the signing of the Agreement and €172 per annum thereafter.
4. Wayleave Agreement in duplicate with Kildare Co. Co. for the installation, testing, maintenance and use of two 1,200mm diameter concrete sleeve pipe, each containing one 914mm diameter steel watermain, at 12 miles 1,700 yards on the Dublin to Cork Railway Line in the Townland of Wheatfield Lower, Co. Kildare, for a licence period of 250 years, for a licence fee of [REDACTED]
5. Wayleave Agreement in duplicate with North Tipperary Co. Co., for the installation, testing, maintenance and use of one 150mm diameter watermain, on CIE property at Bridge R659, on the abandoned Thurles to Clonmel Railway Line, in the Townland of Cloughmartin, Co. Tipperary, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
6. Supplemental Wayleave in duplicate with North Tipperary Co. Co. in respect of the Thurles Regional Water Supply Scheme, at 86 miles 1,663 yards on the Dublin to Cork Railway Line. The original agreement shall be amended so that the works shall be completed by 31st December, 2013. All other aspects of the original agreement will remain the same.

Company Secretary
Iarnród Éireann
27th November 2012

APPENDIX IV

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Agistment Licence in duplicate with [REDACTED] for a plot of land at the Railway Station, Carrick on Suir, Co. Tipperary, for the purpose of grazing of cattle and sheep, for a licence period of [REDACTED] years, for a fee of [REDACTED] per annum.
2. Agistment Licence in duplicate with [REDACTED] for a plot of land a Rathmore Railway Station, for the purpose of grazing of cattle and sheep, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
3. Licence Agreement in duplicate with [REDACTED] allowing him place his mobile kiosk outside Malahide Railway Station, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] months, for a licence fee of [REDACTED]
4. Licence Agreement in duplicate with [REDACTED] T/A Mini Mocha, allowing him place his mobile kiosk outside Newbridge Railway Station, Co. Kildare, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] months, for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
27th November 2012

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 TWO HUNDRED AND SIXTY EIGHTH
BOARD MEETING HELD ON 22nd JANUARY 2013
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Ms. Laetitia Baker	Director
	Ms. Patricia Golden	Director
	Mr. Vincent Green	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
IN ATTENDANCE:	Mr. John Cassidy	Acting Chief Safety & Security Officer (part)
	Mr. Aidan Cronin	Chief Financial Officer
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. David Franks	Chief Executive Designate
	Mr. Niall Grogan	Group Property Manager (part)
	Mr. John P. Lynch	General Manager, Rosslare Europort (part)
	Mr. Jimmy Meade	Acting General Manager ICCN (part)
	Mr. Peter Muldoon	Acting Director New Works (part)

MIN NO.

4148 The Chairman wished everyone a Happy New Year.

4149 CHAIRMAN'S COMMENTS

4149.1 The Chairman welcomed Mr. Vincent Green to his first board meeting. He was appointed to the board on 11th January 2013 as successor to the recently retired Mr. Mick Cullen. The Chairman noted that Mr. Green has big shoes to fill and joins the board at a very important time for Iarnród Éireann. He stated that he looked forward to Mr. Green's participation at board meetings.

4149.2 It was noted that this was Ms. Baker's last board meeting as her term of office expires on 14th February 2013. The Chairman thanked Ms. Baker for her participation and support.

4149.3 It was also noted that this was Mr. Fearn's final Iarnród Éireann board meeting. The Chairman stated that Mr. Fearn had made a significant contribution to the development of the company in the ten years he had been involved. He led Iarnród Éireann through a massive capital expenditure programme and in the last few years through very difficult economic conditions. His most significant contribution is evident in today's board reports where superb punctuality and reliability statistics are recorded. The on-time performance of Iarnród Éireann is at its best ever level. The Chairman stated that Mr. Fearn should take great credit for this. He wished Mr. Fearn and his wife a long, healthy and active retirement.

4149.4 The Chairman welcomed Mr. David Franks, as Mr. Fearn's successor, to his first board meeting. The Chairman stated that Mr. Franks had even bigger shoes to fill. He joins Iarnród Éireann at a very critical period but the energy he has already shown will be a great asset in leading the company through the current difficult times. The Chairman advised that Mr. Franks will make contact with the non-executive directors in due course in order to get to know them better.

4149.5 The Chairman noted that one of the first tasks to complete in 2013 is the senior appointments for the restructuring. He stated that he had agreed with Mr. Franks that the proposed structure should be adjusted in that the role of the Commercial Director will not be incorporated in the Railway Undertaking Division but will report directly to the Chief Executive and will also take responsibility for the Freight business. The Chairman also advised that it is planned to appoint the Heads of the Infrastructure Manager and Railway Undertaking Divisions within the next few weeks. Ms. Golden and Mr. Nix have agreed to assist in this process.

4149.6 The Chairman reminded the board that the financial situation of the company and the CIE Group remains very critical. Cash management still requires a high level of attention. CIE continues to engage with the banks regarding a renewal and extension of the Group's banking facilities. In order to support this effort, it is essential that Iarnród Éireann deliver both the revenue growth and cost savings included in the 2013 Budget. To this end continuing dialogue with the trade unions regarding further cost savings is absolutely critical. He looked forward to the continuation of the positive engagement that has taken place to date.

4150 MINUTES

4150.1 The Minutes of the meeting held on 27th November 2012 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 amendments:

1. Minute 4139.2

Amend:

[REDACTED]

Mr. Cassidy

2. Minute 4140.7

Amend:

[REDACTED]

Mr. Franks

4150.2 Matters Arising

Minute 4136.5

Ms. Baker stated that she was not suggesting that an art competition be held but that Iarnród Éireann should commission works of art from top students from top art colleges. It was agreed that Mr. Kenny should look into the matter.

Mr. Kenny

4150.3 Outstanding Items

The memorandum previously circulated was taken as read and noted.

- [illegible]

[REDACTED]

4254 OPERATIONS

Mr. Gerry Culligan, Commercial Director and Mr. Jimmy Meade, Acting General Manager ICCN, joined the meeting at this time.

4154.1 InterCity and Commuter Network Report

The InterCity and Commuter Network (ICCN) Report for Period 13 2012 previously circulated was taken as read and noted.

4154.2 Mr. Meade presented his Report and the following matters were discussed:

- Implementation of the new train service timetable. Mr. Meade
- Feedback on the timetable consultation process should be put on the website. Mr. Meade
- A comparison of the full year figure for the number of passengers checked compared to budget is to be provided. Mr. Meade
- A paper is to be presented at the March board meeting regarding current practices, policy and implementation of the rules in respect of ticketless travel. Mr. Franks

- Revenue Protection Unit (RPU) personnel have been issued with hand held machines to check that passengers in the short hop zone have used their Leap cards.
- Contact is to be made with the Fair Trade Organisation as the annual Fare Trade Weekend takes place in February. Mr. Meade
- Iarnród Éireann should promote healthy eating options and in this regard stocks of apple and orange juice and water should not be running out so quickly on trains.
- The current ticket equipment maintenance contract with Quaestor expires in March at which time a paper will be presented to the board in respect of a new maintenance contract. Mr. Reynolds
- A trend report on absence rates is to be provided. Mr. Meade
- A presentation is to be given to the board in due course in respect of business process re-engineering and the Quality Management System. Mr. Meade

4154.3 The Chairman stated that while a lot of credit is being given to Mr. Fearn for the excellent punctuality performance, credit also must be given to Mr. Meade and staff on the ground who make sure this happens.

4155 **COMMERCIAL**

4155.1 **Commercial Report**

The Commercial Report for Period 13 2012 previously circulated was taken as read and noted.

4155.2 Mr. Culligan circulated an Executive Summary of this report and the following matters were discussed:

- Implementation of new logos.
- The media to be used to advertise the "Value Plus" campaign include the press and digital.
- Work is being carried out to ensure that on-line business to business transactions can be made more easy and flexible for business customers. It was agreed that Iarnród Éireann must develop its capacity for flexible tickets. Mr. Culligan
- There are plans to monitor the quality and usage of the on board Wi-Fi service. It was suggested that customers should be advised that black spots exist due to the telecoms network. Mr. Culligan
- It was noted that limits to streaming have been introduced for users of the Wi-Fi service.
- It was agreed that now is the time to try and leverage the Wi-Fi service given that it has now been fully implemented across the whole network. Consideration is being given to monetising the Wi-Fi "splash" page.
- It is the long term intention to be able to develop a mobile phone App whereby train tickets can be sold. Work is continuing in this area.
- A Report is to be presented on Iarnród Éireann's development opportunities during this year's "The Gathering". Mr. Culligan
- A Report is to be presented at the next board meeting regarding the initiatives being taken by Iarnród Éireann to leverage any big sporting weekends. Mr. Culligan

4155.3 **Capital Expenditure Proposal**

The memorandum previously circulated was taken as read and noted.

4155.4 **Customer Management and Commercial Services IT Programme**

The board gave its approval for the following:

- (a) The amalgamation of the previously approved IT expenditure of € million for a Pricing Engine, Revenue Management System and Seat Reservations System to incorporate planned related projects for a Yield Management System, Ticketing System/Hardware and Customer Relationship Management System under the one programme at an estimated cost of € million and

- (b) Expenditure of [REDACTED] to bring this phased programme to a stage of contract(s) award, subject to Exchequer funding.

It was noted that the expenditure of [REDACTED] incurred to date and funded by the Exchequer, is not abortive. It has informed the company as to the best way forward which is broader than initially planned.

Mr. Culligan and Mr. Meade left the meeting at this time.

4156 ENGINEERING

Mr. Don Cunningham, Acting Assistant Chief Executive (Engineering), joined the meeting at this time.

4156.1 Engineering Report

The Engineering Report for Periods 12 and 13 2012 previously circulated was taken as read and noted.

4156.2 Mr. Cunningham presented his report the following matters were discussed:

- Tenders for the operation and maintenance of on track machines are due back in early February 2013.
- The uncoupling of an EMU train which took place on 13th November 2012 would not be categorised as a reportable safety "near miss". The uncoupling took place between two train sets rather than within a set. The emergency brake engaged. This was an Operations issue.
- The Chairman asked that the Infrastructure Advisory Group (IAG) consider the separation of delayed minutes statistics into those caused by planned works and those caused by unplanned works. **IAG**
- The Chairman asked Mr. Franks to prepare a letter to the Department of Transport, Tourism & Sport (DTTAS) pointing out the implications of the reduction in the funding for the Railway Safety Programme (RSP). **Mr. Franks**
- The Chairman advised that GE have developed a new interlocking. A pilot interlocking is operating in Hong Kong. He stated that he would get GE to contact the Chief SET Engineer, Mr. Judge, regarding the potential opportunity of getting a pilot interlocking for Iarnród Éireann at no capital cost. However, it was acknowledged that Railway Safety Commission (RSC) approval may be required for this.
- There are teething problems with the new multipurpose vehicle. These are not causing a long term concern yet. However, the Chief Mechanical Engineer is heavily involved in trying to resolve the problems.
- Excellent work is being carried out under the Lean Project on Infrastructure Removal. It is very important to try to reduce the asset inventory while at the same time keeping the same level of service.
- The majority of the remaining points heaters will be installed during the first half of 2013.
- The damage to rail in the Oranmore area picked up by ultrasonic equipment is being constantly monitored. There is no cause for concern at present.

4156.3 Trains Advisory Group (TAG)

The Report from the Chairman of the TAG in relation to the meeting held on 15th January 2013 previously circulated was taken as read and noted.

4156.4 Capital Expenditure Proposals

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

The board gave its approval for the following:

4156.5 Railway Safety Programme 2013

The Railway Safety and Renewals Programme and Safety Management Plan 2013 at a cost of €90 million.

It was noted that this is the fifth year of the five year Railway Safety Programme 2009 – 2013 and is funded by the Exchequer as part of an agreed five year programme which was approved in 2009.

It was noted that the mid-term review carried out by Risk Solutions on behalf of the DTTAS recommended that the required investment in infrastructure maintenance and renewal to maintain the steady state of the railway is in excess of [REDACTED] million p.a. Therefore, the programme of works under the 2013 Railway Safety Programme represents a shortfall of [REDACTED] million which should be advised to the DTTAS. In addition, the recommended investment of [REDACTED] million p.a. does not include expenditure of [REDACTED] million p.a. that is required for heavy maintenance.

4156.6 Train Protection System (TPS) Testing and Chief Mechanical Engineer (CME) Interface Phase

Expenditure of [REDACTED] million to cover the provision of a test site and CME interface costs to complement the current TPS contract with Alstom bringing the total cost of the project to date to [REDACTED] million, subject to funding for this project from the Railway Safety Programme 2009-2013 and future Safety Investment Plans.

It was noted that the total cost of this project, including development and full roll out of the TPS, is estimated at [REDACTED] million.

The Chairman asked for details of when the requirement to invest the remaining [REDACTED] will become absolutely essential.

Mr. Cunningham

Mr. Cunningham left the meeting at this time.

4157 **NEW WORKS**

Mr. Peter Muldoon, Acting Director New Works, joined the meeting at this time.

4157.1 New Works Report

The New Works Report for Period 12 2013 previously circulated was taken as read and noted.

4157.2 Mr. Muldoon presented his report and the following matters were discussed:

- It now appears that the National Transport Authority (NTA) may not be as keen as they were for the proposal in respect of electrification to Balbriggan. However, the compilation of information and data for the completion of the feasibility phase is ongoing. It was agreed that a briefing should be provided to the board during the middle of the year.

Mr. Muldoon

- The Chief Executive and Acting Director New Works met with the Provost of Trinity College Dublin (TCD) to discuss the opening of the second entrance to TCD. The Provost undertook to revert to Iarnrod Eireann with a proposal to resolve the issue.
- The NTA has advised that funding will not be made available during 2013 for a car park at Kishogue Station.
- Higher tenders than anticipated have been received in respect of the new bridge at Reilly's Level Crossing. The project team is looking at value engineering solutions to reduce costs. The NTA have confirmed that they will fund any additional expenditure.

4157.3 Capital Expenditure Proposals

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

The board gave its approval for the following:

4157.4 City Centre Resignalling Project (CCRP) Phases 3 and 4

Expenditure of [REDACTED] million for the detailed design and development of Phase 3 and Phase 4 of the CCRP, subject to funding for this project from the NTA.

4157.5 Upgrade of the Fibre Optic Network for Automatic Ticket Vending Machines (ATVMs) and Station Services

Expenditure of [REDACTED] for the supply and installation of telecommunication switch equipment to upgrade the Iarnród Éireann national fibre network, thus facilitating remote operation of existing and future station services and removing Iarnród Éireann's reliance on a third party service provider, subject to funding for this project from the NTA.

It was noted that this project should generate savings of approximately €100,000 p.a. in the long term.

4157.6 Pearse Station Passenger Access Remodelling

Retrospective approval for additional expenditure of [REDACTED] for additional improvement works and management/supervision costs for the Pearse Station Access Remodelling Project, bringing the total cost of this project up to [REDACTED] million.

It was noted that the NTA provided the additional funding in 2012 with the exception of [REDACTED] which will be provided by the NTA in 2013.

There followed a discussion about the reasons why retrospective approval was being sought for this additional expenditure. It was agreed that this matter and the surrounding issue of the management and settlement of project claims should be referred to the Audit Review Group (ARG) for examination. **ARG**

4157.7 Scope Change for the Upgrade of Maynooth Line Stations

Retrospective approval for a scope change to the value of [REDACTED] for additional station improvement works and associated costs for the Maynooth Line Stations Upgrade Project, bringing the total cost of this project up to [REDACTED] million.

It was noted that this scope change was funded by the NTA in 2012.

4157.8 Closeout Report

The memorandum previously circulated was taken as read and noted.

4157.9 The board gave its approval for the closeout of the following New Works project:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance		Contingency		
				€'000	%	App'vd €'000	Used €'000	%
CIR00586	Closure XC128	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	NW Total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Mr. Muldoon left the meeting at this time.

4158 ROSSLARE EUROPORT

[REDACTED]

4158.1 Rosslare Europort Report

The Report on Rosslare Europort previously circulated was taken as read and noted.

4158.2

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

[REDACTED]

4158.3

[REDACTED] Mr. Lynch

4158.4

Appointment of Proxies and Nomination of a Director

The memorandum previously circulated was taken as read and noted.

[REDACTED]

Mr. Lynch left the meeting at this time.

4159

PROPERTY

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

4159.1

Property Item

The memorandum previously circulated was taken as read and noted.

4159.2

[REDACTED]

4159.3

Mr. Grogan advised that the issue with [REDACTED] at Pearse Station is going to arbitration.

Mr. Grogan left the meeting at this time.

4160 ADMINISTRATIVE ITEMS

4160.1 Transactions for Approval, Sealing and Signing

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

The transactions (6) for approval and signing at the meeting were approved and signed. **Appendix II**

4160.2 Bank of Ireland Mandate

The memorandum previously circulated was taken as read and noted.

4160.3 The board gave its approval for the following:

- (a) The addition of [REDACTED] to the list of authorised signatories for the Bank of Ireland No. 1 Account and the Bank of Ireland Wages Drawing Account and their supplementary accounts, with immediate effect.
- (b) The addition of [REDACTED] to the list of authorised signatories for the Bank of Ireland Wages Drawing Account in Galway and its supplementary account, with immediate effect.
- (c) The deletion of [REDACTED] from the list of signatories for the Bank of Ireland No. 1 Account and the Bank of Ireland Wages Drawing Account and their supplementary accounts, with effect from 20th February 2013.
- (d) The deletion of [REDACTED] from the list of signatories for the Bank of Ireland No. 1 Account and the Bank of Ireland Wages Drawing Account and their supplementary accounts, with immediate effect.
- (e) The deletion of [REDACTED] from the list of signatories for the Bank of Ireland Wages Drawing Account in Galway and its supplementary account, with immediate effect.

4160.4 Corporate Governance Manual Update

The memorandum previously circulated was taken as read and the following were noted:

- (a) Amendments to the CIE Group Procurement Policy and Procedures and
- (b) The consequential amendment to the Corporate Governance Manual.

4160.5 Procurement Timetable

The Procurement Timetable for 2013 previously circulated was taken as read and noted.

4160.6 Level Crossings

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

4160.7 Resolution for the Closure/Upgrade of Level Crossings

It was proposed by Mr. McGarry and seconded by Mr. Moloney and resolved:

"That the Chief Civil Engineer or the Director/(Acting Director) New Works or the Director Infrastructure Manager and the Chief Financial Officer or the Chief Executive are hereby empowered, in relation to the closure and upgrading of level crossings on the railway, to approve any transaction on behalf of the board where:

- (a) The consideration does not exceed the sum of [REDACTED] per crossing closure and/or per individual crossing user,
and/or
- (b) The transaction requires construction or adaptation of an underbridge or overbridge at a cost of up to [REDACTED] per bridge, depending upon the particular circumstances
and/or
- (c) The transaction requires the purchase and/or construction of alternative access at a cost of up to [REDACTED]
and/or

- (d) The transaction involves the purchase of properties required to close or upgrade level crossings at auction, public tender or private treaty for a price of up to [REDACTED].

Each such approval granted is to be notified to the board at its next meeting for record purposes.

The seal of the board may be affixed if necessary to all documents concerned with transactions thus approved in the presence of a Director and the Secretary or Authorised Officer.

This resolution is to remain in place unless and until it is superseded by a further resolution cancelling or varying same."

4160.8 Level Crossing Closures

The board noted the agreement which had been reached to close Field Crossing XN041 on the Ballybrophy/Killonan Junction Line. **Appendix III**

4161 **ITEMS FOR NOTING**

4161.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 12 2012.
- (b) Capital Expenditure Report for Period 12 2012.
- (c) Transport related legislation:
 - (i) Transport (Coras Iompair Éireann and Subsidiary Companies borrowings) Act 2012.
- (d) Minutes of the following meetings:
 - (i) Infrastructure Advisory Group Minutes 15th November 2012.
 - (ii) Trains Advisory Group Minutes 20th November 2012.
 - (iii) Rosslare Europort Advisory Group Minutes 21st November 2012.

4162 **ANY OTHER BUSINESS**

Ms. Baker noted that the Dublin Bike Scheme has been extended only to Docklands and Heuston Stations. She felt that this should be extended to all Stations. It was agreed that Mr. Culligan would follow up on the matter.

Mr. Culligan

4163 **DATE AND LOCATION OF NEXT MEETING**

Tuesday 26th February 2013 at 9.30am in Heuston Station.

Chairman



Date

26 Feb 10 57 2013

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Bridge Agreement in duplicate with Wicklow Co. Co. for the purposes of building an overhead sewer bridge which will cross the railway at Overbridge OBR179, Rathdrum Station, Co. Wicklow, on the Dublin to Wexford Railway Line at 37 miles 427 yards, for a consideration of [REDACTED]
2. Wayleave Agreement in duplicate with Offaly County Council, for the installation, testing, maintenance and use of one 160mm diameter watermain and one 160mm sewer pipe on the Board's property at 66 miles 520 yards on the Portarlinton to Athlone Railway Line in the Townland of Clonshanny, Rahan, Co. Offaly, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
3. Closure Agreement in duplicate with Ms. Mary Faughnan, in respect of the closure of Level Crossing XX055 at 160 miles 376 yards on the Manulla Junction to Ballina Railway Line, for a consideration of [REDACTED]
4. Closure Agreement in duplicate with Mr. John Faughnan and Ms. Frances Faughnan, in respect of the closure of Level Crossing XX055 at 160 miles 376 yards on the Manulla Junction to Ballina Railway Line, for a consideration of [REDACTED]
5. Lease in duplicate with the Ballina Festival Committee, for a goods store situated at Ballina Railway Station, Co. Mayo, to be used for the storage of materials and as a workshop, for a term of [REDACTED] years, for a [REDACTED] abated to [REDACTED]

Company Secretary
Iarnród Éireann
22nd January 2013

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence Agreement in duplicate with [REDACTED] T/A Tuam Farm Supplies Stores, for a goods store situated at Tuam Railway Station, Co. Galway, for the storage of fertiliser and other farm products, for a licence period of [REDACTED] year, for a licence fee of [REDACTED]
2. Licence Agreement in duplicate with [REDACTED] to allow him place his mobile kiosk at Clontarf Railway Station, Dublin, for the sale of hot/cold drinks, light snacks including muffins, croissants, Danish pastries and newspapers, for a licence period of [REDACTED] year, for a licence fee of [REDACTED]
3. Licence Agreement in duplicate with [REDACTED] to allow him place his mobile kiosk at Portmarnock Railway Station, Portmarnock, Co. Dublin, for the sale of hot/cold drinks, light snacks including muffins, croissants, Danish pastries and newspapers, for a licence period of [REDACTED] year, for a licence fee of [REDACTED]
4. Licence Agreement in duplicate with [REDACTED] to allow him place his mobile kiosk at Sallins Railway Station, Sallins, Co. Kildare, for the sale of hot/cold drinks, light snacks including muffins, croissants, Danish pastries and newspapers, for a licence period of [REDACTED], for a licence fee of [REDACTED]
5. Licence Agreement in duplicate with [REDACTED] to allow her place her mobile kiosk at Salthill and Monkstown Railway Station, Co. Dublin, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED], for a licence fee of [REDACTED]
6. Unit Licence in triplicate with [REDACTED] for a premises at 65 Patrick Street, Cork, for the retail sale of clothing, shoes, bags, jewellery and accessories only, for a licence period of [REDACTED], for a total licence fee of [REDACTED]

Company Secretary
Iainr  d   ireann
22nd January 2013

APPENDIX III

CLOSURE OF LEVEL CROSSINGS

Crossing XN041 at 15 mls 702 yards on the Ballybrophy to Killonan Junction Line

Closure of Field Crossing XN041 at a [REDACTED] [REDACTED] [REDACTED] [REDACTED] for civil works and contingencies, plus reasonable legal fees.

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 TWO HUNDRED AND SIXTY NINTH
BOARD MEETING HELD ON 26th FEBRUARY 2013
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Ms. Patricia Golden	Director
	Mr. Vincent Green	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
IN ATTENDANCE:	Mr. John Cassidy	Acting Chief Safety & Security Officer (part)
	Mr. Aldan Cronin	Chief Financial Officer, IE
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. David Franks	Chief Executive
	Mr. Barry Kenny	Manager Corporate Communications (part)
	Mr. Jimmy Meade	Acting General Manager ICCN (part)
	Mr. Peter Muldoon	Acting Director New Works (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)
	Mr. Cliff Perry	Chairman, Safety Advisory Group (part)

MIN NO.**4164 MINUTES**

4164.1 The Minutes of the meeting held on 22nd January 2013 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4164.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4165 CHAIRMAN'S COMMENTS

4165.1 The Chairman stated that the main focus for the company and the board remains the financial position. The company is already under pressure on both revenue and costs following the results of Period 1 2013. Therefore, it is imperative that the company achieves, at a minimum, its forecast for 2013. However, the company does not have the luxury of waiting to the year end to ascertain whether this has been achieved. The financial performance of the company is being monitored by CIE, the Department of Transport, Tourism and Sport (DTTAS), the Department of Public Expenditure and Reform (DPER) and the banks on a period by period basis. Therefore, any slippage in any period will require an immediate adjustment to the targeted savings. As a consequence, the company is dealing with a moving target.

4165.2 There have been media reports recently following appearances at the Public Accounts Committee (PAC) of representatives from the National Transport Authority (NTA) and the DTTAS. While CIE and Iarnród Éireann do not fall within the ambit of the PAC, the NTA and the DTTAS do. The company should expect

continued focus from the PAC as a result of the responses given to questions regarding fleet utilisation and Chief Executives' salaries.

4165.3 In the absence of Mr. Cal Carmichael, who is on annual leave, Mr. Colm Reynolds will give a presentation at today's meeting on the company's restructuring plans to achieve compliance with EU railway regulations. Following the restructuring, Mr. Don Cunningham will be appointed as Head of Infrastructure and Mr. Jimmy Meade will be appointed as Acting Head of the Railway Undertaking. Mr. Carmichael will continue as Project Manager during the restructuring process, given the amount of work that still has to be carried out. In addition, there are a lot of outstanding matters which will have to be dealt with by the Government.

4165.4 There followed a discussion about fleet utilisation. The following matters were also discussed:

- The danger of losing business due to overcrowding on the Cork Line,
- New timetable,
- Cost implication of lengthening trains by using surplus stock,
- The right network size,
- The financial constraints (including reduced subvention) within which the company is expected to operate,
- The level of service that can be provided within the financial framework.

It was noted that dialogue must take place with the NTA and the DTTAS on the above mentioned matters. It must be explained that the level of service can be improved and additional vehicles used provided that additional funding for such improvements is provided. This message must be conveyed in a manner which will avoid Iarnród Éireann being accused of deliberately allowing overcrowding of its trains in order to prove a point. However, the Chairman stated that fleet utilisation must be business led and not cost led. Mr. Franks advised that a fleet utilisation strategy is being developed at present, the outcome of which will be presented at the next board meeting. It was acknowledged that Intercity routes must be protected.

Mr. Franks and Mr. Smyth

4166 CHIEF EXECUTIVE'S REPORT

4166.1 The Chief Executive's Report previously circulated was taken as read and noted.

4166.2 Mr. Franks presented his report and the following matters were discussed:

- Cost containment initiatives amounting to [REDACTED] million.
- A risk assessment of platforms is to be carried out following recent incidents. The company must be able to demonstrate that it is doing everything it can.
- Various options are being explored on how to resolve the issue of Rule 29(b) of the 1951 Superannuation Scheme. This includes examining the option of whether Iarnród Éireann can be de-coupled from the bus companies on this matter.
- The Revenue Protection Strategy Working Group is to look at the targets set for ticket checking. The revenue protection teams were depleted following the recent voluntary severance programme. However, some staff resources can now be reallocated to this area again.
- [REDACTED]
- The 2013 Budget provides for 60 voluntary severances. However, these are subject to funding being available from within the company's own resources. Any further voluntary severances will also require the additional funding to be found within the company's own resources as the company will not be going back to the Government for funding for any voluntary severances during 2013.

4167 SAFETY AND SECURITY

Mr. John Cassidy, Acting Chief Safety & Security Officer, and Mr. Cliff Perry, Chairman, Safety Advisory Group (SAG), joined the meeting at this time.

4167.1 Safety and Security Report

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

4167.2 Mr. Cassidy presented his report and the following matters were discussed:

- From March 2013 statistics in respect of lost time accidents are to be split into the Infrastructure Manager and Railway Undertaking Divisions.
- Actions plans are being developed by each department to address the recommendations which arose following the recent safety culture survey. Progress is to be reported regularly to the SAG and twice a year to the Iarnród Éireann board.
- The safety culture survey is to be repeated every two years.

4167.3 Safety Advisory Group (SAG)

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

4167.4 The Chairman of the SAG, Mr. Perry, advised that the SAG is concerned about the impact of funding in areas where progress is becoming more difficult to achieve (e.g. level crossings). Iarnród Éireann cannot just stand still with its safety regime (e.g. simulators are standard in railway companies nowadays). The company needs to be able to move with technology in order to be able to stand still and be legally compliant. This must be borne in mind in the context of funding.

4167.5 The Chairman advised that he writes to the Minister after every board meeting. In those communications, he has already mentioned funding for level crossing closures and for the completion of the full implementation of the company's Train Protection Strategy (TPS) on a 7/10 year cycle. The Chairman asked management to continue to come up with any programmes or projects that are necessary and with details of the consequences of not investing in those programmes/projects.

4167.6 In response to the Chairman, Mr. Franks confirmed that he had spoken with the Railway Safety Commissioner (RSC) on the issue of Intercity railcar brake examinations. The matter will be resolved.

Mr. Cassidy left the meeting at this time.

4168 FINANCE

4168.1 Finance Report

The Financial Results for Period 1 2013 previously circulated were taken as read and noted.

4168.2 Mr. Cronin presented his report and the following matters were discussed:

- The company incurred a deficit before exceptional items of [REDACTED] million compared to a [REDACTED].
- The main reason for the variances in Period 1 2013 relate to a lower level of diversions in the Civil Engineering area.
- A proposal was submitted to the banks by the Group Finance Department. A favourable response has been received so far. A due diligence is to be carried out on the submission shortly. A term sheet has been received and is being negotiated upon further. [REDACTED]

[REDACTED]

[REDACTED]

4168.3 Allocation of Property Department and Commuter Advertising Network (CAN) Income

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

4168.4 [REDACTED]

4168.5 Application for Funding from CIE for 2013/2014

The memorandum previously circulated was taken as read and noted.

4168.6 [REDACTED]

4168.7 It was agreed that the submission to the CIE Board should include a cash flow and should refer to the previously agreed Five Year Plan.

4168.8 Commercial Risk Register

The Update Report on the Commercial Risk Register previously circulated was taken as read and noted.

4168.9 Mr. Flannery advised that the CIE Board had previously stated that the risk of the failure to renew bank facilities is a Group wide issue and not just a Group Chief Financial Officer issue.

4169 EU Compliance Project

Mr. Don Cunningham, Acting Assistant Chief Executive (Engineering), Mr. Jimmy Meade, Acting General Manager ICCN and Mr. Colm Reynolds, Chief Procurement Officer, joined the meeting at this time. Mr. Moloney left the meeting at this time.

4169.1 It was noted that Mr. [REDACTED], EU Compliance Project Manager, was on annual leave.

4169.2 In Mr. [REDACTED] absence Mr. Reynolds gave a presentation on the status of this project which covered the following matters:

- Background – First Railway Package.
- The derogation that is in place until March 2013.
- The decision that is required on the implementation of a revised organisation structure from 25th March 2013 (subject to RSC certification).
- Future organisational structural changes.
- Decision required on the publication of the Network Statement on the corporate website on 15th March 2013.
- The DTTAS' outstanding compliance obligations.

- Required railway industry structure.
- Required railway industry contractual arrangements.
- Required railway industry funding levels.
- "Go live" implications i.e. Iarnród Éireann will operate a "shadow mode" structure.

4169.3 Matters discussed included the following:

- Assumptions underlying the [REDACTED] for the Railway Undertaking.
- An additional [REDACTED] million p.a. will be required in funding. The additional funding required assumes that the company achieves all its cost saving plans.
- Current Railway Safety Programme funding levels are already too low per a recent mid-term review.
- The staff numbers of the Infrastructure Manager and Railway Undertaking businesses will be similar.
- Despite the delay encountered on the Accounting Separation Project, actual costs can be separated currently.
- [REDACTED]

4169.4 The board gave its approval for the following EU compliance actions:

- (a) The "Go Live" for the revised organisation structure as presented for Iarnród Éireann with effect from 25th March 2013, subject to receipt of RSC Organisation Safety certification and Safety Management System certification of the Infrastructure Manager (IM) and the Railway Undertaking (RU) and
- (b) The publication of the Network Statement, including a Template Track Access Contract, on the corporate website on 15th March 2013.

The current status of the following items, which are required to be implemented by the DTTAS to meet EU Compliance obligations on expiry of Ireland's current derogation on 14th March 2013, was noted:

- Establishment of an economic rail regulator,
- Establishment of independent charging and allocating bodies and
- Compliant industry funding model.

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

4170 OPERATIONS

Mr. Gerry Culligan, Commercial Director and Mr. Barry Kenny, Manager Corporate Communications, joined the meeting at this time.

4170.1 InterCity and Commuter Network Report

The InterCity and Commuter Network (ICCN) Report for Period 1 2013 previously circulated was taken as read and noted.

4170.2 Mr. Meade presented his report and the following matters were discussed:

- The issue of overcrowding on Cork trains is to be examined in order to avoid losing business.
- A Working Group has been established to look at revenue protection and ticket checking.
- The Chairman felt that security staff should not be involved in the checking of tickets as this would not be perceived as being customer friendly.

4171 COMMERCIAL

4171.1 Commercial Division Report

The Commercial Division Report for Period 1 2013 previously circulated was taken as read and noted.

4171.2 Mr. Culligan circulated an Executive Summary of this report and the following matters were discussed:

- Remedial actions being taken following the shortfall on Intercity revenue during Period 1 2013.

- Requirement for NTA approval for any fare changes per the public service contract (PSC).

This can take some days to obtain and implement. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- The NTA has retained Ernst & Young to carry out an overview of Iarnród Éireann's proposals for customer and commercial systems. This review will cover: timeframes, governance and funding requirements.

- Difference in the yield from student fares in Bus Éireann and student fares in Iarnród Éireann.

It was noted that the student fare in Iarnród Éireann is premium priced compared to that in Bus Éireann.

- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4171.3 Social Media Policy

The memorandum previously circulated was taken as read and noted.

4171.4 The board gave its approval for the Social Media Policy as presented. It was agreed that this could be implemented immediately.

4171.5 It was noted that the Social Media Policy does not include employees' use of Iarnród Éireann assets such as lap tops. This is covered separately in an IT policy.

4171.6 Trains Advisory Group (TAG)

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

4171.7 The Chairman of the TAG, Mr. Perry, advised of the importance of investing in a suite of customer and commercial systems. He also referred to the importance of having a balance between making efficiencies and exceeding expectations. This underlines the importance of the balance that would be required between the commercial strategy and the fleet utilisation strategy. The Chairman agreed stating that the TAG should have an input into the fleet utilisation strategy which is currently being developed.

Mr. Culligan, Mr. Kenny and Mr. Meade left the meeting at this time.

4172 ENGINEERING

Mr. Cunningham and Mr. Reynolds returned to the meeting at this time. Mr. Peter Muldoon, Director New Works, also joined the meeting.

4172.1 Selection and Award Criteria

The memorandum previously circulated was taken as read and noted.

4172.2 Supply of Copper and Fibre Optic Cable

The board gave its approval for the selection and award criteria as presented to be used in the establishment of two separate multi-operator framework agreements for the supply of copper and fibre optic cable.

It was noted that due to the potential requirements over the four year period the estimated value may well exceed [REDACTED] million.

4173.4 The board gave its approval for the closeout of the following New Works project:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance		Contingency		
				€'000	%	App'vd €'000	Used	
							€'000	%
CIR00138	Laois Traincare Depot							

Mr. Cunningham, Mr. Muldoon and Mr. Perry left the meeting at this time.

4174 ADMINISTRATIVE ITEMS

4174.1 Transactions for Approval and Signing

The transactions (2) for approval and signing at the meeting were approved and signed. **Appendix I**

4175 ITEMS FOR NOTING

4175.1 Miscellaneous

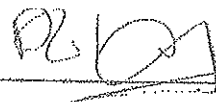
The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 1 2013.
- (b) Capital Expenditure Report for Period 13 2012.
- (c) Minutes of the following meetings:
 - (i) Infrastructure Advisory Group Minutes 10th January 2013.
 - (ii) Trains Advisory Group Minutes 15th January 2013.
 - (iii) Safety Advisory Group Minutes 13th November 2012.

4176 DATE AND LOCATION OF NEXT MEETING

Monday 25th March 2013 at 9.30am in Heuston Station.

Chairman



Date

25 March 2013

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with Photo Me Ireland Ltd., in respect of photo booth vending machines being placed at various locations around the country, for a licence period of two-years, for a total licence fee of [REDACTED]
2. Licence in duplicate with Kerry Co. Council to use the Tralee to Fenit Railway Line and portion of the North Kerry Railway Line as a Walkway/Cycleway, for a licence period of [REDACTED] for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
26th February 2013

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 TWO HUNDRED AND SEVENTIETH
BOARD MEETING HELD ON 25th MARCH 2013
AT 9.30AM IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Mr. Frank Allen	Director
Ms. Patricia Golden	Director
Mr. Vincent Green	Director
Mr. John Moloney	Director
Mr. James Nix	Director

IN ATTENDANCE:

Mr. John Cassidy	Acting Chief Safety & Security Officer (part)
Mr. Bob Clarke	Chairman, Infrastructure Advisory Group (part)
Mr. Aidan Cronin	Chief Financial Officer, IE
Mr. Gerry Culligan	Commercial Director (part)
Mr. Don Cunningham	Director Infrastructure Manager (part)
Ms. Geraldine Finucane	Company Secretary
Mr. Mike Flannery	Chief Financial Officer, CIE (part)
Mr. David Franks	Chief Executive
Mr. Jimmy Meade	Acting Director Railway Undertaking (part)
Mr. Peter Muldoon	Acting Director New Works (part)
Mr. Colm Reynolds	Chief Procurement Officer (part)

ABSENT: Apologies were received from Mr. Paul McGarry.

MIN NO.

4177 MINUTES

4177.1 The Minutes of the meeting held on 26th February 2013 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4177.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4177.3

[REDACTED]

4177.4

[REDACTED] **Mr. Cassidy**

4178 CHAIRMAN'S COMMENTS

4178.1 The Chairman welcomed Mr. Allen, who as the former Chief Executive of the Rail [REDACTED] has great experience, to his first Iarnród Éireann board meeting. He reminded Mr. Allen of his duty of confidentiality. Mr. Allen's nomination to be a member of the Audit Review Group (ARG) was noted.

4178.2 The Chairman noted that the new structure in Iarnród Éireann was now in place and that the board papers included reports from the Infrastructure Manager (IM), Railway Undertaking (RU) and Commercial Divisions. Similar reports will be presented at each board meeting but managers have been asked to prepare a 2/3 page handout which covers key items.

4178.3 The Chairman reminded Directors to complete the board effectiveness survey. He outlined the importance of receiving feedback. Mr. Allen advised that it had been agreed that he would not complete this survey.

4178.4 The Chairman stated that the financial position of the company remains critical. A detailed cost savings plan covering all activities has been prepared. A meeting with staff representatives is to take place this week. The Chairman encouraged full engagement and open discussion of the proposals so that the company can move forward.

4178.5 The Chairman advised that the external audit has now been completed. PricewaterhouseCoopers (PwC) will present their findings to the CIE Board Audit Committee meeting on 26th March 2013. There is likely to be discussion on the going concern issue. There is much more clarity and progress on this matter since last year. The Chairman of the CIE Board Audit Committee will meet with the Chairmen of the subsidiary companies' ARGs following the CIE Board Audit Committee meeting. The intention is that all of the subsidiary companies' 2012 Accounts and the CIE Group Consolidated Accounts will be finalised and approved before 30th April 2013 in accordance with the Code of Practice for the Governance of State Bodies. As a consequence a special Iarnród Éireann board meeting may have to be convened before then.

4179 CHIEF EXECUTIVE'S REPORT

4179.1 The Chief Executive's Report previously circulated was taken as read and noted.

4179.2 Mr. Franks presented his report and the following matters were discussed:

- The Key Performance Indicators (KPIs) are to show year to date data from now on.
- Invitations are to be sent to Directors to the opening of the new entrance at Pearse Station on 9th April 2013 at which the Minister will attend.
- A revised contract with Northern Ireland Railways for the Enterprise service is to be presented to the board before it is finalised. It should cover the following matters:
 - Cost sharing,
 - Revenue sharing,
 - Customer issues and
 - Track access charge.
- The company will find it to be hugely resource intensive when it is brought within the ambit of the Freedom of Information legislation. This is likely to occur within 12 months.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- The Monard Viaduct remediation works on the Dublin/Cork Line will result in alternative road transfer arrangements. It was noted that Bus Éireann has been invited to tender for this work.
- The Chairman asked that the company use every opportunity to maximise the use of internal staff resources for any work which needs to be carried out. There may be scope in this regard during the installation of additional Leap Card validators which is being externally funded by the National Transport Authority (NTA).

4180 SAFETY AND SECURITY

Mr. John Cassidy, Acting Chief Safety & Security Officer, joined the meeting at this time.

4180.1 Safety and Security Report

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

4180.2 Mr. Cassidy presented an Executive Summary of his report which covered:

- KPIs,
- Significant incidents,
- Prosecutions for anti-social behaviour and
- CAWS/ATP isolations review.

4180.3 Strategic Safety Plan 2013-2015

The memorandum previously circulated was taken as read and noted. The Strategic Safety Plan 2013-2015 previously circulated was also taken as read and noted.

4180.4 Mr. Cassidy presented an Executive Summary of the Strategic Safety Plan 2013-2015 which covered:

- Strategic aim and context,
- Safety risk profiling,
- Key risk areas,
- Action plans to mitigate risk,
- Key performance targets,
- Tactical implementation (IM and RU safety plans),
- IM/RU interface and
- Audit of progress.

4180.5 Matters discussed included the following:

- The requirement for the full utilisation of the Risk Model. Board reporting requirements in this regard were outlined.
- It was agreed to consider whether there is any way that the disconnect between the Risk Model and the Enterprise Wide Risk Management (EWRM) system can be rectified.
- An annual report is to be presented to the board from the Occupational Health Unit including details of any concerns they may have.
- Iarnród Éireann should seek external funding for safety projects where possible.
- Iarnród Éireann is to identify best practice elsewhere with respect to rule book process mapping.
- Deeper involvement in local initiatives is to be considered as a way of reducing anti-social behaviour, particularly in the Broombridge area which is the worst location on the network in this regard. Liaison with local TDs was also recommended.
- Cab design is a key issue whenever new trains are being purchased. European standards, driver involvement and ergonomics are all considered. However, no capital expenditure in this regard is planned at present.
- There are very detailed sets of plans incorporating individual responsibilities throughout the organisation which backup the Safety Validation Plan and the Strategic Safety Plan.
- The implementation of the Safety Validation Plan needs to be audited.
- The monthly Safety and Security, IM and RU Reports to the board must reference the Strategic Safety Plan.

Mr. Cassidy left the meeting at this time.

4181 FINANCE

4181.1 Finance Report

The Financial Results for Period 2 2013 previously circulated were taken as read and noted.

4181.2 Mr. Cronin presented his report and the following matters were discussed:

- The company incurred a year to date [REDACTED] million compared to a budgeted [REDACTED] million and a [REDACTED] million for the same period in 2012.
- The main reason for the [REDACTED] variance in payroll costs and the [REDACTED] variance in materials and overheads costs relates to a lower level of capital work than budgeted.
- A report will be presented to the next meeting outlining the reason for the adverse variance in fuel. Mr. Cronin
- The negative variance in the year to date revenue has been almost fully offset by cost savings. However, the overall plan is for the company to achieve net savings of [REDACTED] million during 2013. This results in a moving target because any shortfalls must be made up elsewhere in both revenue and costs.
- A list of cost savings amounting to [REDACTED] million covering the whole organisation has been identified. The Chairman asked that Mr. Cronin report to the board each month on the progress with achieving these savings along with details of any change in the probability of achieving these savings.
- The employer's contribution to the 1951 Superannuation Scheme has increased from 2.8 to 3 times the employees' contribution following a recommendation from the actuaries. This is managed at Group level.
- RSM McClure Watters have not given any indication of any problems in respect of the audit of the 2011 grant claims from the NTA. Their final report is to be presented to the ARG

4181.3 Audit Review Group (ARG)

The Chairman of the ARG, Ms. Golden, advised that another meeting had taken place on 14th March 2013. She updated the board on the deliberations of the Group and covered the following matters:

- Membership. [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED] (member) [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

4181.4 Outstanding minutes from previous meetings will be included in the board papers next month.

4181.5 Voluntary Severance Scheme 2013

The memorandum previously circulated was taken as read and noted.

4181.6 Following discussion it was agreed that the 2013 budget provision of [REDACTED] million for voluntary severance should be released to fund the next phase of the voluntary severance scheme (approximately 50 to 52 staff).

4181.7 It was agreed that any funding for voluntary severance beyond the budget of [REDACTED] million requires Iarnród Éireann board approval which cannot be given until the board knows where the funding will come from. The Chairman emphasised

that the company will not go outside the Group for any voluntary severance funding in 2013. All funding for voluntary severance must be financed from within the company's/Group's own resources.

4181.8

[REDACTED]

Mr. Flannery left the meeting at this time.

4182

INFRASTRUCTURE MANAGER (IM)

Mr. Bob Clarke, Chairman of the Infrastructure Advisory Group (IAG), Mr. Don Cunningham, Director IM, Mr. Jimmy Meade, Acting Director RU, Mr. Peter Muldoon, Acting Director New Works and Mr. Colm Reynolds, Chief Procurement Officer, joined the meeting at this time.

4182.1

Engineering Report

The Engineering Report for Period 2 2013 previously circulated was taken as read and noted.

4182.2

Mr. Cunningham presented his report and the following matters were discussed:

- Railway Safety Commission (RSC) certification was received on 22nd March 2013 for the IM Safety Management System.
- Cost savings of [REDACTED] million have been identified to be achieved during 2013. Progress in this regard will be reported as part of the Chief Financial Officer's Report to the board each month on the overall cost savings plan of [REDACTED] million.
- The arbitration process with CAF has commenced. The main arbitration is likely to take place in June 2013.
- Replacement of some of the Mark IV Fleet with InterCity railcars will be an integral part of the fleet strategy.
- It is intended that the project for the provision of advanced technological solutions to deal with risks at user operated level crossings will be funded under the Railway Safety Programme.
- Outstanding issues with Mitsui are being dealt with under the claims settlement process.

4182.3

Monard Viaduct

Mr. Cunningham gave a presentation on UBC 391 Monard Viaduct on the Dublin/Cork Line. It covered the following matters:

- Background,
- Findings of the technical investigation,
- Options for remediation works,
- Cost and revenue loss associated with the remediation and
- Works programme.

4182.4

Matters discussed included the following:

- Nearby Shaw's Bridge does not require any remediation work.
- A bus plan is in place for the journey between Cork and Mallow. This will add an extra 23 minutes in passengers' journey time. It was suggested that a goodwill discount voucher should be given to passengers.
- The car park at Mallow will be made available to passengers for free during the course of the remediation works.
- A comprehensive communications plan has been developed. It was suggested that this should incorporate infrequent users e.g. those who may be travelling to the Cork Choral Festival which take place at the time of the remediation works.
- Voided beams will be used to replace existing beams and, therefore, the bridge structure will be carrying less weight.
- Bus Éireann has been invited along with other suppliers to tender for the bus transfer arrangements that will be required.

- It is expected that the loss of revenue during the remediation works will not exceed [REDACTED]
- Past experience of previous similar events was examined before deciding the best time to carry out the works.
- A review of other structures is ongoing.

4182.5 Infrastructure Advisory Group (IAG)

The report of the Chairman of the IAG, Mr. Clarke, previously circulated was taken as read and noted.

4182.6 Mr. Clarke advised of five opportunities identified for improvement in cost effectiveness, efficiency and cost reduction as follows:

- Track layout rationalisation/optimisation,
- Alternative maintenance strategies/methods/equipment,
- Engineering track access,
- Organisation structure, process and people and
- Focus on priority work.

4182.7 Matters discussed included the following:

- Reducing the asset inventory must be carried out aggressively and quick results achieved.
- Every effort must be made to reduce the number of temporary speed restrictions.
- The Chief Civil Engineer is examining the case for the purchase and use of stone blowing technology as a means to defer the need to re-ballast or clean ballast.
- A huge amount of time can be saved and safety benefits generated by the greater use of non-energised times with respect to the DART. It was agreed that the level of DART isolation times should be examined.

4182.8 New Works

The New Works Report for Period 2 2013 previously circulated was taken as read and noted.

4182.9 Mr. Muldoon presented his report and gave an update on progress during the period.

4182.10 Capital Expenditure Proposals

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

The board gave its approval for the following:

4182.11 Journey Time Improvement and Customer Interface Enhancement Works

Expenditure in the amount of [REDACTED] million for works associated with bridge assets to improve journey times and the enhancement of buildings and facilities to improve the customer interface, subject to funding by the Exchequer through the DTTAS.

4182.12 Points Heaters Greater Dublin Area (GDA) Phase 1 Area Installation

Expenditure of [REDACTED] million for the installation of point heaters at critical point ends in the GDA Phase 1 area, bringing the total amount approved for this project up to [REDACTED] million, subject to funding from the NTA.

It was agreed that this project should be completed by October/November 2013.

4182.13 Closure of Level Crossing XG002 on the Connolly/Maynooth Line

Additional expenditure of [REDACTED] million for the construction of an overbridge at Ratoath Road, Cabra, Co. Dublin, in order to close Level Crossing XG002 on the Connolly/Maynooth Line, bringing the total amount approved for this project up to [REDACTED] million, subject to funding from the NTA.

4182.14 Contracts

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

The board gave its approval for the following:

4182.15 Extension to the On Track Machines (OTMs) Contract

An extension of the existing contract for the operation of On Track Machines (OTMs), to Lloyd Rail for a five month period from May 2013 to September 2013 at an estimated cost of [REDACTED] including non-recoverable VAT.

It was noted that this contract extension will bring the total value of the contract including contract extensions to Lloyd Rail to a cost of [REDACTED] million including non-recoverable VAT.

4182.16 The Chairman asked for bench marking information in respect of the costs of this work incurred by other organisations. Mr. Cunningham

4182.17 In response to questions from Directors, Mr. Cunningham confirmed that there has been no deterioration in the performance of Lloyd Rail during the period of the various contract extensions. They have in fact shown signs of where they could add extra value.

4182.18 Closure of Level Crossing XG002 on the Maynooth Line

The award of a contract to BAM Civil Ltd. in the amount of [REDACTED] excluding VAT for the Ratoath Road realignment and overbridge works to eliminate Level Crossing XG002 on the Maynooth Line.

4182.19 Maintenance of Revenue Equipment

The award of a three year contract for revenue equipment maintenance services to Quaestor Analytic Ltd. at a cost of [REDACTED] excluding VAT.

It was noted that there is an option to extend the contract for a maximum [REDACTED]

4182.20 Selection and Award Criteria

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

The board gave its approval for the following:

4182.21 Framework Agreement for Civil Engineering and Building Works for Tender Values up to €100,000

The selection and award criteria as presented to the board for the establishment of a multi-party framework agreement for civil engineering and building works for tender values up to €100,000 associated with the upgrading of the railway infrastructure and any other works that Iarnród Éireann or CIE may undertake on their properties.

It was noted that:

- (a) This framework agreement will operate for a period of [REDACTED] with an option to extend for [REDACTED] and
- (b) Due to the potential requirements over the [REDACTED] period the estimated value may well exceed [REDACTED].

4182.22 Framework Agreement for Civil Engineering and Building Works for Tender Values from €100,000 to €500,000

The selection and award criteria as presented to the board for the establishment of a multi-party framework agreement for civil engineering and building works for tender values from €100,000 to €500,000 associated with the upgrading of the railway infrastructure and any other works that Iarnród Éireann or CIE may undertake on their properties.

It was noted that:

- (a) This framework agreement will operate for a period of [REDACTED] years with an option to extend [REDACTED] and
- (b) Due to the potential requirements over the [REDACTED] the estimated value may well exceed [REDACTED] million.

4182.23 Framework Agreement for Civil Engineering and Building Works for Tender Values from €500,000 to €5 million

The selection and award criteria as presented to the board for the establishment of a multi-party framework agreement for civil engineering and building works for tender values from €500,000 to €5 million associated with the upgrading of the railway infrastructure and any other works that Iarnród Éireann or CIE may undertake on their properties.

It was noted that:

- (a) This framework agreement will operate for a period of [REDACTED] years with an option to extend for [REDACTED] and
- (b) Due to the potential requirements over the [REDACTED] year period the estimated value may well exceed [REDACTED] million.

4182.24 Procurement Timetable

The memorandum previously circulated was taken as read and noted.

4182.25 Disposal of Scrap Permanent Way Materials 2013

The memorandum previously circulated was taken as read and noted.

4182.26 The board gave its approval for the disposal of scrap rail (approximately 1,200 tonnes) at an estimated value of [REDACTED] in accordance with the CIE Group Procurement Policy and Procedures which govern the disposal of assets.

Mr. Clarke, Mr. Cunningham, Mr. Muldoon and Mr. Reynolds left the meeting at this time.

4183 **RAILWAY UNDERTAKING (RU)**

Mr. Gerry Culligan, Commercial Director, joined the meeting at this time.

4183.1 InterCity and Commuter Network Report

The InterCity and Commuter Network Report for Period 2 2013 previously circulated was taken as read and noted.

4183.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety,
- Performance,
- Finance and
- Fleet strategy.

4183.3 The Fleet Strategy Advisory Paper previously circulated was taken as read and noted. It was noted that a more comprehensive document would be presented at the April board meeting. The Chairman stated that it must include business aspects.

4183.4 Strategy for Revenue Protection

The memorandum previously circulated was taken as read and noted.

4183.5 Mr. Meade circulated an Executive Summary of the memorandum which covered the following matters:

- Project objectives,
- Current processes,
- Gaps in current processes and
- Action Plan.

4183.6 Matters discussed included the following:

- The level of fare evasion is probably under estimated.

- The public's perception that they are likely to "get away with it" needs to change.
- 140 Ticket Vending Machines (TVMs) must still be rolled out. Priority should be given to the approximately 20 stations which do not have any TVMs as yet.
- Stations outside the Dublin area do not have exit validation gates. Between six and nine DART Stations do not have exit validation gates.
- When the remaining TVMs and exit validation gates are rolled out, the message to the public that everyone must have a ticket should be reinforced. Members of the public must understand that if you can buy a ticket at a station then you must have a ticket before you board a train.
- Problems still exist on the ground in that:
 - o There are problems with some machines,
 - o Monday to Friday working and
 - o TVMs do not accept €50 notes for short journey tickets.

4183.7 The Chairman stated that the objective is for clarity of policy and practices for both customers and staff. He also stated that the policy must be perceived by all to be fair. This topic should be built into customer surveys and mystery shopper surveys.

4183.8 Trains Advisory Group (TAG)

The Report of the Chairman of the TAG, Mr. Perry, previously circulated was taken as read and noted.

4184 **COMMERCIAL**

4184.1 Commercial Report

The Commercial Report for Period 2 2013 previously circulated was taken as read and noted.

4184.2 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- Revenue performance Period 2 2013,
- Student campaign,
- Tax saver,
- City Gold relaunch,
- Yield management,
- NTA matters and
- Sales update.

4184.3 Mr. Nix asked for a review of peak time occupancy of the most frequently used car parks. He suggested that car parking fees at those car parks should be priced accordingly.

Mr. Culligan

Mr. Culligan and Mr. Meade left the meeting at this time.

4185 **ADMINISTRATIVE ITEMS**

4185.1 Transactions for Approval, Sealing and Signing

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

Appendix I

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

Appendix II

4185.2 DTTAS Correspondence

The letter to the Chairman from the DTTAS dated 12th February 2013 regarding Chief Executive appointments on contracts previously circulated was taken as read and noted.

4185.3 Audit Review Group (ARG) Vacancy

The board gave its agreement for the appointment of Mr. Allen as a member of the ARG.

4186 ITEMS FOR NOTING

4186.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 2 2013.
- (b) Capital Expenditure Report for Period 2 2013.
- (c) Safety Plan 2013-2015.
- (d) Minutes of the following meetings:
 - (i) Rosslare Europort Advisory Group Minutes 10th January 2013.
 - (ii) Infrastructure Advisory Group Minutes 18th February 2013.
 - (iii) Trains Advisory Group Minutes 19th February 2013.

4187 DATE AND LOCATION OF NEXT MEETING

Tuesday 23rd April 2013 at 9.30am in Heuston Station. It was noted that an earlier special board meeting may be required to approve the 2012 Financial Statements.

Chairman



Date

23 April 2013

TRANSACTIONS FOR APPROVAL AND SEALING

1. Wayleave Agreement in duplicate with Kildare Co. Co. for the installation, testing, maintenance and use of two 813mm diameter steel watermain in two 1200mm diameter concrete sleeve pipes, at 13 miles 684 yards, on the Dublin to Sligo Railway Line, in respect of the Ballygoran to Collinstown Reservoir Scheme, for a licence period of [REDACTED] years for a licence fee of [REDACTED]
2. Wayleave Agreement in duplicate with North Tipperary Co. Co. for the installation, testing, maintenance and use of watermain in the following locations, for a licence period of 250 years, for a licence fee of [REDACTED]:
 86 miles 1,755 yards – Dublin to Cork Line on Cork Side of OBC228 (The Commons),
 89 miles 1,195 yards – Dublin to Cork Line on Cork Side of OBC233 (Holycross),
 91 miles 64 yards – Dublin to Cork Line on Dublin Side of OBC234 (Holycross),
 86 miles 760 yards – Dublin to Cork Line (Circa Thurles Station)
 91 miles 540 yards – Dublin to Cork Line on Dublin Side of OBC235 (Cloghane).
3. Wayleave Agreement in duplicate with Wicklow Co. Co. for the installation, testing, maintenance and use of one 457mm steel sleeve pipe to contain one 355mm watermain and one 125mm ESB duct containing power cables at XR060, 45 miles 1,500 yards on the Dublin to Wexford Railway Line in the Townland of Kilcarra West, Arklow, Co. Wicklow, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
4. Lease in duplicate in respect of a retail unit at Lansdowne Road DART Station, to [REDACTED] for the retail sale of confectionary, hot and cold drinks, pre-packed sandwiches and snacks, newspapers and magazines, for a period of [REDACTED] years, for a consideration of [REDACTED]
5. Lease in duplicate with [REDACTED] for a premises, the railway arch, located at No. 4, Seville Place, Dublin 1, to be used as a garage for vehicle repairs, for a term of [REDACTED] years, for a rent of [REDACTED]

Company Secretary
 Iarnród Éireann
 25th March 2013

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] for lands comprising 18.4 acres, adjoining Portlaoise Rail Care Depot, for a licence period of one year, four months, for a licence fee of [REDACTED] for the period 1st September, 2012 to 31st December, 2012, and payment of [REDACTED] for the period 1st January, 2013 to 31st December, 2013, for the purpose of grazing of livestock and tillage.
2. Licence in duplicate with Mocha Beans Ltd., for a unit on the Northbound Platform of Pearse Station, Dublin 2, to be used for the sale of hot/cold beverages, pre-packed sandwiches and confectionery, for a licence period of four years, for a licence fee of [REDACTED] whichever is the greater.
3. Licence in duplicate with Kilkenny Leader Partnership, to allow them access to part of the New Ross Closed Branch Line, Co. Kilkenny, from 102 miles 557 yards to 115 miles 897 yards, for overgrowth clearance works and engineering surveys, for a licence period of [REDACTED] for a licence fee of [REDACTED]
4. Licence in duplicate with [REDACTED] of Cartron, Oranmore, Co. Galway, to allow Iarnród Éireann/CIE access to his land, adjacent to the proposed Oranmore Station, for the storage of materials and parking of vehicles, in respect of station improvement works, for a licence period of [REDACTED]hs, for a licence fee of [REDACTED]
5. Licence in duplicate with Post 24 (South Tipperary) Irish United Nations Veterans Association, for a unit at Clonmel Station, to be used as a retail unit, for a licence period of four years, for a licence fee of [REDACTED], if requested.
6. Licence in duplicate with [REDACTED] to allow him to position his mobile kiosk at Rush/Lusk Railway Station, Co. Dublin, to sell hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of two years, for a licence fee of [REDACTED].
7. Licence in duplicate with [REDACTED] to allow him to position his mobile kiosk at Balbriggan Railway Station, Co. Dublin, to sell hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED], for a licence fee of [REDACTED]
8. Licence in duplicate with Wicklow Co. Co., for the controlled use of railway Level Crossing XR060 at Kilcarra West, Arklow, Co. Wicklow, located at 45 miles 1,500 yards on the Dublin to Wexford Line, to enable them gain access to their pumping equipment, for a licence period of ten years, for a licence fee of [REDACTED].

Company Secretary
Iarnród Éireann
25th March 2013

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 TWO HUNDRED AND SEVENTY FIRST
BOARD MEETING HELD ON 23RD APRIL 2013
AT 9.30AM IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Mr. Frank Allen	Director
Ms. Patricia Golden	Director
Mr. Vincent Green	Director
Mr. John Moloney	Director

IN ATTENDANCE:

Mr. Aidan Cronin	Chief Financial Officer, IE
Mr. Gerry Culligan	Commercial Director (part)
Mr. Don Cunningham	Director Infrastructure Manager (part)
Ms. Geraldine Finucane	Company Secretary
Mr. Mike Flannery	Chief Financial Officer, CIE
Mr. David Franks	Chief Executive
Mr. Jimmy Meade	Acting Director Railway Undertaking (part)
Mr. Brian O'Meara	Operations Planning Manager (part)
Mr. Cliff Perry	Chairman, Trains and Safety Advisory Groups (part)
Mr. Peter Smyth	Chief Mechanical Engineer (part)

ABSENT: Apologies were received from Mr. Paul McGarry and Mr. James Nix.

MIN NO.

4188 MINUTES

4188.1 The Minutes of the meeting held on 25th March 2013 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4188.2 Outstanding Items
The memorandum previously circulated was taken as read and noted.

4188.3 [REDACTED]

Mr. Lynch

4189 CHAIRMAN'S COMMENTS

4189.1 The Chairman stated that the overall financial position of the CIE Group and Iarnród Éireann remains as it was last month. The challenge to achieve the 2013 Budget continues. This requires more costs to come out of the business. Efforts will also continue to increase revenue. The board papers contain a list of initiatives which are being pursued by management. These cover all aspects of

the business. Payroll deductions are a key element. Management and staff are discussing how these can be progressed. The Chairman encouraged continuance of these discussions in good faith irrespective of the repercussions of Croke Park 2.

4189.2 It was noted that Draft 2012 Financial Statements have been presented for the approval of the board. They have been prepared on a going concern basis and the Chairman emphasised the importance of signing off on them. This will assist in the bank negotiations and enable the CIE Group to finalise the 2012 Group Consolidated Financial Statements on 26th April 2013. It was noted that Letters of Support had been received from the Minister and from CIE.

4189.3 It was noted that Fleet and Freight Strategy papers have been presented for the approval of the board. The Chairman stated that these would be important to shaping the income and cost profile of the business. While the strategy documents are very comprehensive it was important that Directors have all the information needed to make the decisions which will have a significant impact on how the railway business will be run.

4189.4 The Chairman asked Directors, if they had not already done so, to complete the board effectiveness survey. He stated that once the feedback has been received he intends to have a special session with Directors to review the outcome and possibly combining it with a session on strategy and the CIE pension schemes.

4190 CHIEF EXECUTIVE'S REPORT

4190.1 The Chief Executive's Report previously circulated was taken as read and noted.

4190.2 Mr. Franks presented his report and the following matters were discussed:

- Error in budgeting for fuel costs in 2013.
- Remote pilotman working.
- Completion of the Accounting Separation Project is the only remaining item within Iarnród Éireann's obligations to comply with EU legislation on restructuring.
- The staffing profile did not reflect the railway profile in the past. Benefits in terms of a reduction in staff numbers are now being generated as a result of past investment, especially in modern technology.

4191 RAILWAY UNDERTAKING (RU)

Mr. Gerry Culligan, Commercial Director, Mr. Jimmy Meade, Acting Director RU, Mr. Brian O'Meara, Operations Planning Manager, Mr. Cliff Perry, Chairman, Trains and Safety Advisory Groups and Mr. Peter Smyth, Chief Mechanical Engineer, joined the meeting at this time.

4191.1 Railway Undertaking (RU) Report

The RU Report for Period 3 2013 previously circulated was taken as read and noted.

4191.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety,
- Performance,
- Finance,
- Revenue Protection,
- Human Resources and
- Mechanical Engineering issues.

4191.3 Matters discussed included the following:

- Perceived fatigue issue in connection with the bogie frame of generator vans.
- Communication with the public in respect of the forthcoming remediation works on the Monard Viaduct.

4191.4 Fleet Strategy

The Fleet Strategy document previously circulated was taken as read and noted.

4191.5 Mr. Smyth circulated an Executive Summary of the Fleet Strategy which covered the following matters:

- Report objectives,
- Total operating costs by train type,
- Fleet options and cost impacts,
- Maintenance strategy and
- Recommended options for the InterCity and DART Fleets.

4191.6 Matters discussed included the following:

- Implications of partial Mark IV withdrawal and InterCity railcar (ICR) fleet reconfiguration.
- Price differentiation between Mark IV train fares and ICR fares.
- Method of conveying to the public what type of train is available for each journey.
- Need to know likely loadings so as to be able to service heavily loaded peak services.
- How responsive can Iarnród Éireann be when passenger numbers start increasing again (standby trains).
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Maintenance costs and fuel costs.
- Level of cost savings achievable in 2013.
- A comprehensive communication plan to outline the positive progress being made by Iarnród Éireann is to be prepared.
- The benefits which will derive from the Fleet Strategy should not have any impact on subvention levels.
- A capital cost of [REDACTED] million for heavy maintenance has been included in the submission to the banks [REDACTED]
- [REDACTED]

4191.7 Following further discussion the board gave its approval for the Fleet Strategy as presented and particularly for:

- Partial Mark IV withdrawal and reconfiguration of the ICR fleet and
- DART capacity optimisation.

4191.8 It was noted that the Fleet Strategy now needs to be turned into a project plan. Any necessary capital expenditure items should come to the board for approval and should be funded from existing resources e.g. heavy maintenance.

4191.9 The Chairman noted that some of the proposed changes will be sensitive both politically and with customers. He requested that a communications and engagement plan (with the NTA, RSC and Department of Transport, Tourism and Sport (DTTAS)) be drawn up. **Mr. Franks**

4191.10 The Chairman stated that a lot of work went into preparing this Fleet Strategy and credit must go to the relevant staff who worked on it.

Mr. O'Meara and Mr. Smyth left the meeting at this time.

4191.11 Commercial Report

The Commercial Report for Period 3 2013 previously circulated was taken as read and noted.

4191.12 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- Revenue performance in Period 3 2013,
- Student campaign,

- Tax saver,
- Yield management,
- Customer First Programme,
- Branding and
- Sales update.

4191.13 The following matters were discussed:

- Actions being taken to make up the shortfall from the negative revenue variances.
- Much of the reduction in revenue performance of the DART service relates to bad weather and flooding during Period 3 2013. However, if this poor performance continues it would be very disappointing and further action would have to be taken.
- Comparative revenue performance by the bus companies during Period 3 2013.
- The company is working to get full reciprocal arrangements for ticket sales with Northern Ireland Railways (NIR).
- Performance of the Wi-Fi service on the Belfast Line north of the border.
- Car park revenue is down, due partly to the greater take up of parking by text which is at a cheaper rate. However, a full review is being carried out on revenue from each car park.

4191.14 Freight Strategy

The Freight Strategy document previously circulated was taken as read and noted.

4191.15

[REDACTED]

4191.16

[REDACTED]

4191.17

[REDACTED]

Mr. Culligan

4191.18 Trains Advisory Group (TAG)

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

4191.19 The Chairman of the TAG, Mr. Perry, advised that at its last meeting heavy emphasis was given to the Fleet and Freight strategies both of which are supported by the TAG. The TAG also discussed the impact of the environmental agenda towards carbon efficient modes of transport.

4191.20 Safety Advisory Group (SAG)

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

4191.21 The Chairman of the SAG, Mr. Perry, advised that the IM and RU will deliver separate Safety Plans. It was agreed that a comprehensive update of these plans would be presented to the board every quarter.

Mr. Culligan and Mr. Meade left the meeting at this time.

4192 INFRASTRUCTURE MANAGER (IM)

Mr. Don Cunningham, Director IM, joined the meeting at this time.

4192.1 Infrastructure Manager (IM) Report

The IM Report for Period 3 2013 previously circulated was taken as read and noted.

4192.2 Mr. Cunningham circulated revised Key Performance Indicators for Period 3 2013 which he then went on to elaborate.

4192.3 Mr. Cunningham circulated an Executive Summary of the IM Report which covered the following matters:

- Safety,
- Finance,
- Asset performance,
- General issues for New Works and
- General issues for Infrastructure.

4192.4 Matters discussed included the following:

- Proposals for a second entrance at Kent Station in Cork. The Chairman asked that details of these be brought to the board. Mr. Cunningham
- Liaison with the local authorities to resolve flooding problems in the greater Dublin area.

Mr. Franks

Mr. Franks

4192.5 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4192.6 Central Traffic Control Centre Operational Requirements Review

The board gave its approval for expenditure of [REDACTED] to prepare a staging proposal to update the Central Traffic Control facility taking account of short term funding restrictions, subject to funding from the NTA for this project.

4192.7 The Chairman stated that this project should only be carried out on the basis that maximum use will be made of work done already to date in this area.

Mr. Cunningham and Mr. Perry left the meeting at this time.

4193 CENTRAL SERVICES

4193.1 Finance Report

The Finance Report for Period 3 2013 previously circulated was taken as read and noted.

4193.2

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

- The company incurred a year to date [REDACTED] million compared to a [REDACTED] million and a [REDACTED] million for the same period in 2012.
 - Disposal of scrap.
 - Cash and banking.
- Mr. Flannery advised that the target date for completion of negotiations with the banks is mid to end May. However, the banks have asked for details of the impact of the delay in the implementation of the Cost Reduction Plans.
- Outcome of the NTA audit on grant claims.
 - Commencement of the NTA audit on public service obligation contracts.
 - Progress with the data migration element of the Accounting Separation Project.
 - Details of capital expenditure to date and forecasted to the end of the year project by project. This expenditure has to be managed very carefully.
 - Schedule of initiatives being pursued by management to ensure that the company remains within its 2013 Budget. The Chairman asked for regular progress reports.

4193.3

Matters discussed included the following:

- Implementation of a document retrieval system. It was noted that the company had not retained all the necessary paperwork on some grant claim files which is an issue which was highlighted during the recent NTA audit.
- Progress in implementing the five day rule under the Annual Leave Policy.
- Speed of savings which can be derived from the proposed increments holiday.
- The management response to the NTA audits will be brought to the Audit Review Group and to the Iarnród Éireann board.

4193.4

Audit Review Group (ARG)

The Chairman of the ARG, Ms. Golden, gave a verbal update on the deliberations of the ARG. She advised that it met on 19th April 2013 to review the Draft 2012 Financial Statements and to consider the going concern issue. It deferred making a recommendation to the board pending receipt of advice on disclosures in respect of the pension schemes and capitalisation and depreciation of grant funded fixed assets. The ARG is now satisfied that the explanations received from legal, PricewaterhouseCoopers and management provide assurance that the disclosures and accounting treatments of these two items are appropriate. Therefore, the ARG is recommending the Draft 2012 Financial Statements for the approval of the board.

4193.5

Ms. Golden drew the board's attention to the basis of its recommendation:

- Letter of support from CIE dated 11th April 2013 incorporating Letter of Support from the Minister dated 10th April 2013 (circulated).
- Legal advice dated 4th October 2012 from McCann FitzGerald (circulated).
- Reasons outlined by the CIE Board why preparation of the Financial Statements on a going concern basis is appropriate. These reasons are outlined in a note to Iarnród Éireann's Financial Statements.
- Reasonable expectation of a satisfactory outcome in the renewal of bank facilities.
- Assurances that Iarnród Éireann is on target to meet its 2013 Budget and Five Year Plan and that the key assumptions underlying them remain valid.

4193.6

Ms. Golden also advised that the ARG had received:

- Confirmation from PricewaterhouseCoopers that the accounting treatment for pensions in Iarnród Éireann's Financial Statements is in accordance with FRS17 and

- An unqualified audit opinion from PricewaterhouseCoopers in respect of the 2012 Financial Statements.

4193.7

[REDACTED]

Chairman

4193.8

Draft Financial Statements for 2012

The Draft Financial Statements for 2012 previously circulated were taken as read and noted.

4193.9

The board agreed to accept the ARG's recommendation and agreed:

- (a) That the Financial Statements for the year ended 31st December 2012 be approved by the Iarnród Éireann board, subject to layout and minor reclassification changes which may be approved by the Chief Financial Officer and
- (b) That the Chairman of the board, Mr. Gaffney and the chairman of the ARG, Ms. Golden, be authorised to sign the Financial Statements on the Iarnród Éireann board's behalf.

4193.10

Draft Chief Executive's Letter to the Chairman

The Draft Chief Executive's Letter to the Chairman as required under the Code of Practice for the Governance of State Bodies previously circulated was taken as read and noted.

4193.11

The board agreed that the Chief Executive should sign and send this letter to the Chairman, subject to minor amendments.

4193.12

The board expressed its appreciation for the effort which went into the Financial Statements and the progress that had been made since the 2011 Financial Statements.

4194

ADMINISTRATIVE ITEMS

4194.1

Transactions for Approval, Sealing and Signing

The transactions (5) for approval and sealing at the meeting were approved and sealed. (One item had been withdrawn).

Appendix I

The transactions (2) for approval and signing at the meeting were approved and signed.

Appendix II

4194.2

Procurement Timetable

The revised Procurement Timetable previously circulated was taken as read and noted.

4194.3

Good Faith Reporting Statement

The Good Faith Reporting Statement approved by the CIE Board at its meeting on 7th March 2013 previously circulated was taken as read and noted.

4194.4

It was noted that this policy is now to be implemented across the Group.

4195 ITEMS FOR NOTING

4195.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (i) Audit Review Group Minutes 21st November 2012.
- (ii) Infrastructure Advisory Group Minutes 19th March 2013.
- (iii) Trains Advisory Group Minutes 19th March 2013.

4196 DATE AND LOCATION OF NEXT MEETING

Wednesday 22nd May 2013 at 9.30am in Heuston Station.

Chairman



Date

22/05/13

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with STT Risk Management Ltd., for part of ground floor of Tara House, Tara St., Dublin 2, to be used as office space, for a period of [REDACTED] years, for a rent of [REDACTED]
2. Lease in duplicate with Enterprising Athenry ADC Ltd., unit in Athenry Railway Station, to be used as office space, for a period of [REDACTED] years, for a rent of [REDACTED].
3. Lease in duplicate with Blinds of Ireland Ltd., for a premises at 121 North Strand Road, Dublin 3, to be used for sale, storage and manufacturing of blinds, for a term of [REDACTED] years, for a rent of [REDACTED].
4. Lease in duplicate with Blinds of Ireland Ltd., for a premises at 20 and 21, Strandville Avenue, Dublin 3, to be used for sale, storage and manufacturing of blinds, for a term of [REDACTED] years, for a rent of [REDACTED].
5. Agreement in duplicate and Closure Agreement in duplicate with Mr. John McHale and Mrs. Bridie McHale, for the sale of four acres of land to him, in relation to the closure of Level Crossing XS154 at 132 miles 1,700 yards on the Mullingar to Sligo Railway, for a total consideration of [REDACTED]

Company Secretary
Iarnród Éireann
23rd April 2013

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with Caiguna Ltd., [REDACTED], to use part of the car park at the rear of Dun Laoghaire Railway Station, for their employees' car parking, for a licence period of [REDACTED] year, for a licence fee of [REDACTED].
2. Licence in duplicate with [REDACTED], for a plot of ground at the Railway Station, Clara, Co. Offaly, for the purpose of growing vegetables, for a licence period of [REDACTED] years, for a licence fee of [REDACTED].

Company Secretary
Iarnród Éireann
23rd April 2013

TARNRÓD ÉIREANN ~ IRISH RAIL

4298.1

[REDACTED]

- 4198.2 An informal board session has been arranged for 5th June 2013 at 2.00pm in Connolly Station to cover the following topics:
- Feedback on the board effectiveness survey,
 - Status of the CIE pension funds and its relationship to Iarnród Éireann and
 - Management report on the status of the corporate strategy review and input from the board.

4198.3 [REDACTED]

- 4198.4 The Chairman advised that Mr. Flannery had been appointed Chief Operating Officer of CIE whilst retaining Chief Financial Officer duties. He stated that this was well deserved and that Iarnród Éireann looks forward to working with him.

4199 CHIEF EXECUTIVE'S REPORT

- 4199.1 The Chief Executive's Report previously circulated was taken as read and noted.

- 4199.2 Mr. Franks presented his report and the following matters were discussed:
- An amendment is required to the financial figures as presented for Period 4 2013. They will be corrected in time for the CIE Board Finance and Risk Committee meeting and the CIE Board meeting. The correct full year forecast and budget for non-pay operating costs for 2013 amount to [REDACTED] million. The correct full year forecast and budget for the [REDACTED] for 2013 amounts to [REDACTED] million.
 - Indications show that passenger revenue for Period 5 2013 will be better than budget.
 - Internal Audit have identified a number of IT deficiencies and management control shortcomings during a recent payroll audit. These have allowed custom and practice to set in. The matter is to be examined by the Audit Review Group (ARG). Management will take the comments of Internal Audit and the ARG on board in addressing the issues raised. The complex staff terms and conditions which have built up will also have to be addressed in due course but not in a manner that will reverberate into current negotiations. It was agreed that the Chief Executive and Mr. Flannery will advise the board in a number of months time, of the scope of the work which will be required. Mr. Flannery and Mr. Franks
 - An application for a fares increase is being drafted at present. Details will be presented at the next board meeting. The Chairman asked that it include sensitivity checks.
 - Mr. Franks has advised the Chief Executive of the NTA that Iarnród Éireann's position is that this should be the last year of annual applications for fares increases. The NTA has agreed to this.
 - It is the NTA's intent that the discount between Leapcard and ordinary fares should be greater than the current 16%. This would be a threat to Iarnród Éireann's revenue.

[REDACTED]

[REDACTED]

[REDACTED] Ireland Railways (NIR) the issue regarding the inability of passengers to collect Iarnród Éireann tickets in the North.

4200 CENTRAL SERVICES

4200.1 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4200.2 Accounting Separation Project

Mr. Flannery outlined the background to the position Iarnród Éireann now finds itself in with respect to the Accounting Separation Project. He referred to the following matters:

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

4200.3 The board raised the following concerns:

- Purpose of a fixed price contract.
- Project monitoring.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

4200.4 Following further discussion the board agreed that:

- The cutover date of 24th June 2013 must be achieved.
- A decision cannot be taken at present regarding additional expenditure on the project until a more comprehensive paper is presented to the board.
Mr. Flannery
- However, the project should proceed within the original board's approved expenditure of [REDACTED] excluding VAT.
- Mr. Flannery is to arrange for an independent review to be carried out on the project to establish exactly what went wrong and to identify any improvements that Iarnród Éireann can make to ensure that something similar does not happen again.
Mr. Flannery

Mr. Flannery left the meeting at this time.

4201 INFRASTRUCTURE MANAGER (IM)

Mr. Bob Clarke, Chairman, Infrastructure Advisory Group (IAG) and Mr. Don Cunningham, Director IM, joined the meeting at this time.

4201.1 Infrastructure Manager (IM) Report

The IM Report for Period 4 2013 previously circulated was taken as read and noted.

4201.2 The Key Performance Indicators (KPIs) for Period 4 2013 previously circulated were taken as read and noted. Mr. Cunningham went on to elaborate on the KPIs and in particular on the reasons for the delayed minutes incurred during the period.

4201.3 Mr. Cunningham circulated an Executive Summary of the IM Report which covered the following matters:

- Safety (including the issue of testing for broken rails),
- Finance,
- Asset performance,
- General issues for New Works

Mr. Cunningham agreed to liaise with Mr. Nix regarding the second entrance at Kent Station in Cork. **Mr. Cunningham**

- General issues for Infrastructure (including the issue of cable theft and the review which is in progress on hidden internal structures which may need some work).

4201.4 The Chairman asked the Chief Executive to advise the CIE Board of the recently agreed contract for Iarnród Éireann to provide SET services to Invensys.

Mr. Franks

4201.5 Infrastructure Advisory Group (IAG)

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

4201.6 Mr. Clarke presented his report and the following matters were discussed:

- Management should push ahead with track layout rationalisation and optimisation given the potential benefits to the company.
- The practice in the UK is different (but not significantly so) to Ireland with respect to engineering work while the adjacent line is open to traffic. However, the interval in the continent is greater due to the different nature of the railway network there.

4201.7 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4201.8 Closure of Level Crossings XC145, XC146 and XC147 on the Dublin/Cork Line

The board gave its approval for additional expenditure of [REDACTED] to complete the closure of Level Crossings XC145, XC146 and XC147 on the Dublin/Cork Line, bringing the total expenditure to date on these crossings to [REDACTED]

It was noted that the additional expenditure for this project will be funded from the Railway Safety Programme.

4201.9 It was noted that the cost of the proposed Compulsory Purchase Order settlement of [REDACTED] will be offset during 2013 by proceeds of an estimated [REDACTED] expected from the disposal of land acquired as part of this project. The proceeds will be transferred to Iarnród Éireann via the Property Department.

4201.10 Management and Settlement of Project Claims

The memorandum previously circulated was taken as read and noted.

It was noted that given the changed financial circumstances of the company, the delegated authority levels for agreeing and authorising change orders and claims are being reviewed. In addition, a process is being put in place to ensure no miscoding of costs.

4201.11 Contract

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

4201.12 Operation and Maintenance of On Track Machines (OTMs)

The memorandum previously circulated was taken as read and noted.

The board gave its approval for the award of a contract to Balfour Beatty Rail Ltd. for the operation and maintenance of Iarnród Éireann's OTM fleet at an estimated value of [REDACTED] million exclusive of VAT based on a contract duration of five years.

It was noted that:

- The non-recoverable VAT arising is estimated at [REDACTED] million bringing the total value of the contract to [REDACTED] million.
- The cost is fixed for the first year only and is subject to an annual adjustment on a predetermined inflation based index for labour and materials.
- The cost is based on a projected usage over the next [REDACTED].
- The cost of the contract is fully provided for within the Operating Budget.

4201.13 In response to queries from Directors, it was concluded that the reason why there were not more tenderers for this contract may have been due to the cost of entry into Ireland and the fact that this contract went to tender twice due to a previous challenge from the incumbent. This may have put people off tendering. It was also felt that the reason why the incumbent withdrew from the tender process is because their Swiss partner pulled out.

4201.14 The Chairman stated that this contract is a very good deal for Iarnród Éireann because it is a "game changer" in terms of costs and in terms of the way the work is done. He stated that he was satisfied that the safety queries were dealt with appropriately during the procurement process.

Mr. Clarke and Mr. Cunningham left the meeting at this time.

4202 RAILWAY UNDERTAKING (RU)

Mr. Gerry Culligan, Commercial Director, Mr. Jimmy Meade, Acting Director RU, and Mr. Peter Smyth, Chief Mechanical Engineer, joined the meeting at this time.

4202.1 Contract

The memorandum previously circulated was taken as read and noted.

4202.2 Maintenance and Overhaul of Powerpack Units for the 22000 Railcars

The board gave its approval for the award of a contract to Tenderer D for the maintenance and overhaul of the MTU 6H18700 powerpack units for the 22000 railcars at an estimated value of [REDACTED] exclusive of VAT based on a maximum contract duration of [REDACTED]

It was noted that:

- The non-recoverable VAT arising, currently rated at 13.5% for core services, is estimated at [REDACTED] giving a total contract cost of [REDACTED]
- The above figure does not include an estimated cost of [REDACTED] excluding VAT p.a. for non-core services which may arise during the course of the contract.
- [REDACTED]
- [REDACTED]
- The initial term of the contract is for [REDACTED] with an option to extend by a further [REDACTED] years at Iarnród Éireann's sole discretion.

4202.3 In response to Mr. Nix, the Chairman stated that Iarnród Éireann may look at the principle of co-operation with NIR in terms of procurement. This approach is adopted at present within the CIE Group.

4202.4 Procurement Timetable

The revised Procurement Timetable previously circulated was taken as read and noted.

Mr. Reynolds left the meeting at this time.

4202.5 Railway Undertaking (RU) Report

The RU Report for Period 4 2013 previously circulated was taken as read and noted.

4202.6 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- ~ Safety,
- ~ Performance,
- ~ Finance,
- ~ Revenue protection and
- ~ Station awards.

4202.7 Matters discussed included the following:

- ~ The potential danger of counterfeit smartcards.
- ~ The lack of a right of audit by the operators of Leapcard data is the subject of much discussion with the NTA. It is not known what level of audit the NTA will itself carry out nor the level of security over the Leapcard revenue system. This is unacceptable to the CIE Group.
- ~ Customer involvement in local station awards is growing. It was suggested that this should be publicised nationally. **Mr. Kenny**
- ~ The potential cost of lineside acoustic bearing monitoring at three locations is approximately [REDACTED]. The decommissioning of hot axle box sites could yield savings of approximately [REDACTED]

4202.8 Commercial Report

The Commercial Report for Period 4 2013 previously circulated was taken as read and noted.

4202.9 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- ~ Trading environment,
 - ~ Revenue performance in Period 4 2013,
 - ~ Student campaign,
 - ~ Tax saver,
 - ~ Yield management,
 - ~ Customer First Programme
- An excellent system in the UK has been reviewed by Iarnród Éireann and the NTA to identify potential benefits.
- ~ Application for a fares increase.
 - ~ Orient Express
- If this is to go ahead in Ireland it will not happen until 2016.
- ~ Market segmentation.

4202.10 Trains Advisory Group (TAG)

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

Mr. Culligan, Mr. Meade and Mr. Smyth left the meeting at this time.

4203 CENTRAL SERVICES (Contd.)

4203.1 Finance Report

The Finance Report for Period 4 2013 previously circulated was taken as read and noted.

4203.2

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

- Various items comprising the year to date costs of [REDACTED] million compared to the budgeted costs of [REDACTED] million and the actual costs of [REDACTED] million for the same period in 2012.
- Progress with respect to the initiatives being pursued by management to ensure that the company remains within its 2013 Budget.
- A staff member has been appointed to monitor progress of the aforementioned initiatives. A panel to critique progress is being set up.
- Costs of [REDACTED] Period 4 2013 relate to costs for Periods 1 to 3 which should have been charged to the Profit and Loss Account and not capitalised (given that capital funding has been reduced by the Government). This has resulted in a negative variance for the period. However, the 2013 Budget has provided for the total level of New Works overheads which cannot be capitalised during the year.
- The employer's contribution rate to the 1951 Superannuation Scheme increased from 2.8 to 3 times the employees' rate in 2013. However, this contribution rate is to reduce to 2.8 again. The 2013 Budget had provided for a 2.8 employer's contribution rate.

4203.3

Risk Register

The Iarnród Éireann Risk Register previously circulated was taken as read and noted. The changes since the last presentation of the register were noted.

4203.4

[REDACTED]

4203.5

Shadow Timetable to Facilitate Cork/Galway Travel

Mr. Nix made suggestions regarding possible timetable changes to facilitate rail travel between Cork and Galway. It involves using Limerick Junction as a main connection point. Mr. Franks agreed to feed the concept into those who work on the timetable.

Mr. Franks

4203.6

Human Resources Report

Mr. Ciaran Masterson, Director Human Resources, joined the meeting at this time.

4203.7

Mr. Masterson presented his report and elaborated on KPIs.

4203.8

Matters discussed included the following:

- Facilitated talks on cost containment issues will take place in the LRC on 29th May 2013.
- 227 staff have been included in the Performance Management System (PMS). The plan is to extend this to another 100 staff. This should generate more interest. The Chairman asked Mr. Masterson to focus on this topic and on succession planning in his next report to the board.

Mr. Masterson

- Annual leave entitlement.
- The reduction in sick days that can be self certified.

4203.9

Management of CCTV Imagery

The memorandum previously circulated was taken as read and noted.

Mr. Masterson gave a presentation on the management of CCTV imagery and how Iarnród Éireann ensures regulatory compliance. His presentation covered the following matters:

- Guiding principles,
- Challenges,
- Governance,
- Safety critical CCTV systems and other CCTV systems,
- CCTV on rolling stock,
- CCTV at level crossings.

4203.10 Matters discussed included the following:

- There are no CCTVs on the 48 user worked level crossings on public roads. Management is to revert with a strategy in respect of these. However, it was acknowledged that the strategy will be dependent on the risk of each location. Mr. Franks
- When CCTV units need to be replaced, the replacements are fit for purpose and meet the standard set for the particular location.
- In the context of the use of CCTV, Iarnród Éireann is compliant with data protection legislation.

Mr. Masterson left the meeting at this time.

4204 **ADMINISTRATIVE ITEMS**

4204.1 Transactions for Approval, Sealing and Signing

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

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

4205 **ITEMS FOR NOTING**

4205.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

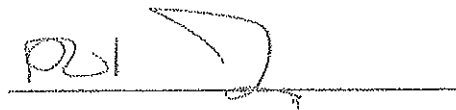
Minutes of the following meetings:

- (i) Safety Advisory Group Minutes 12th February 2013.
- (ii) Rosslare Europort Advisory Group Minutes 12th March 2013.
- (iii) Infrastructure Advisory Group Minutes 15th April 2013.
- (iv) Trains Advisory Group Minutes 16th April 2013.

4206 **DATE AND LOCATION OF NEXT MEETING**

Tuesday 25th June 2013 at 9.30am in Heuston Station.

Chairman



Date

25 06 13

TRANSACTIONS FOR APPROVAL AND SEALING

1. Agreement in duplicate with [REDACTED] for the sale of four acres of land to her, in respect of the temporary use of her lands for works during the replacement of Oola Bridge, Oola, Co. Limerick, near Level Crossing XL060, for a consideration of [REDACTED].
2. Lease in duplicate with Sanrex Ltd., for a retail unit on the Southbound Platform, Pearse Station, Dublin 2, for the sale of hot/cold drinks, pre-packed sandwiches, snacks and confectionary, for a term of [REDACTED] years, for a rent of [REDACTED] or [REDACTED].
3. Lease in duplicate with [REDACTED], for a kiosk unit in Killarney Railway Station, to be used as a Newsagents, for the sale of tea, coffee, minerals and other pre-packed light refreshments, ice cream, confectionary, cigarettes, mobile phone top up, newspapers and other reading materials, for a term of [REDACTED], for a rent of [REDACTED], whichever is the greater.
4. Wayleave Agreement in duplicate with Bord Gáis Éireann, for the installation, testing, maintenance and use of one 353mm diameter 19 bar steel gas main, on CIÉ property at 0 miles 1,592 yards on the Dublin to Belfast Railway Line, part of the East Wall to Coolock Pipeline Project, for a licence period of [REDACTED], for a licence fee of [REDACTED] and thereafter [REDACTED] for the remaining [REDACTED].
5. Wayleave Agreement in duplicate with Kildare Co. Co., for the installation, testing, maintenance and use of three 110mm diameter ducts for the purpose of carrying cables required for localised traffic signals and street lights, on CIÉ property at OBC83 at 30 miles 953 yards on the Dublin to Cork Railway Line, Loughminane, Co. Kildare, for a licence period of [REDACTED] for a licence fee of [REDACTED].
6. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Company Secretary
Iarnróid Éireann
22nd May 2013

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] to allow him place his mobile kiosk at McBride Railway Station, Drogheda, Co. Louth, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] year, for a licence fee of €2,500 per annum.
2. Licence in duplicate with BDO, for a unit, a Railway Arch, at Frenchman's Lane, Store Street, Dublin 1, to be used as a storage area, for a licence period of two years, for a licence fee of €5,500 per annum.
3. Licence in duplicate with Westmeath Co. Co. to allow them access to part of the closed Midland Great Western Railway Line from 53 miles 0 yards to 77 miles 740 yards Level Crossing XG100, Co. Westmeath, for the clearance of vegetation and the subsequent carrying out of engineering surveys of all structures, including bridges, for a period of twelve months, for a licence fee of €20,000 (as demanded).
4. Licence in duplicate with [REDACTED] for a premises at 65 Patrick Street, Cork, for the retail sale of clothing, shoes, bags, jewellery and accessories, for a licence period of four years and six months, for a licence fee of €15,000 per annum.
5. Licence in duplicate with [REDACTED] for a unit at Mallow Railway Station, Cork, to be used as a newsagents/coffee shop/sandwich bar, for a licence period of [REDACTED] for €1,500 payable for the first year of the licence period and €5,000 per annum thereafter.

Company Secretary
 Iarnród Éireann
 22nd May 2013

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND SEVENTY THIRD
BOARD MEETING HELD ON 5TH JUNE 2013
AT 1.45PM IN CONNOLLY STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Mr. Vincent Green	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
IN ATTENDANCE:	Mr. Aidan Cronin	Chief Financial Officer, IE
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive

MIN NO.

4207 The Chairman thanked directors for attending this special Iarnrod Eireann board meeting.

4208 BANKING FACILITIES

4208.1 The memorandum previously circulated was taken as read and noted.

4208.2 [REDACTED]

4208.3 [REDACTED]

- [REDACTED]
- The underlying documentation does not prevent the subsidiary companies from borrowing themselves. However, this would require the permission of the CIE Board and the consent of relevant Ministers.

4208.4

Following further discussion the board agreed:

(a)

[REDACTED]

4209

DATE AND LOCATION OF NEXT MEETING

Tuesday 25th June 2013 at 9.30am in Heuston Station.

Chairman

R. J. [Signature]

Date

25 06 13

STRICTLY PRIVATE AND CONFIDENTIAL

**IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF C  RAS IOMPAIR   IREANN) ACT, 1986**

IARNR  D   IREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND SEVENTY FOURTH
BOARD MEETING HELD ON 25th JUNE 2013
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Ms. Patricia Golden	Director
	Mr. Vincent Green	Director
	Mr. Paul McGarry	Director

IN ATTENDANCE:	Mr. John Cassidy	Safety & Security Officer (part)
	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Don Cunningham	Director Infrastructure Manager (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. John P. Lynch	General Manager, Rosslare Europort (part)
	Mr. Jimmy Meade	Director Railway Undertaking (part)
	Mr. Paul O'Kelly	Marketing Manager (part)
	Mr. Cliff Perry	Chairman Safety & Trains Advisory Groups (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)

ABSENT: Apologies were received from Mr. Frank Allen, Mr. John Moloney and Mr. James Nix.

MIN NO.

4210 MINUTES

4210.1 The Minutes of the meeting held on 22nd May 2013 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4210.2 The Minutes of the special meeting held on 5th June 2013 previously circulated were taken as read and noted. They were also signed by the Chairman as a true record of the proceedings.

4210.3 **Outstanding Items**
The memorandum previously circulated was taken as read and noted.

4210.4 It was agreed that the independent review of the Accounting Separation Project should be presented to the Iarnr  d   ireann board meeting in October.

Mr. Flannery

4211 CHAIRMAN'S COMMENTS

4211.1 The Chairman advised that he and the Chief Executive met with the Minister for Transport on 13th June 2013. They had a wide ranging discussion on a number of issues raised by the Minister. The Chief Executive briefed the Minister on current performance (Financial, Operations and Safety) and on the key strategic challenges facing the company. The Minister seemed satisfied with the effort and performance of Iarnr  d   ireann but still had concerns about its financial

position. The Minister indicated that the Capital Expenditure Budget in 2014 may be eased and that Iarnród Éireann would get its fair share. However, he was unconvinced of the benefits of a DART link to Dublin Airport but seemed enthusiastic about reviewing the DART Underground and Maynooth Line Electrification Projects.

4211.2

[REDACTED]

Mr. Franks

4211.3

The Chairman thanked directors for attending the informal session at Connolly Station on 5th June 2013 to discuss the outcome of the Board Effectiveness Survey. It was agreed at that session to pursue the following three items:

- Greater use of IT for board papers,
- Greater contact with Iarnród Éireann management and
- Progress in respect of a senior management succession plan to be submitted to the board twice a year.

4211.4

The Chairman advised that there was a lengthy debate at the CIE Board meeting on 6th June 2013 regarding signals passed at danger (SPADs) and the perceived differences in the consequences of rail accidents compared to bus accidents. It was agreed that this matter would be discussed again later in the board meeting.

4212

CHIEF EXECUTIVE'S REPORT

Mr. Mike Flannery, Chief Operating Officer, CIE, joined the meeting at this time.

4212.1

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

4212.2

Mr. Franks presented his report and the following matters were discussed:

- The range of actions which have been identified following the recent platform risk assessments will be funded out of the maintenance budget.
- Consideration is to be given to any substantial protection that could be installed for the Merrion Gates in Dublin e.g. bollards. Mr. Franks
- The Manager, Personnel and Ancillary Services, CIE, is to arrange a meeting with the trade unions to work out how Rule 29(b) of the 1951 Superannuation Scheme will be dealt with. The issue must be resolved within the calendar year 2013.
- A list of cost saving initiatives totalling [REDACTED] million for 2013 has been identified and is being pursued. Added to this are additional savings of [REDACTED] million which will have to be achieved due to further slippage since the start of the year in achieving the 2013 Budget. The list includes planned savings from the recent agreement at the LRC.

[REDACTED]

- The timing of the introduction of increases in car park charges needs to be discussed further. In addition, a communications plan must be prepared as this could become a sensitive issue. Mr. Culligan and Mr. Kenny
- The positive results from the recent Customer Satisfaction Survey should be brought to the attention of the National Transport Authority (NTA).

Mr. Franks

[REDACTED]

4213 RAILWAY UNDERTAKING (RU)

Mr. Jimmy Meade, Director RU, Mr. Paul O'Kelly, Marketing Manager and Mr. Cliff Perry, Chairman, Safety and Trains Advisory Groups, joined the meeting at this time.

4213.1 Railway Undertaking (RU) Report

The RU Report for Period 5 2013 previously circulated was taken as read and noted.

4213.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety,
- Performance,
- Finance (including the catch up in track access charges for Periods 1 to 5 2013),
- Revenue Protection (Mr. Roger Tobin has been seconded to lead a project on revenue collection and protection),
- Mechanical Engineering issues and
- Other issues.

4213.3 Matters discussed included the following:

- A communications strategy to support the new fleet strategy is to be finalised within two weeks. Mr. Kenny
- It will take a few months to fully address the InterCity railcar (ICR) wheel bearing issue with suppliers. Wheel bearings will have to be replaced and the root cause will have to be identified. So far, all issues have been picked up by hot axle box monitoring or by maintenance. No incidents have occurred on ICRs while in service.
- The cause of the five hour delay on the Belfast to Dublin service on 6th June 2013 is to be fully investigated including what the trigger points should be for escalation of incidents to Ministerial level.
- The Station Awards event went very well. They demonstrate a strong sense of community linked to the railway.
- A report on progress with the lean management and quality management system action plan is to be presented to the board during Quarter 4 2013.

Mr. Meade

4213.4 Commercial Report

The Commercial Report for Period 5 2013 previously circulated was taken as read and noted.

4213.5 Mr. O'Kelly presented this report and the following matters were discussed:

- Less than 100 customer contacts were received following the problems with the non-charging of debit card accounts for ticket purchases. A meeting is to be held with Scheidt & Bachmann to review the process for dealing with ticket vending machine (TVM) software changes. Only [REDACTED] remains outstanding of the [REDACTED] that was due from customers.
- If plans for the proposed Orient Express Irish Tour are successful, operations are unlikely to commence for another two years following the purchase and fit out of Mark 3 vehicles.
- If it is decided to introduce "Productivity Lounges" in Connolly and Heuston Stations, they must be developed to the highest possible standard.
- The potential for car hire at Heuston and Connolly Stations should be explored. Mr. Culligan
- The potential for doing business with those proposing to revive the sugar beet industry in Ireland should be pursued further and elevated to Ministerial level, particularly as this was a profitable business for Iarnród Éireann in the past. Mr. Culligan

4213.6 2014 Fares Application

The memorandum previously circulated was taken as read and noted.

4213.7 The board gave its approval for the proposed 2014 fares application which is due for submission to the NTA on 1st July 2013 in line with public service contract (PSC) requirements.

4213.8 It was noted that the application would form the starting point for discussions with the NTA. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] However, it was acknowledged that it is unlikely that anything definitive will be heard back from the NTA until September.

4213.9 Car Park Pricing

Mr. O'Kelly advised that the proposed increase in car park charges is set for August rather than September 2013. The Chairman asked that a communications plan be prepared in advance. Mr. Culligan and Mr. Kenny

4213.10 Trains Advisory Group (TAG)

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

4213.11 Mr. Perry presented his report and referred to the following matters:

- Details will be provided to the board as progress is made with the main agreements underlying the relationship between the RU and the IM i.e. track access charges and station access charges etc.
- A process for the review of the agreements and the working procedures between the IM and the RU should be set up.
- The opportunity should be taken to learn from the UK experience and non-adversarial behaviours between the IM and RU developed.

Mr. Meade and Mr. O'Kelly left the meeting at this time.

4214 **CENTRAL SERVICES**

4214.1 Finance

The Finance Report for Period 5 2013 previously circulated was taken as read and noted.

4214.2 Mr. Cronin presented his report and referred to the following matters:

- The company incurred a [REDACTED] million for the period compared to the [REDACTED] million and a [REDACTED] million for the same period in 2012. The company incurred a year to date [REDACTED] million compared to a budgeted [REDACTED] million and a [REDACTED] million for the same period in 2012.
- For the first time this year passenger revenue across all market segments was better than budget. [REDACTED]
[REDACTED]
- Payroll costs for the period were better than budget due to savings that have been achieved.
- DART electricity volume usage is better than budget by 17.8% in the period. The Chairman asked for this figure to be monitored closely.
- The data migration exercise went well during the weekend of 23rd June 2013. However, the real test will be when the first period end cycle takes place. The Chief Executive expressed his thanks for the huge effort from staff on the project over the past few months.
- Mr. Cronin confirmed that sign off from the external auditors, PricewaterhouseCoopers, is very likely for the revision of the stock

obsolescence policy in CCE/SET. This could yield a benefit of [REDACTED] million to the company.

- Of the current additional cost saving initiatives being assessed by the RU, [REDACTED] million relates to opportunities arising from the Northern Ireland (NIR) legacy issues. Mr. Cronin was asked to provide further details on these for the next meeting.

Mr. Cronin

- Future Finance Reports are to show clearly earnings before interest, tax, depreciation and amortisation (EBITDA) as performance in this area needs to be monitored closely given that it is part of the financial covenants agreed recently with the banks in the negotiations for renewed borrowing facilities.

Mr. Cronin

4214.3 Banking

A memorandum was circulated.

4214.4

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

4214.5

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

4214.6 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4214.7 Additional Expenditure for the Accounting Separation Project

Mr. Flannery outlined the background to this project and the reasons why additional expenditure is required. He referred to the following matters:

- The initial scope for the project prepared by Bearing Point was wrong.
- The original data migration deadline for the year end 2012 was not met.
- Negotiations with Sogeti and its parent Cap Gemini.
- Additional time resources provided by Sogeti and Iarnród Éireann staff.
- Discussions with Sogeti regarding Iarnród Éireann's contribution to the additional cost that is required to complete the project.
- Current trust levels with Sogeti.
- Reasons for continuing with and not suing Sogeti.
- The delay in other IT development work across the Group.
- Data migration has now been completed.

4214.8 Matters discussed included the following:

- Additional time and resources cost for Sogeti.
- The calibre of Sogeti staff now working on the project improved significantly since the new year.
- Significant overrun of costs.
- Whether the payments to Sogeti should be staggered.
- A retention payment will be withheld until the year end.
- The next payment can be deferred until after the first period end cycle has been successfully completed.

4214.9

It was noted that an independent review of the project is to be carried out. This review should cover matters such as:

- The lessons to be learned from the project,
- Whether the company had sufficient knowledge of what needed to be done on the project,

- Whether the maintenance of historical information impacts on current performance,
- Data cleansing.

Mr. Flannery

4214.10 The board gave its approval for additional expenditure of [REDACTED] exclusive of VAT, to complete the Accounting Separation Project in preparation for EU compliance, bringing the total amount payable for the project external costs to [REDACTED]

4214.11 Update Report on the Strategic Safety Plan

Mr. John Cassidy, Safety & Security Officer, joined the meeting at this time.

4214.12 The Executive Summary of the Update Report on the Strategic Safety Plan previously circulated was taken as read and noted.

4214.13 Mr. Cassidy presented this report and the following matters were discussed:

- The SPAD targets in the plan have been split to reflect the potential severity of outcome.
- Consideration should be given to employing someone from the community of Broombridge in Dublin for a period of time to work on trying to reduce anti-social behaviour at the train station. Mr. Franks
- Data cleansing in the accident/incident management system. Mr. Cassidy
- A Level Crossing Strategy Plan is to be presented to the Iarnród Éireann board at its August meeting. Mr. Cassidy
- Track and signalling should be shown as separate risks within the Infrastructure Manager (IM) Division. Mr. Cassidy
- There should be more visibility at board level on the progress being made with asset plans. Mr. Franks
- Progress with the implementation of recommendations arising out of the recent Safety Culture Survey should be quantified at the next meeting at which Mr. Cassidy will be presenting. Mr. Cassidy

4214.14 Safety Advisory Group (SAG)

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

4214.15 The Chairman of the SAG, Mr. Perry, advised that it is clear that the proposed Train Protection System (TPS) will not be a quick fix for SPADs. Interim action is needed at local level because there may be some situations where the risk has increased e.g. unprotected single line track. Considerable attention will have to be given to the phasing of TPS. The Chairman agreed stating that the implementation strategy must be risk driven and not implementation driven.

4214.16 Terms of Reference for the SAG

The memorandum previously circulated was taken as read and noted.

4214.17 The board gave its approval for revised Terms of Reference and Composition for the SAG as presented.

Mr. Cassidy and Mr. Perry left the meeting at this time.

4214.18 Rosslare Europort

[REDACTED]

4214.19

[REDACTED]

4214.20

[REDACTED]

Mr. Lynch left the meeting at this time.

4215 INFRASTRUCTURE MANAGER (IM)

Mr. Don Cunningham, Director IM and Mr. Colm Reynolds, Chief Procurement Officer, joined the meeting at this time.

4215.1 Infrastructure Manager (IM) Report

The IM Report for Period 5 2013 previously circulated was taken as read and noted.

4215.2 The key performance indicators (KPIs) for Period 5 2013 previously circulated were taken as read and noted.

4215.3 Mr. Cunningham confirmed that the cut off period for minutes in dispute is on a quarterly basis and a method of allocation has been agreed between the Directors IM and RU.

4215.4 Mr. Cunningham circulated an Executive Summary of the IM Report which covered the following matters:

- Safety,
- Finance and
- General issues.

4215.5 Matters referred to included the following:

- The on track machine contract is likely to be signed in early July. It has not been referred to in the media. Lloyds have said that they will cooperate.
- The leakage causing contamination at Kent Station yard has been contained. The costs will have to be borne by Iarnród Éireann. It would become a major issue if the site was ever to be sold.
- Iarnród Éireann will carry out a study into the potential cost, timing and different options available for the possible reopening of the Foynes Line.
- Both Iarnród Éireann and the DTTAS are parties to the Judicial Review of the DART Underground Project Railway Order scheduled to be heard next month.
- The insufficient SET resources available to construct the necessary works for Phases 3 and 4 of the City Centre Resignalling Project relate to tools resources (due to voluntary severance) and not to engineering resources.

Mr. Franks

4215.6 The Chairman referred to the damage caused to overhead line equipment on 12th April 2013 and stated that such incidents are rarely one offs. In 90% of cases pantographs have been damaged by something else.

4215.7 Capital Expenditure Proposals

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

The board gave its approval for the following:

4215.8 Detailed Design Phase for a Transport Interchange at Kent Station in Cork
Expenditure of [REDACTED] to undertake the detailed design and enabling works stage of the proposed transport interchange at Kent Station in Cork, subject to funding for this project from the NTA.

4215.9 Revenue Protection Project – Exit Validation Package 11A
Expenditure of [REDACTED] to undertake the installation of automatic gates and associated works at Harmonstown and Salthill & Monkstown Stations to improve revenue protection and integration with the smart card scheme, subject to funding for this project from the NTA.

4215.10 Planning and Detailed Design of Roof Renovation at Pearse Station
Expenditure of [REDACTED] to progress statutory approvals, detailed design and tender preparation for the Pearse Station Roof Renovation Project, subject to funding for this project from the NTA.

It was noted that the estimate for a full replacement of the roof is between [REDACTED] million and [REDACTED] million.

4215.11 Revenue Protection Project – Validation Poles for Leap Card
Expenditure of [REDACTED] to supply and install additional Leap card validation poles at the following stations in the short hop zone: Lansdowne, Dalkey, Drumcondra, Coolmine, Sandycove, Killiney, Ashtown, Donabate, Glenageary, Portmarnock, Castleknock and Balbriggan Stations.

It was noted that expenditure on this project is subject to funding from the NTA.

4215.12 Station Customer Information Services
Expenditure of [REDACTED] for the completion of a feasibility study which examines the provision of station customer information services nationwide, subject to:
(a) Funding for this project from the NTA and
(b) Addressing the following points which were raised:
- Examining a broader scope,
- Ensuring best international practice,
- Ensuring the strategy will be fit for purpose in ten years time,
- Ensuring value for money and
- The preparation of a cost benefit analysis.

4215.13 Selection Criteria

The memorandum previously circulated was taken as read and noted.

4215.14 User Worked Level Crossings

The board gave its approval for the selection criteria as presented for the proposed tender for the design and pilot implementation of appropriate technical solutions which will provide for an automated warning of trains approaching user worked level crossings.

It was noted that:

- (a) This phase of the project is estimated to cost [REDACTED] million and
- (b) A second procurement process would be undertaken for the implementation phase.

4215.15 Procurement Timetable

The revised Procurement Timetable previously circulated was taken as read and noted.

4215.16 It was agreed to remove the Train Protection – Lineside Detection System (acoustic bearing monitoring) from the list as there is no money for it and a strategic approach for this has not been agreed yet.

4216 ADMINISTRATIVE ITEMS

4216.1 Transactions for Approval, Sealing and Signing

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

The transactions (2) for approval and signing at the meeting were approved and signed. **Appendix II**

4217 ITEMS FOR NOTING

4217.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

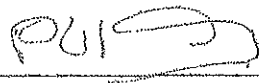
Minutes of the following meetings:

- (i) Safety Advisory Group Minutes 9th April 2013.
- (ii) Rosslare Europort Advisory Group Minutes 18th April 2013.
- (iii) Rosslare Europort Advisory Group Minutes 24th April 2013.
- (iv) Infrastructure Advisory Group Minutes 14th May 2013.
- (v) Trains Advisory Group Minutes 14th May 2013.

4218 DATE AND LOCATION OF NEXT MEETING

Tuesday 28th August 2013 at 9.30am either in Heuston Station or in Westport.

Chairman



Date

27-8-13

TRANSACTIONS FOR APPROVAL AND SEALING

1. Licence Agreement in duplicate with South Tipperary County Council, for the testing, maintenance and use of one 150mm watermain on CIÉ property at Level Crossing XL133 at 55 miles 511 yards on the Limerick to Waterford Railway Line, Kilsheelan, Co. Tipperary South Riding, for a licence period of [REDACTED] for a licence fee of [REDACTED]
2. Licence Agreement in duplicate with Kildare County Council, for the installation, testing, maintenance and use of two 900mm internal diameter pipes, at 9 miles 1,180 yards on the Dublin to Sligo Railway Line, at Confey, Co. Kildare, for a licence period of [REDACTED] for a licence fee of [REDACTED]
3. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XN041 at 15 miles 730 yards, on the Limerick to Ballybrophy Railway Line, for a consideration of [REDACTED]
4. Lease in duplicate with [REDACTED] for lands situated at Killucan Railway Station, Killucan, Co. Westmeath, to allow her to access and to use the existing petrol pumps and shed located thereon, for a period of [REDACTED] years, for a rent of [REDACTED]
5. Lease in duplicate with [REDACTED] for the Old Cement Store, Kent Station, Cork, for storage purposes, for a term of [REDACTED] for a rent of [REDACTED]
6. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] whereby CIÉ will acquire permanently the freehold interest in plots of land totalling 0.0929 hectares and the landowners have agreed to the closure of Level Crossing XY002 at 0 miles 1,410 yards at Killacloyne, on the Cobh Junction to Youghal Railway Line, as part of the Railway (Glounthaune to Midleton) Order 2007, for a total consideration of [REDACTED]

Company Secretary
 Iarnród Éireann
 25th June 2013

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Supplemental Licence Agreement in duplicate with Great Southern Trail Ltd., to extend their licence to cover an additional three kilometres of the Great Southern Trail from Abbeyfeale Railway Station to the Limerick/Kerry border. All other aspects of the original agreement remain the same.
2. Licence Agreement in duplicate with Whitechapel Film Productions Ltd., for a unit at the Railway Arches beneath Connolly Station, Dublin 1, to be used for a location for filming, for a licence period of [REDACTED] for a licence fee of [REDACTED]

Company Secretary
Iainróid Éireann
25th June 2013

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 TWO HUNDRED AND SEVENTY FIFTH
BOARD MEETING HELD ON 27th AUGUST 2013
AT 10.0AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Mr. Vincent Green	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
	Mr. James Nix	Director
IN ATTENDANCE:	Mr. Bob Clarke	Chairman, Infrastructure Advisory Group (part)
	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Director Infrastructure Manager (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Barry Kenny	Manager Corporate Communications (part)
	Mr. Ciaran Masterson	Director Human Resources (part)
	Mr. Jimmy Meade	Director Railway Undertaking (part)
	Mr. Michael Reidy	Manager Strategic & Business Planning (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)

MIN NO.

4219 CHAIRMAN'S COMMENTS

4219.1 The Chairman welcomed everyone back after the summer. He advised that during the summer management and staff had been very active in managing and operating the railway and in trying to make progress in delivering the cost reduction programme. However, staff rejected, by ballot, proposals negotiated at the Labour Relations Commission (LRC). Discussions are continuing between both parties facilitated by the LRC. The necessity for the achievement of proposed cost reductions has not diminished and they have to be delivered as quickly as possible. The Chairman urged everyone concerned to maintain the dialogue and progress in a calm manner. However, the bottom line is that the savings have to be achieved.

4219.2 The Chairman stated that the summer period brought into sharp focus the risks associated with operating a railway, with accidents in France, Spain, Switzerland and Canada. Management is gathering information to find out what was the cause of these accidents and if there are any lessons that Iarnród Éireann can learn. Management will come forward with any recommendations that may be necessary.

4219.3 The Chairman advised that two documents which consider future investment and expansion to the network were included in the board papers for discussion. These relate to the National Transport Authority's (NTA) proposed Integrated Implementation Plan 2013-2018 and their proposal regarding the Phoenix Park

Tunnel. He also referred Directors to a report in the Irish Independent about a public document available on the Department of Transport, Tourism and Sport's (DTTAS) website. This document is the Risk Solutions review which highlighted a requirement for an annual investment in the railway of [REDACTED] million.

4219.4 The Chairman asked that a key performance indicator (KPI) for procurement management be reported to the board on a regular basis. The board needs to be assured that procurement regulations and procedures are being adhered to. A recent article in the Sunday Independent about the on track machine (OTM) contract highlights that the company's procurement activity is being scrutinised.

4219.5 The Chairman stated that the October board meeting would be held in Athlone.

4220 MINUTES

4220.1 The Minutes of the meeting held on 25th June 2013 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4220.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4220.3 The following was noted:

- A report on progress with the lean management and quality management system action plan is to be presented at the November board meeting.
- [REDACTED]

4221 CHIEF EXECUTIVE'S REPORT

4221.1 The Chief Executive's Report previously circulated was taken as read and noted.

4221.2 Mr. Franks presented his report and the following matters were discussed:

- As a result of a number of incidents during Period 7 2013 which caused disruption to passengers, [REDACTED] was asked to carry out a review. A senior manager has been appointed to follow up and implement his recommendations. It was agreed that [REDACTED] and Mr. Stanley should give a presentation to the board on the matter.
Mr. Carmichael and Mr. Stanley
- The railway accidents which occurred in Europe and elsewhere during the summer are a wakeup call for all railways across the world. They highlight the vulnerability of the Irish railway network due to the lack of a full automatic train protection system (TPS) and the reliance on human factors to secure safety. They also highlight the problems which can arise with mixed configurations and mixed infrastructure.
- The level of defects which have been recorded with the axle bearings on the InterCity Railcar (ICR) fleet has prompted Iarnród Éireann to examine the potential for implementing an acoustic bearing monitoring system. However, this would cost approximately [REDACTED] million.
- The very good weather during the summer resulted in an increased demand for DART services as many customers headed to the beaches. As a result the decision to implement the operation of 2-car DARTs was deferred. This experience will be taken into account in the 2014 summer contingency plan.
- Preparations for the obligations which Iarnród Éireann will face under the forthcoming Freedom of Information (FoI) legislation should assume that everything will have to be available for inspection. The company should not try to withhold information too much as it is probable that members of the public will still be able to get the information under appeal or by other means.

4222 INFRASTRUCTURE MANAGER (IM)

Mr. Bob Clarke, Chairman, Infrastructure Advisory Group (IAG) and Mr. Don Cunningham, Director IM, joined the meeting at this time.

4222.1 Infrastructure Manager (IM) Report

The IM Report for Period 7 2013 previously circulated was taken as read and noted.

4222.2 The Key Performance Indicators (KPIs) for Period 7 2013 previously circulated were taken as read and noted.

4222.3 It was noted that:

- The level of lost time accidents (LTAs) are a cause of concern and the trend needs to be reversed. More has to be done to improve the safety culture.
- The presentation at next month's board meeting on the actions to be implemented following the recent safety culture survey should make specific reference to the actions which will be necessary to deal with LTAs.
- The damage which occurred on 7th July 2013 to equipment in an old relay room at Limerick Junction resulted from smoke and carbon rather than from fire. The Chairman asked that consideration be given to segregating the batteries from signalling equipment within relay rooms due to the expensive nature of the equipment.
- Using DMUs to recover OTMs which break down would save a considerable amount of time. This would not impact on Balfour Beatty's work under the OTM contract.

Mr. Cassidy

Mr. Cunningham

4222.4 Mr. Cunningham circulated an Executive Summary of the IM Report which covered the following matters:

- Safety and Security
It was noted that five lost time incidents (LTIs) had occurred during Period 7 2013 rather than six as per the IM Report.
- Engineering Performance
- General issues
 - There is a very good business case for the use of a stoneblower rather than current ballast cleaning methods. A new stoneblower would cost approximately €1.5 million. However, leasing and second hand purchase options are also available.
 - The NTA has accepted that there isn't a sufficient case at present to progress the proposed project to electrify the line between Malahide and Balbriggan. However, the provision of a turnback facility at a cost of approximately €10 million at Balbriggan would have a value for a future electrification project.
 - No problems are expected to arise at Pearse Station where points heaters are not scheduled to be installed until December 2013.
- Mr. Franks has spoken to the Railway Safety Commission (RSC) regarding the additional costs that would have to be incurred to comply with the GSMR safety validation requirements recommended by the RSC.
- It is not known why an electric shock was incurred by a member of staff who was stripping a neutral wire while carrying out emergency repair work to the relay room at Limerick Junction following the earlier fire. Discussions are taking place with the manufacturer. All installation cable has been tested since then.

4222.5 Ten Year Strategy for Level Crossings

The memorandum previously circulated was taken as read and noted.

Mr. Cunningham outlined the following:

- Level crossing types,
- Principles of the ten year strategy,
- Key strategic areas,

- Success measures,
- Plan for the next ten years and
- Main programme elements and success indicators.

Matters discussed included the following:

- A structured approach, using of risk prioritisation methods, is adopted for ranking level crossings. This helps to allocate limited funding to crossings with the highest risk. 47 crossings have been highlighted following the last review of the Level Crossing Risk Model. A worked example showing how a level crossing is ranked is to be provided to Ms. Golden.
Mr. Cunningham
- Selection and award criteria are to be drafted for the provision of a technological solutions programme. Such a programme will be combined with the ongoing closures programme. Funding for such a programme will come from the multi-annual contract (MAC) funding where historically it would have come from the funding for the Railway Safety Programme (RSP).
[REDACTED]
- It has been clarified that Iarnród Éireann has the right to prosecute members of the public who do not close level crossing gates. The fact that this is a crime is contained in user manuals. Mr. Cunningham was asked to check out whether this fact is also highlighted on signage at level crossing gates.
Mr. Cunningham
- The Chairman suggested that graphic advertisements should be used to highlight the dangers at level crossings.

4222.6 NTA's Integration Implementation Plan 2013-2018 and NTA's Proposal in respect of the Phoenix Park Tunnel

Mr. Barry Kenny, Director Corporate Communications, Mr. Michael Reidy, Manager Strategic & Business Planning and Mr. Colm Reynolds, Chief Procurement Officer, joined the meeting at this time.

4222.7 The two memoranda previously circulated were taken as read and noted.

4222.8 Mr. Kenny outlined Iarnród Éireann's response to the NTA's Integration Implementation Plan 2013-2018. He stated that Iarnród Éireann is broadly supportive of the railway proposals contained in the plan. However, the company believes that further consideration should be given to:

- Proposals for the protection and progression of the DART Underground Project,
- Carrying out more detailed analysis in respect of the proposal to extend Kildare services to the city centre (Phoenix Park Tunnel) and
- Including in the plan the proposal to extend the DART line to Dublin Airport.

4222.9 During a discussion on the above matters, references were made to the following:

- Recent media coverage of the proposal in respect of the Phoenix Park Tunnel.
- Whether Iarnród Éireann is more critical of the Phoenix Park Tunnel proposal than necessary.
- The potential for an increase in patronage east of Connolly Station.
- Acknowledgement that the NTA has said that the proposal in respect of the Phoenix Park Tunnel is not an alternative to the DART Underground Project.
- Whether it would be appropriate to open another railway line to passenger services which would make losses (due to the potential cost of running it) which would be incompatible with the Five Year Plan.
- Whether the funding that would be necessary to implement the proposal for the Phoenix Park Tunnel could be better spent elsewhere (e.g. on projects to improve journey times).

- The need for a proper evaluation in respect of the proposal for the Phoenix Park Tunnel.
- The business case for the tunnel proposal would have to fit in with the Five Year Plan and Iarnród Éireann's financial sustainability criteria.
- RSC concerns about the tunnel proposal (e.g. fire evacuation).
- Further liaison is required with Fingal County Council and the Dublin Airport Authority regarding Iarnród Éireann's proposal for the extension of the DART line to Dublin Airport.

4222.10 It was agreed that Iarnród Éireann's proposed response to the NTA's Integrated Implementation Plan 2013-2018 should be submitted subject to a number of amendments and that work should continue with the NTA regarding its proposal in respect of the Phoenix Park Tunnel but that a proper business case should come before the Iarnród Éireann board in due course.

Mr. Kenny and Mr. Reidy left the meeting at this time.

4222.11 Infrastructure Advisory Group (IAG)

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

4222.12 Mr. Clarke presented his report and referred to the following matters:

- The appointment of Mr. David Wilkinson to the IAG,
- Track layout rationalisation/optimisation,
- Review of structures with hidden load bearing members,
- Stoneblower technology,
- Organisational review/competency/training/development and
- Level crossings strategy.

4222.13 In response to the Chairman, Mr. Clarke stated that the track buckle discovered recently on the Nenagh Branch Line is apparently due to the failure to deliver laid down standards for jointed track and plates. The Chairman stated that changes should be made to the reporting procedures to ensure that any lack of compliance with such standards would be flagged up in the future.

Mr. Cunningham

4222.14 The Chairman asked Mr. Clarke to note in his reports to the board if anything requires greater/lesser emphasis following a review by the IAG of the Asset Plan report.

Mr. Clarke

4222.15 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4222.16 Revenue Protection Project – Exit Validation Package 1.1B

The board gave its approval for expenditure of [REDACTED] to undertake the installation of automatic ticket gates and associated works at Kilbarrack and Howth Stations to improve revenue protection and integration with the smart card scheme, subject to funding from the NTA.

4222.17 Selection Criteria

The memorandum previously circulated was taken as read and noted.

4222.18 City Centre Resignalling Phase 3 – Signalling, Telecoms and Electric Overhead Line Contract

The board gave its approval for the selection criteria as presented for the signalling, telecoms and electric overheadline contract for Phase 3 of the City Centre Resignalling Project (CCRP).

It was noted that the estimate for the cost of the CCRP Phase 3 signalling, telecoms and electric overhead line contract is [REDACTED] million.

4222.19 Procurement Timetable

The revised Procurement Timetable previously circulated was taken as read and noted.

Mr. Clarke, Mr. Cunningham and Mr. Reynolds left the meeting at this time.

4223 RAILWAY UNDERTAKING (RU)

Mr. Gerry Culligan, Commercial Director and Mr. Jimmy Meade, Director RU, joined the meeting at this time.

4223.1 Railway Undertaking (RU) Report

The RU Report (including KPIs) for Period 7 2013 previously circulated was taken as read and noted.

4223.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety,
- Performance (the issues which occurred at Athenry on 10th July 2013 resulting in service disruption, will be recreated as a training exercise),
- Finance,
- Fleet (discussions are taking place with the RSC regarding 4-car DARTs),
- Revenue protection and
- Lean management.

4223.3 Matters discussed included the following:

- There is a specific KPI for overtime which is on target.
- Iarnród Éireann's performance with respect to signals passed at danger (SPADs) is worse than international standards. This is a cause of concern and the company is working hard on it.
- The Chairman asked whether the company needs to take a more active role in respect of signal sighting issues on the network. He suggested that an analysis of driver records in advance of any SPAD incidents should be carried out, in order to ascertain if there are any behavioural issues. However, this should be done sensitively. **Mr. Cassidy**
- The Chairman asked whether the company is using the best technology available to identify areas of signal sighting vulnerability. Mr. Meade confirmed that a route risk assessment is to be carried out again from the driver's perspective. **Mr. Meade**
- The Chairman asked the company to consider whether the frequency for inspecting axle bearings, if reduced from 48 hours to 24 hours, would make a difference and how much it would cost to do this. **Mr. Meade**
- The Chairman suggested that the company's lean management expertise should be commercially exploited (e.g. with SNCF given that they are so interested in Iarnród Éireann's experience). **Mr. Meade**

4223.4 Commercial Report

The Commercial Report for Period 7 2013 previously circulated was taken as read and noted.

4223.5 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- Consumer sentiment.
- Revenue performance for Periods 7 and 8 2013.
- The NTA's position paper on concessionary fares.
The NTA's proposal to increase the child age from 16 to 18 would cost Iarnród Éireann approximately [REDACTED] billion and needs to be discussed further with them.
- Marketing expenditure value for money review.
- Ancillary activities.
- Freight opportunities.

It was suggested that the potential for business in the transport of beet by rail should be elevated to the Government. Limerick Junction should be suggested as a location for a sugar beet factory.

Mr. Culligan and Mr. Franks

4223.6 Trains Advisory Group (TAG)

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

4224 CENTRAL SERVICES

4224.1 Audit Review Group (ARG)

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

4224.2 Ms. Golden highlighted the main issues of concern to the ARG.

Ms. Golden left the meeting at this time.

4224.3 Finance

The Finance Report for Period 7 2013 previously circulated was taken as read and noted.

4224.4 Mr. Cronin presented his report and referred to the following matters:

- The company generated a [REDACTED] for the period compared to a [REDACTED] and a [REDACTED] million for the same period in 2012. The company incurred a year to date [REDACTED] million compared to a [REDACTED] million and a [REDACTED] million for the same period in 2012.
- Earnings before interest, taxation, depreciation and amortisation (EBITDA) amounted to [REDACTED] million for the period compared to a budget of [REDACTED] million and [REDACTED] for the same period in 2012. Year to date EBITDA amounted to [REDACTED] million compared to a budget of [REDACTED] million and [REDACTED] million for the same period in 2012.
- CIE Group EBITDA amounted to [REDACTED] million for the period. However, year to date EBITDA for the Group is [REDACTED] million behind budget. Of this negative [REDACTED] relates to Iarnród Éireann.
- Gross payroll costs were favourable to budget in the period and year to date. Savings were achieved in overtime and allowances, a lower headcount than planned and reduced pension contributions. However, recharges to capital projects are adverse to budget in the period and year to date due to lower levels of capital activity than planned.
- The timing of grant claims and the receipt of such grants is slipping. It is predicted that a [REDACTED] million will have occurred by Period 13 2013 which raises issues for cash flow and questions the company's ability to complete the volume of work required to ensure full drawdown of grants within the year.
- It is expected that the CAF arbitration issue will not resolve itself until 2014.
- The Data Migration Project is virtually complete.
- Stock levels in the balance sheet have reduced by approximately [REDACTED] million since 31st December 2012.
- Even though total debtors have increased since 31st December 2012 by [REDACTED] million, trade debtors have fallen by approximately [REDACTED] million since then.

4224.5 Financial Arrangements

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

4224.6 Acknowledgement, Approval and Ratification of the Execution of Documents

1. The board acknowledged that, as approved by the resolutions of Iarnród Éireann (the "Company") dated 5th June 2013, the Company had executed the following documents (the "Documents"):

- (a) [REDACTED]

- (b) Such other Finance Documents (as defined in the Facility Agreement) as were required to be executed by the Company pursuant to the terms of the Finance Documents.

2. It was proposed by Mr. McGarry and seconded by Mr. Allen and unanimously resolved that:

- (a) In the good faith judgement of the directors, it was for the commercial benefit and in the best interests of the Company to enter into, and for the Company to perform its obligations arising under, the Finance Documents; and

- (b) The execution of, delivery and performance of its obligations arising under each of the Documents (whether under hand or as a deed under seal) be hereby approved and ratified.

4224.7 Banking Services – Bilateral facilities

It was proposed by Mr. Nix and seconded by Mr. McGarry and resolved:

- "1. That the board of Iarnród Éireann approves the Facility Letter from Bank of Ireland (attached in Appendix 1) [REDACTED]

2. [REDACTED]

3. That Mr. David Franks or Mr. Gerry Culligan or Mr. Michael Reidy or Mr. John Cassidy and Mr. Aidan Cronin or Mr. Emmett Dunne or Mr. David Graham be authorised to sign the Offer Letter on behalf of the board."

4224.8 Risk Register – Update Report

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

4224.9 Matters discussed included the following:

- [REDACTED]

Mr. Flannery

- The Risk Register currently does not capture all the risks and challenges facing Iarnród Éireann and a lot of work will have to be done in this area.

4224.10 Human Resources Report

Mr. Claran Masterson, Director Human Resources, joined the meeting at this time. Mr. McGarry left the meeting at this time.

4224.11 The Human Resources Report (including KPIs) for Period 7 2013 previously circulated was taken as read and noted.

4224.12 Mr. Masterson presented his report and referred to the following matters:

- The voluntary severance programme has slowed down.
- Staff are catching up on their annual leave.
- Progress is being made in the cost containment negotiations.

4224.13 Succession Planning

Mr. Masterson gave a presentation on succession planning which covered the following matters:

- Overall objectives,
- Organisational context,
- Key focus points of the Strategic Business Plan 2014-2018
- Key reference points for succession planning/development within the Strategic Business Plan 2014-2018
- Succession planning process,
- Succession planning methodology,
- Performance measurement,
- Performance management,
- Organisational values,
- Next phases of succession planning and
- Linking the Five Year Plan, performance management and succession planning.

4224.14 Matters discussed included the following:

- Iarnród Éireann needs to recruit competency in the key area of advocacy. This goes beyond managing stakeholders and public relations.
- Feedback from staff.
- While there aren't discussions of specific positions with staff members, the comparison between the performance of each team member is available within certain teams.
- Movement of staff outside the organisation for development purposes because best practices are found (especially in the area of accountability) in large commercial organisations.

4224.15 The Chairman asked that future reports provide numerical and statistical details of progress with the implementation of the succession planning programme (while still preserving anonymity), as the board needs to be assured that staff with appropriate competencies are being developed and promoted.

Mr. Masterson

Mr. Masterson left the meeting at this time.

4225 ADMINISTRATIVE ITEMS

4225.1 Transactions for Approval, Sealing and Signing

The transactions (16) for approval and sealing at the meeting were approved and sealed. **Appendix I**

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

4226 ITEMS FOR NOTING

4226.1 Miscellaneous

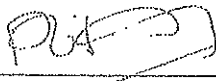
The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Transport related legislation and Government publications:
 - (i) SI No. 68 of 2013 – Railway Safety Act 2005 (Section 26) Levy Order 2013.
 - (ii) SI No. 186 of 2013 – European Communities (Interoperability of the Rail System) Regulations 2011 (Amendment) Regulations 2013.
 - (iii) SI No. 201 of 2013 – European Communities (Transport of Dangerous Goods by Rail) (Amendment) Regulations 2013.
 - (iv) SI No. 213 of 2013 – Wireless Telegraphy (GSM for Railway Licence) Regulations 2013.
 - (v) SI No. 237 of 2013 – National Transport Authority (NTA) (Extension of Remit) Order 2013.
 - (vi) Public Consultation on European Commission's Proposals for a Fourth Railway Package.
- (b) Minutes of the following meetings:
 - (i) Audit Review Group Minutes 14th March 2013.
 - (ii) Audit Review Group Minutes 19th April 2013.
 - (iii) Infrastructure Advisory Group Minutes 17th June 2013.
 - (iv) Trains Advisory Group Minutes 18th June 2013.

4227 DATE AND LOCATION OF NEXT MEETING

Tuesday 24th September 2013 at 9.30am in Heuston Station.

Chairman



Date

24 09 2013

TRANSACTIONS FOR APPROVAL AND SEALING

1. Wayleave Agreement in duplicate with Laois Co. Co., for the installation, testing, maintenance and use of one 150mm diameter watermain on CIÉ property at UBC142 at 50 miles 1,375 yards, on the Dublin to Cork Railway Line, Townland of Maryborough, Borris, Co. Laois, for a licence period of [REDACTED] years, for a licence fee of [REDACTED].
2. Licence Agreement in duplicate with Bord Gáis Éireann, for the installation, testing, maintenance and use of one 150mm diameter gas main, on CIÉ property at OBA31 at 57 miles 133 yards on the Portarlington to Athlone Railway Line, in the Townland of Tullamore, Kilbride, Co. Offaly, in respect of gas supply to Tullamore Dew and Others, for a licence period of [REDACTED] for a licence fee of [REDACTED] per annum for the [REDACTED] years and thereafter at [REDACTED] for the remaining [REDACTED]
3. Licence Agreement No. 48A in duplicate with Bord Gáis Éireann, for the installation, testing, maintenance and use of one 406mm OD gas main pipe, on CIÉ property at 45 miles 25 yards on the Kilkenny to Waterford Railway Line, in the Townland of Coolmeen, Derrynahinch, Co. Kildare, part of the proposed Gas Pipeline to Great Island, Co. Wexford, for a licence period of [REDACTED] for a licence fee of [REDACTED] for the first [REDACTED] and thereafter [REDACTED] for the remaining [REDACTED]
4. Licence Agreement No. 113 in duplicate with Bord Gáis Éireann, for the installation, testing, maintenance and use of one 406mm OD gas pipe, on CIÉ property at 110 miles 922 yards on the Waterford to New Ross Railway Line in the Townland of Ballyrowragh, Kilcolumb, Co. Kilkenny, part of the proposed Gas Pipeline to Great Island, Co. Wexford, for a licence period of [REDACTED], for a licence fee of [REDACTED] per annum for the [REDACTED] years and thereafter [REDACTED] for the remaining [REDACTED]
5. Licence Agreement No. 134 in duplicate with Bord Gáis Éireann, for the installation, testing, maintenance and use of one 406mm OD gas pipe, on CIÉ property at 82 miles 790 yards on the Waterford to Rosslare Railway Line in the Townland of Great Island, Kilmokea, Co. Wexford, as part of the proposed Gas Pipeline to Great Island, Co. Wexford, for a licence period of [REDACTED] for a licence fee of [REDACTED] per annum for the first [REDACTED] years and thereafter [REDACTED] per annum for the remaining [REDACTED]
6. Licence Agreement No. 0001 in duplicate with Bord Gáis Éireann, for the installation, testing, maintenance and use of one 315mm diameter gas main, on CIÉ property in the vicinity of XF003 at 1 mile 1,369 yards, on the Limerick to Cement Factory Railway Line in the Townland of Rossbrien, St. Michael's, Co. Limerick, as part of the Mill Road to Rossbrien Reinforcement Pipeline, for a period of [REDACTED] years, for a licence fee of [REDACTED] for the first [REDACTED] and thereafter at [REDACTED] for the remaining [REDACTED]
7. Licence Agreement No. 0002 in duplicate with Bord Gáis Éireann, for the installation, testing, maintenance and use of one 315mm diameter gas main, on CIÉ property in the vicinity of UBL5 at 2 miles 685 yards, on the Limerick to Waterford Railway Line in the Townland of Ballysimon (Staunton), Derrygalvin, Co. Limerick, as part of the Inchmore to Annacotty Reinforcement Distribution Pipeline, for a licence period of [REDACTED] for a licence fee of [REDACTED] for the first [REDACTED] and thereafter at [REDACTED]
8. Lease in duplicate with AMT Coffee Ltd., for a Kiosk at Tara Street Station, Dublin 2, for the sale of hot and cold beverages, smoothies, pre-packed sandwiches, pre-packed snacks and pastries, for a period of [REDACTED] years, for a rent of [REDACTED] or [REDACTED]

9. Lease in duplicate with AMT Coffee Ltd., for a unit at Bray Railway Station, Co. Wicklow, for the sale of hot and cold beverages, smoothies, pre-packed sandwiches, pre-packed snacks and pastries, for a period of five years, for rent as follows:
10. Lease in duplicate with AMT Coffee Ltd., for a unit at Kent Railway Station, Cork, for the sale of hot and cold beverages, smoothies, pre-packed sandwiches, pre-packed snacks and pastries, for a period of eight years, for rent as follows:

Or 18% of Gross Turnover less VAT on the sale of AMT branded products
 on the sale of non-AMT branded products.
11. Lease in duplicate with AMT Coffee Ltd., for a unit at Colbert Railway Station, Limerick, for the sale of hot and cold beverages, smoothies, pre-packed sandwiches, pre-packed snacks and pastries, for a period of five years, for a rent of
12. Variation of Lease in duplicate with the Ballina Festival Committee, which increases the area the Committee occupies, at the Ballina Goods Stores by five metres. All other aspects of the lease remain the same.
13. Lease in duplicate with , for a premises at the Railway Arches, 82-85 Store Street, Dublin, 1, for storage purposes, for a term of five years, for a rent of
14. Novation Agreement in triplicate between CIÉ, IÉ, Trustees of Clonkeen Group Water Scheme Co-Operative Society Ltd., and Laois Co. Co. Clonkeen Group Water Scheme Co-Operative Society Ltd., wishes to be released and discharged from Wayleave Agreement dated 06.10.2004 and Laois Co. Co. have taken over the operation and maintenance of the Clonkeen Group Water Scheme. The Council shall pay to CIÉ its costs of and incidental to the preparation and execution of this Agreement for a consideration of
15. Agreement in duplicate and Closure Agreement in duplicate with for the sale of 14.1471 acres of land to CIÉ, in respect of the closure of Level Crossing XC101 at 82 miles 1,336 yards on the Dublin to Cork Railway Line, for a total consideration of
16. Lease in duplicate with Heusuyu Ltd. and Flagmount Investments Ltd., for a kiosk unit at Heuston Station, for the sale of fresh fruit juices, fruit smoothies, fruit, fruit salads, yogurts, seeds, nuts, granola, organic teas, cold soups and porridge, for a term of 5 years, for a rent of

Company Secretary
 Iarnród Éireann
 27th August 2013

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence Agreement in duplicate with [REDACTED], for an area of land at Strand Road, Killiney, Co. Dublin, to be used for recreational purposes, for a licence period of [REDACTED] years, for a licence fee of [REDACTED].
2. Licence Agreement in duplicate with [REDACTED], to enable him place his mobile kiosk at M3 Parkway Railway Station, for the sale of hot/cold drinks, light snacks, including pre-packed sandwiches and pastries, for a licence period of [REDACTED], for a licence fee of [REDACTED].
3. Licence Agreement in duplicate with [REDACTED], for a plot of ground situated to the rear of 157 Lower Glanmire Road, Cork, to be used for recreational purposes, for a licence period of [REDACTED] years, for a licence fee of [REDACTED].

Company Secretary
Iarnród Éireann
27th August 2013

STRICTLY PRIVATE AND CONFIDENTIAL

**IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF C  RAS IOMPAIR   IREANN) ACT, 1986**

IARNR  D   IREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND SEVENTY SIXTH
BOARD MEETING HELD ON 24th SEPTEMBER 2013
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Mr. Vincent Green	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
	Mr. Flor O'Mahony	Director
IN ATTENDANCE:	Mr. John Cassidy	Safety Advisor (part)
	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Director Infrastructure Manager (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Jimmy Meade	Director Railway Undertaking (part)
	Mr. Cliff Perry	Chairman, Safety and Trains Advisory Groups (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)
ABSENT:	Apologies were received from Mr. James Nix.	

MIN NO.

4228 MINUTES

4228.1 The Minutes of the meeting held on 27th August 2013 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4228.2 **Outstanding Items**
The memorandum previously circulated was taken as read and noted.

4228.3 The following was discussed:

- Contact is to be made with the Rail Procurement Agency (RPA) to discuss their experience with selling their expertise. **Mr. Franks**
- The company should be more proactive with respect to providing facilities for passengers who use bicycles.

4229 CHAIRMAN'S COMMENTS

4229.1 The Chairman welcomed Mr. Flor O'Mahony to his first board meeting. The Chairman advised that Mr. O'Mahony has many years of experience in public affairs both in Ireland and in Europe which will be valuable to the board. There now remains only one vacancy on the board.

4229.2 The Chairman stated that despite the upturn in passenger revenue from DART and commuter services and further cost reductions which have been achieved,

Iarnród Éireann is still falling short of its earnings before interest, taxation, depreciation and amortisation (EBITDA) target for the year. This highlights the importance of reaching agreement with the unions on the payroll cost reduction programme. If agreement is not reached there will be a gap in the company's finances by the year end which will have potential serious consequences. The Chairman urged everyone to look at ways at delivering the planned payroll savings as soon as possible without disruption to service.

- 4229.3 The Chairman stated that the Five Year Plan which the board is to discuss during the meeting, is the culmination of a lot of work including sessions both within Iarnród Éireann and with CIE. Once approved the plan will be submitted to the CIE Board Strategy Committee, the CIE Board and then to the Minister.
- 4229.4 The Chairman stated that he had focused a lot of attention on procurement practices and performance within Iarnród Éireann. Some progress has been made. However, there is further room for improvement. Therefore, he is exploring the possibility of asking an international procurement expert to review Iarnród Éireann's practices, performance and capability in this area.
- 4229.5 The next board meeting is scheduled to take place on 29th October 2013 in Athlone. Details will be confirmed in due course.
- 4229.6 The 2014 timetable is being finalised and will be issued soon.

Mr. Moloney joined the meeting at this time.

4230 CHIEF EXECUTIVE'S REPORT

- 4230.1 The Chief Executive's Report previously circulated was taken as read and noted.

- [illegible]

- Mr. Cunningham

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- Draft Chief Executive's Half Year Letter to the Chairman

It was agreed that this Letter should be issued and also forwarded to the CIE Chairman, subject to the inclusion of a reference to signals passed at danger (SPADs).

Railway Undertaking (RU)

Railway Undertaking (RU) Report

Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Matters discussed included the following:

- ## Commercial Report

The Commercial Report for Period 8 2013 previously circulated was taken as read and noted.

4231.5

Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- The macro economy is improving but remains fragile.
- Revenue performance for Period 8 2013.
- Flow through impact of the Period 7 2013 service disruptions. (It was suggested that authority to deal with customers' individual problems during service disruptions such as refunds, etc. should be moved from call centre staff to front line staff thus avoiding phonecalls from disgruntled customers),
- NTA guidelines for the "Transport for Ireland" brand. (Iarnród Éireann will resist any attempts by the NTA to constrain the use of company brands).
- Marketing activity:
 - o The Go Car Club pilot is working very well in Clontarf Station.
 - o The Dublin Bike Scheme is to expand to Heuston Station.
 - o The Chairman asked that research be carried out into the Dutch style cycle point facility which operates very well in such places as Leeds Station.
 - o [REDACTED] **Mr. Culligan**
 - o [REDACTED]
 - o Orient Express Group.
 - o [REDACTED]
 - o [REDACTED]
 - o [REDACTED]

4231.6

Other matters discussed included the following:

- Mystery Shopper surveys carried out on a quarterly basis.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

4231.7

Trains Advisory Group (TAG)

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

4231.8

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

- The extent to which the "lean" thinking is shaping the focus of management attention and the management of the control room concept were very impressive during a recent visit by the TAG to Heuston. However, as time goes on it will be harder to generate the same level of savings as has been obtained in the past. However, the next area of progress will be at the cross departmental interface points between engineering and operations.
- The high priority attention being given to ICR bearings should be maintained because the root cause of the problem still has to be identified. Northern Ireland Railways (NIR) has moved to more up to date acoustic bearing detection equipment which is showing a much earlier detection rate. Following discussion it was agreed that the procurement process for such equipment should begin because funding may become available from the NTA or the Department of Transport, Tourism and Sport (DTTAS) before the end of the year. If funding [REDACTED] million for the complete system) does not become available, Iarnród Éireann itself may be able to find €1 million from its own resources which would cover approximately 80% of the company's requirements in this area.

Mr. Reynolds

Mr. Culligan and Mr. Meade left the meeting at this time.

4232 CENTRAL SERVICES

Mr. John Cassidy, Safety Advisor, joined the meeting at this time.

4232.1 Safety Reports

The Executive Summary of the Strategic Safety Plan Update and the Review of Significant International Rail Accidents previously circulated were taken as read and noted.

4232.2 Mr. Cassidy circulated an Executive Summary of the above reports which covered the following matters:

- Safety Plan – Update on Actions (SPADs, level crossings, anti-social behaviour, lost time accidents and track and signalling),
- Safety Culture Survey (overall results, elements, low scoring factors, workshops, recommendations and actions),
- Lost time accidents (actual –v- target, profile and actions) and
- Mitigating actions taken by Iarnród Éireann based on current information available to date on the recent significant international rail accidents.

4232.3 Matters discussed included the following:

- Drivers (especially at risk drivers) are regularly monitored (unannounced and via the Teloc System). Detailed standards exist in this regard including exams to test competence. The precursors to SPADs are also monitored.
- The Chairman asked that a permanent magnet be installed where CAWS is fitted. Mr. Cassidy
- The mitigating actions to be taken by Iarnród Éireann following the recent International rail accidents are to be monitored by the Safety Advisory Group (SAG).
- Following the recent international rail accidents, it became apparent that there is a gap in communications between operators and that no formal protocol exists. It was suggested that some form of formal communication from Iarnród Éireann (and perhaps the Railway Safety Commission (RSC)) to the European Railway Agency (ERA) would be helpful.

4232.4 Safety Advisory Group (SAG)

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

4232.5 Mr. Perry presented his report and referred to the following matters:

- The Railway Safety Commissioner attended the September SAG meeting during which positive engagement took place. He advised of nine tasks which he considers to be important to the management of Iarnród Éireann's safety risk.
- Also discussed during that meeting were the actions to be taken by Iarnród Éireann following the recent international rail accidents. However, one of the main items learned is that while procedures may be in place, they must be complied with.
- Mobile phones are not allowed into train cabs.
- Mr. Franks and Mr. Perry are to draft a paper on how the governance of safety can be improved. Mr. Franks and Mr. Perry

Mr. Cassidy left the meeting at this time.

4232.6 Finance

The Finance Report for Period 8 2013 previously circulated was taken as read and noted.

4232.7 Mr. Cronin presented his report and referred to the following matters:

- The company incurred a [REDACTED] for the period compared to a [REDACTED] and a [REDACTED] million for the same period in 2012. The company incurred a year to date [REDACTED] million compared to a [REDACTED] million and a [REDACTED] million for the same period in 2012.

- EBITDA amounted to [REDACTED] million for the period compared to a budget of [REDACTED] million and a [REDACTED] for the same period in 2012. Year to date EBITDA amounted to [REDACTED] million compared to a [REDACTED] million and [REDACTED] million for the same period in 2012.
- The draft Five Year Plan shows net assets falling to 20% of called up share capital by 2015.
- The amount of labour that is being capitalised has fallen because capital funding has fallen. Therefore, net payroll costs in the Profit and Loss Account are masking the savings made to date in gross payroll costs. It was agreed that a table outlining this should be included in future Chief Executive's Reports to the CIE Board.
- Procedures are in place to ensure the accuracy of grant claims and that the appropriate amount of labour is capitalised.

4232.8 Draft Strategic Five Year Business Plan 2014-2018

A copy of the Executive Summary and the presentation to be given by Mr. Cronin were circulated.

4232.9 Mr. Cronin presented the draft Strategic Five Year Business Plan 2014-2018 which covered the following matters:

- Assumptions,
- Government funding,
- Passenger and other revenue,
- Payroll/head count,
- Materials and overheads,
- Fuel,
- Bank covenants,
- KPIs,
- Inventory levels,
- Debtors,
- Consolidated Profit and Loss Account, Balance Sheet and Cashflow Statement.

4232.10 The draft plan was discussed in detail and amendments were suggested. Items discussed included:

- Inflation, fares and passenger numbers.
- Accounting treatment of heavy maintenance expenditure.
- DTTAS awareness of the additional funding that is required to keep the assets safe so as to maintain current service levels (AECOM, Risk Solutions and Jacobs Reports).
- What the RU would have to achieve in terms of revenue and passenger numbers to generate a "reasonable" profit.
- Outside influences -v- the demand for railway services (motorways and road fuel prices).
- Track access charges.
- An aggressive approach will be needed to reduce stock levels.
- Other factors besides delayed minutes contribute to customer satisfaction.
- Back up information is required in respect of the safety Index which is a measure of the deterioration in the quality of the assets.
- Achievement of the planned Profit and Loss Account results over the period of the plan requires additional funding and agreement on payroll cost savings i.e. it is an aggressive plan which contains a number of items outside Iarnród Éireann's control.
- The planned Consolidated Balance Sheet shows that Iarnród Éireann will be perilously close to insolvency during 2016 when the net assets are expected to fall to only 18% of called up share capital. However, funding for heavy maintenance expenditure would change this significantly. This argument must be strenuously pursued with the Government.

It was agreed that an amended version of the plan would be submitted at the next board meeting. It should include sensitivities with respect to passenger volume, passenger revenue and RU profitability. The narrative will need to be

developed into a convincing argument for presentation to the Government and should incorporate more selling points.

Mr. Moloney left the meeting at this time.

4232.11 SAP Accounting Separation Project

The memorandum previously circulated was taken as read and noted.

4232.12 Mr. Flannery gave details of the main findings and recommendations of the independent review of the SAP Accounting Separation Project carried out by Suzanne Walsh Consulting Ltd. These include:

- Potential tenderers should be given sufficient time to assess the project scope fully during the tender process.
- Consideration should be given to the weighting of "price" so that it does not override all other criteria.
- The need to be aware of the impact of legislative changes.
- There should be a greater allowance for contingency.
- There were poor in-house IT controls over data. Ms. Golden suggested that Internal Audit should be asked to have a critical look at the level of data kept on the SAP System. The Chairman stated that this is an issue that should be dealt with before embarking on any other big project i.e. whether data cleansing is required first.
- In-house ability to manage such projects and such contractors.

4232.13 Audit Review Group (ARG)

The Chairman of the ARG, Ms. Golden, advised that 17 Internal Audit Reports have been issued. The majority were either good or satisfactory. Two significant Internal Audit Reports related to the accuracy of grant claims and procurement practice and procedures. Ms. Golden stated that she was very supportive of the Chairman's initiative to seek an international procurement expert to review the company's practices and procedures.

4233 INFRASTRUCTURE MANAGER (IM)

Mr. Don Cunningham, Director IM, and Mr. Colm Reynolds, Chief Procurement Officer, joined the meeting at this time.

4233.1 Infrastructure Manager (IM) Report

The IM Report (including KPIs) for Period 8 2013 previously circulated was taken as read and noted.

4233.2 Mr. Cunningham circulated an Executive Summary of his Report which covered the following matters:

- Safety and Security (incidents with serious accident potential at minor public road level crossings, lost time accidents, SPADs and the erection of a crash barrier at Merrion Level Crossing).
- Finance (Period 8 results, year end capital forecast and cash flow).
- General issues:
 - Network rationalisation,
 - ISO9001 Quality Management System,
 - ISO14001 Environmental Management System,
 - Preparations for the leaf fall season,
 - Nenagh Line closure,
 - On track machine (OTM) contract,
 - Reilly's Level Crossing on the Maynooth Line,
 - Phases 1 and 2 of the City Centre Resignalling Project,
 - Points heaters,
 - Multi-annual contract update and
 - The new IM payroll system.

4233.3 Matters discussed included the following:

- One of the lessons learned from the OTM contract is that there should be more rigid deadlines earlier in the process and more time should be given for detailed negotiations.

- Further discussions with the DTTAS regarding the appointment of a Regulator and the implementation of a multi-annual contract are required as work on these needs to be completed by 1st January 2014. The Chairman stated that he would raise the matter with Mr. Graham Doyle, Assistant Secretary of the DTTAS, during his meeting with him later in the afternoon.
- The extra obligations imposed on Iarnród Éireann with respect to GSMR will be an additional unnecessary cost to Iarnród Éireann. The Chairman asked for a breakdown of the additional costs so that these can be discussed with the RSC and the DTTAS.

Chairman

Mr. Franks

4233.4 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4233.5 City Centre Resignalling Project Phase 3 - Advance Purchase of Signalling Material

The board gave its approval expenditure of [REDACTED] for the advance purchase of signalling material required for the construction of Phase 3 of the City Centre Resignalling Project, subject to:

- (a) Funding from the NTA and
- (b) The provision of details of the potential cost of the total amount of signalling material required for Phase 3 of the project.

4233.6 It was noted that the purchase of such signalling material will increase the target for the reduction in stock levels.

4233.7 Selection Criteria

The two memoranda previously circulated were taken as read and noted. An additional memorandum was circulated.

The board gave its approval for the following:

4233.8 Ticketing Equipment Framework Agreement

Selection criteria as presented to the board for the tender of the ticketing equipment framework contract.

It was noted that the contract is estimated to cost [REDACTED] period.

4233.9

[REDACTED]
[REDACTED]

Mr. Reynolds

4233.10 Design, Supply and Installation of User Worked Level Crossings

The selection criteria as presented to the board for the proposed tender for the design, supply, installation and maintenance of a technological solution which will provide for an automated warning of trains approaching user worked level crossings.

It was noted that at its meeting on 25th June 2013 the board had given approval for selection criteria for the design and pilot implementation phase (Phase 1). However, the preferred strategy is to select a single contractor who will design, supply, install and maintain these crossings (Phases 1 and 2).

4233.11 Design, Supply and Installation of Line Side Detection Equipment

Selection criteria, as presented to the board, for the proposed tender for the design, supply and installation of line side detection equipment.

It was noted that:

- (a) The estimated cost of this contract is approximately [REDACTED] and
- (b) This item arises from the decision made earlier in the meeting to commence the procurement process for the purchase of acoustic bearing detection equipment.

4233.12 Procurement Timetable

The up to date Procurement Timetable previously circulated was taken as read and noted.

4234 ADMINISTRATIVE ITEMS

4234.1 Transactions for Approval, Sealing and Signing

The transactions (4) for approval and sealing at the meeting were approved and sealed.

Appendix I

The transactions (6) for approval and signing at the meeting were approved and signed.

Appendix II

4234.2 Level Crossing Closures

The memorandum previously circulated was taken as read and noted.

4234.3 The board noted the agreements which had been reached to close the following level crossings:

- (a) Field Level Crossing XN113 on the Ballybrophy/Killonan Junction Line.
- (b) Field Level Crossing XN060 on the Ballybrophy/Killonan Junction Line.
- (c) Field Level Crossing XN070 on the Ballybrophy/Killonan Junction Line.
- (d) Field Level Crossing XT056 on the Mallow/Tralee Line.

Appendix III

4235 ITEMS FOR NOTING

4235.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Infrastructure Advisory Group Minutes 13th August 2013.
- (b) Trains Advisory Group Minutes 20th August 2013

4236 DATE AND LOCATION OF NEXT MEETING

Tuesday 30th October 2013 in Athlone. It was noted that the board meeting scheduled for 4th December 2013 will be held in Inchicore.

Chairman



Date

29/10/13

TRANSACTIONS FOR APPROVAL AND SEALING

1. Wayleave Agreement in duplicate with Fingal Co. Co., for the installation, testing, maintenance and use of one 825mm diameter waste water pipe on CIE property at 1.3 miles 600 yards on the Dublin to Belfast Railway Line, in the Townland of Rogerstown, Lusk, Co. Dublin, for a licence period of [REDACTED], for a licence fee of [REDACTED]
2. Lease in duplicate with West Tipperary Enterprise Group Ltd., for units in Tipperary Railway Station, Co. Tipperary, to be used as an administrative centre and incubator units for new start-up businesses, for a term of 10 years, for a rent of €1,800 per annum for the [REDACTED]
3. Lease in triplicate with Topaz Energy Ltd., formerly Irish Shell, for a premises at Newbridge Railway Station, Co. Kildare, being used as a Depot for underground and overground storage of and distribution of petroleum and petroleum products to consist of underground and overground storage tanks, pump house, tank and pipe lines, offices, washing facilities and one male and one female toilet facilities, for a term of [REDACTED] years, from the commencement date of 1st March, 2005, for a rent as follows:

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

Thereafter there will be rent reviews.
The original approval was the Board of CIE, 5th November, 2003, which granted lease to Irish Shell and the latest approval by the Support Services Manager of 21st August, 2013, to change the name of lessee from Irish Shell to what they are called now, Topaz Energy Ltd.
4. Licence Agreement in duplicate with Sherman Oaks Ltd., to allow Iarnród Éireann use an access route over their property at Portmarnock Railway Station, for ongoing maintenance works, for a licence period of [REDACTED], for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
24th September 2013

Appendix II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence Agreement in duplicate with [REDACTED] for a plot of ground, to be used for recreational purposes on the Dublin to Limerick Railway Line at Clyduff, Lisnagry, Co. Limerick, for a licence period of 10 years, for a licence fee of [REDACTED]
2. Licence Agreement in duplicate with CIÉ (Galway) Credit Union Ltd., for a unit at Ceannt Railway Station, Galway City, to be used as a Credit Union Branch Office, for a licence period of [REDACTED] years, for a licence fee of [REDACTED].
3. Licence Agreement in duplicate with [REDACTED], granting them a [REDACTED] in respect of Railway Arch No. 14 and adjoining yard at Robert Street, Dublin 3, to be used as a Mechanic's Workshop, for a licence fee of [REDACTED]
4. Licence Agreement in duplicate with [REDACTED] for a plot of ground at the rear of 43a Mews Lane, North Circular Road, Dublin 7, to be used for recreational purposes for a licence period of [REDACTED], for a licence fee of [REDACTED] m.
5. Licence Agreement in duplicate with [REDACTED] to allow him to place his mobile kiosk at Donabate Railway Station, for the sale of hot/cold drinks, light snacks, including muffins, croissants, Danish pastries and newspapers, for a licence period of [REDACTED] for a licence fee of [REDACTED]
6. Licence Agreement in duplicate with Caiguna Ltd., for car parking spaces at Mallin Station, 1 Harbour Road, Dun Laoghaire, Co. Dublin, for their employees, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
24th September 2013

CLOSURE OF LEVEL CROSSINGS

1. Field Level Crossing XN113 at 36mls 1.475yds on the Ballybrophy to Killonan Junction Line
Closure of field crossing XN 113 at a cost of [REDACTED] plus [REDACTED] for civil works and contingencies plus reasonable legal fees.
2. Field Level Crossing XN060 at 20mls 1.381yds on the Ballybrophy to Killonan Junction Line
Closure of field crossing XN060 at a cost of [REDACTED], plus [REDACTED] for civil works and contingencies plus reasonable legal fees.
3. Field Level Crossing XN070 at 24mls 2.16yds on the Ballybrophy to Killonan Junction Line
Closure of field crossing XN070 at a cost of [REDACTED] plus [REDACTED] for civil works and contingencies plus reasonable legal fees.
4. Field Level Crossing XT056 at 17mls 806yds on the Mallow to Tralee Line
Closure of field crossing XT056 at a cost of [REDACTED] plus [REDACTED] for civil works and contingencies plus reasonable legal fees.

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 TWO HUNDRED AND SEVENTY SEVENTH
BOARD MEETING HELD ON 29th OCTOBER 2013
AT 9.30AM IN ATHLONE STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Mr. Frank Allen	Director
Ms. Patricia Golden	Director
Mr. Vincent Green	Director
Ms. Tracey McGee	Director
Mr. James Nix	Director
Mr. Flor O'Mahony	Director

IN ATTENDANCE:

Mr. Bob Clarke	Chairman, Infrastructure Advisory Group (part)
Mr. Aidan Cronin	Chief Financial Officer, IE
Mr. Don Cunningham	Director Infrastructure Manager (part)
Ms. Geraldine Finucane	Company Secretary
Mr. Mike Flannery	Chief Operating Officer, CIE
Mr. David Franks	Chief Executive
Mr. Ciaran Masterson	Director Human Resources (part)
Mr. Colm Reynolds	Chief Procurement Officer (part)

ABSENT: Apologies were received from Mr. Paul McGarry and Mr. John Moloney.

MIN NO.

4237 MINUTES

4237.1 The Minutes of the meeting held on 24th September 2013 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4237.2 **Outstanding Items**
The memorandum previously circulated was taken as read and noted.

4237.3 It was agreed to add the proposed procurement review to the list of outstanding items. **Mr. Franks**

4238 CHAIRMAN'S COMMENTS

4238.1 The Chairman thanked everyone for coming to Athlone for the board meeting. It had been agreed at the Strategy session in June 2013 that a number of board meetings would take place outside of Dublin so that directors could meet staff and local stakeholders.

4238.2 The Chairman welcomed Ms. McGee to her first board meeting and stated that he looked forward to her contribution.

4238.3 It was noted that this was the final board meeting for Mr. Green whose term on the board expires on 30th November 2013. The Chairman thanked Mr. Green for his contribution during his time on the board which was well received. Mr. Green thanked the board for making him feel welcome.

4238.4 The Chairman stated that the Iarnród Éireann pay negotiations had been delayed because the Labour Relations Commission (LRC) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] LRC on 31st October 2013. The Chairman urged everyone to reach agreement as soon as possible.

4238.5 The Chairman expressed disappointment at the recent industrial action which took place on 14th October 2013 and which resulted in an inadequate service for DART customers. He asked management and staff to ensure that such actions do not occur again and that any issues which may arise be resolved without impacting on customers. He emphasised that this is a time when Iarnród Éireann needs to increase its passenger numbers.

4238.6 The Chairman expressed disappointment at the recent fares determination by the National Transport Authority (NTA). The NTA did not grant in full the fares increases sought by the company. These increases were in line with the Five Year Business Plan and formed the basis of the funding agreement reached earlier in the year with the banks. The fares determination, together with the conditionality attached to Leapcard and Taxsaver fares, do not reflect the critical nature of the financial situation facing the company. In fact, it has potential serious consequences for its finances. The board requested the Chief Executive to have urgent discussions with the NTA and the Department of Transport, Tourism and Sport (DTTAS) to explain Iarnród Éireann's concerns. Mr. Franks

4239 CHIEF EXECUTIVE'S REPORT

4239.1 The Chief Executive's Report previously circulated was taken as read and noted.

4239.2 Mr. Franks presented his report and the following matters were discussed:

- Whether technology can help the company disseminate urgent information to drivers in a safe and secure manner.
- The signing on arrangements of the handsignalman involved in the possession irregularity on 24th August 2013.
- The next contract for the Customer Contact Centre must ensure that the service provider will be able to increase service levels to meet sudden increases in demand.
- The possibility that the NTA may be the contract manager for the multi-annual contract (MAC). The board felt that the MAC should be a contract between the DTTAS and Iarnród Éireann.
- The possibility that the NTA may be appointed the Rail Regulator as part of the EU compliance restructuring. Iarnród Éireann's concern is to be communicated to the DTTAS. Mr. Franks
- Iarnród Éireann will continue to improve its relationship with the NTA. However, the NTA needs to consider the potential economic consequences (such as the impact on Iarnród Éireann's financial position) before making decisions. This is what other regulators would do.

4240 INFRASTRUCTURE MANAGER (IM)

Mr. Bob Clarke, Chairman, Infrastructure Advisory Group (IAG), and Mr. Don Cunningham, Director IM, joined the meeting at this time.

4240.1 Infrastructure Manager (IM) Report

The IM Report (including Key Performance Indicators (KPIs)) for Period 10 2013 previously circulated was taken as read and noted.

4240.2 Mr. Cunningham circulated an Executive Summary of his report which covered the following matters:-

- Safety and Security (incident with serious accident potential at a minor public road level crossing, lost time accident, signals passed at danger, possession irregularity and overspeeding incidents).

- Finance (Period 10 results).
- Engineering Asset Performance (delay minutes including excess dwell times and energy saving links causing additional dwell times).
- General Issues (leaf fall season, hidden structural elements of bridges, Dublin/Galway national cycle route and MAC update).

4240.3 Mr. Cunningham confirmed that ground penetrating radar (to detect voids) is relatively new technology for Iarnród Éireann and is very useful. The company also uses ultrasonic technology.

4240.4 The Chairman congratulated Mr. Cunningham on the successful commissioning of Phase 1 of the City Centre Resignalling Project over the October bank holiday weekend. He also congratulated Mr. Cunningham on the smooth transfer of staff under the new on track machine contract.

4240.5 Capital Expenditure Proposals

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

The board gave its approval for the following:

4240.6 GSM-R Phase 2

- (a) Expenditure of [REDACTED] million to implement Phase 2 of the GSM-R Project and
- (b) To apply the current Railway Safety Commission authorisation guidelines to the overall GSM-R Scheme, subject to funding from the 2014-2018 MAC.

It was noted that:

- (a) Phase 1 of the project is ongoing and covers the DART area and the EMU fleet.
- (b) Phase 2 will extend GSM-R infrastructure as follows:
 - Northern Line, Rosslare Line and Sligo Line (including M3 Parkway) and
 - Fit GSM-R cab radios to the 29000 Class DMU and cross border fleets.
- (c) The total board approved authority for this project will increase to [REDACTED] million for Phases 1 and 2.
- (d) A further [REDACTED] million will be required in future phases to complete the installation across all fleets and lines.

4240.7 The board expressed annoyance at the [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

4240.8 National Level Crossing System Safety Case

Expenditure of [REDACTED] to develop safety cases on Iarnród Éireann's National Level Crossing System pursuant to an Improvement Notice issued by the RSC, subject to funding from the DTTAS.

4240.9 [REDACTED]
[REDACTED]

4240.10 Contracts

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

4240.11 The four memoranda previously circulated were taken as read and noted.

The board gave its approval for the following:

4240.12 Framework Agreement for Civil Engineering and Building Works (for Tender Values up to €100,000)

The entry into a three year multi-party framework agreement for civil engineering and building works for tender values up to [REDACTED] excluding VAT associated with the upgrading of the railway infrastructure and any other works that Iarnród Éireann or CIE may undertake on their properties with the companies outlined in Appendix 1.

Appendix 1

It was noted that:

- (a) This framework agreement will operate for a period of [REDACTED] with an option to extend for [REDACTED] and
- (b) Due to the potential requirements over the [REDACTED] [REDACTED] period the estimated value may well exceed [REDACTED] million.

4240.13 City Centre Resignalling Project (CCRP) Phase 3 – Award Criteria

Award criteria as presented to the board for the signalling, telecoms and electric overhead line contract for Phase 3 of the CCRP.

It was noted that:

- (a) It is estimated that the CCRP Phase 3 signalling, telecoms and electric overhead line contract will cost [REDACTED] million and
- (b) The project will be funded by the NTA.

4240.14 Mr. Reynolds confirmed that this contract will be a public works contract for early collaboration (PWCEC) suitable for early contractor involvement and would adopt principles similar to other forms of contract used elsewhere such as NEC contracts. It was noted that training would be required to assist staff to manage this new type of contract as very few internal personnel have this experience currently. It would also be important to ensure that contractors would have competence in this area. It was noted that the contract would be managed by the New Works team in the IM and the Chairman asked for further details to be provided to the board on this matter.

Mr. Cunningham

4240.15 Revenue Equipment Framework Contract – Award Criteria

Award criteria as presented to the board for the supply of revenue equipment for a period of [REDACTED] with an option to extend for [REDACTED]

It was noted that this framework agreement has an estimated value of [REDACTED] million exclusive of VAT with the possibility of increasing to [REDACTED] exclusive of VAT if the option to extend is exercised.

4240.16 Procurement Timetable

The updated 2013 Procurement Timetable previously circulated was taken as read and noted.

4240.17 Disposal

The memorandum previously circulated was taken as read and noted.

4240.18 Disposal of Scrap Permanent Way Materials 2013

The board gave its approval for:

- An increase in the disposal (in accordance with the CIE Group Procurement Policy and Procedures governing the disposal of assets) during 2013 of scrap permanent way materials [REDACTED]
- With all 1,500 tonnes to be disposed of at a value of [REDACTED] (down from the original estimate of [REDACTED]),
- Bringing the disposal proceeds for scrap rail for 2013 up to [REDACTED] instead of the [REDACTED] originally estimated and previously advised to the board.

4240.19 Infrastructure Advisory Group (IAG)

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

- 4240.20 Mr. Clarke presented his report and referred to the following matters:
- Iarnród Éireann's response to the Jacobs Leigh Fisher Report prepared for the NTA. This response will emphasise that asset renewals are not only based on age but also based on asset condition.
 - Opportunities for journey time improvements.
 - Review of structures with hidden load bearing members.
 - Summer preparedness for jointed track.
 - Review of the organisation structure given the reduction in staff numbers.

Mr. Clarke, Mr. Cunningham and Mr. Reynolds left the meeting at this time.

4241 CENTRAL SERVICES

4241.1 Finance

The Finance Report for Period 10 2013 previously circulated was taken as read and noted.

4241.2 It was noted that:

- The company generated a [REDACTED] million for the period compared to a budget of [REDACTED] million and a [REDACTED] million for the same period in 2012. The company incurred a year to date [REDACTED] million compared to a budget of [REDACTED] million and a [REDACTED] million for the same period in 2012.
- Earnings before interest, taxation, depreciation and amortisation (EBITDA) amounted to [REDACTED] million for the period compared to a budget of [REDACTED] million and a loss of €670,000 for the same period in 2012. Year to date EBITDA amounted to [REDACTED] million compared to a budget of [REDACTED] million and earnings of [REDACTED] million for the same period in 2012.

4241.3 The main item highlighted by Mr. Cronin was the release of surplus obsolescence provisions for Civil Engineering and Signalling, Electrical and Telecoms materials amounting to [REDACTED]

4241.4 Draft Budget for 2014

The draft budget for 2014 previously circulated was taken as read and noted.

4241.5 Mr. Cronin presented the draft budget for 2014 and covered the following matters:

- Assumptions,
- Operational performance,
- Revenue and growth drivers,
- Revenue and passenger journey growth,
- Other revenue growth,
- Payroll and headcount,
- Materials, overheads and fuel,
- Government funding,
- Sensitivity analysis,
- Bank covenants and
- Consolidated Profit and Loss Account, Balance Sheet and Cashflow.

4241.6 Matters discussed included the following:

- The ESRI GDP growth assumption of 3.5% for 2014 may be too optimistic.
- Additional public service obligation (PSO) payment of €30.7 million received during 2012.
- Factors contributing to revenue growth.
- Average cost of staff charged to capital and average cost of staff charged to the Profit and Loss Account.
- Level of capital funding to cover the staff cost element of capital projects.
- Annual leave provision.

- Level of elasticity on Intercity fares compared with DART and commuter fares.
- The return on Iarnród Éireann assets is much smaller than the return on the bus companies' assets giving the perception that costs are too high in Iarnród Éireann.
- The need to be able to demonstrate that Iarnród Éireann intends to place great emphasis on increasing passenger numbers to the greatest possible extent.
- Costs of safety validation exercises.
- Increased competition such as licences being issued to bus companies.
- Risks to achieving the budget:
 - Potential gap of [REDACTED] million as a result of the recent fares determination by the NTA.
 - Plans for [REDACTED] million in payroll savings are still in negotiation at the LRC. If these savings are not agreed in full or if the negotiations are protracted, there will be a consequential impact on the budget for 2014.

4241.7 Following further discussion the board agreed to approve the budget for 2014 as presented and to recommend it for the approval of the CIE Board but noted the following risks which, if realised, will make the financial position of the company worse:

- Recent fares determination by the NTA and
- Protracted pay negotiations.

4241.8 **Draft Five Year Plan 2014-2018**

The Draft Five Year Plan 2014-2018 previously circulated was taken as read and noted.

4241.9 Mr. Cronin presented the Draft Five Year Plan 2014-2018 and covered the following matters:

- Assumptions,
- Passenger revenue and passenger journeys,
- Revenue growth drivers 2013-2018,
- Other revenue,
- Payroll and headcount,
- Materials, overheads and fuel,
- Government funding,
- Sensitivity analysis,
- Consolidated Profit and Loss Account, Balance Sheet and Cashflow.

4241.10 Matters discussed included the following:

- A competition and environmental map is required.
- Accounting treatment for heavy maintenance expenditure.
- The need to carry out a study on the reduction in the network size and workforce that would be required if there is a shortfall of infrastructure funding (possibly [REDACTED] million on average over the next five years).
- Potential danger of allowing assets to deteriorate.
- The need to emphasise the efforts the company is making to improve the quality of customer service with a view to increasing passenger numbers.
- The need to explain the planned increase in services to Cork and Sligo while at the same time there is a threat to overall service levels due to insufficient funding.
- Customer First Programme (i.e. investment in a revenue management system so as to maximise revenue).

4241.11 Following further discussion the board agreed (subject to textual amendments) to approve the Five Year Plan 2014-2018 and to recommend it for the approval of the CIE Board.

4241.12 **Human Resources**

Mr. Ciaran Masterson, Director Human Resources, joined the meeting at this time.

4241.13 The Human Resources Report (including KPIs) for Period 10 2013 previously circulated was taken as read and noted.

4241.14

[REDACTED]

4241.15 It was agreed that medical statistics, the occupational health report, succession planning and the employment survey would be discussed at the next meeting.

Mr. Masterson

Mr. Masterson left the meeting at this time.

4242 **RAILWAY UNDERTAKING (RU)**

4242.1 Train Operations

The Train Operations Report (including KPIs) for Periods 9 and 10 2013 previously circulated was taken as read and noted.

4242.2 Commercial Report

The Commercial Report for Period 10 2013 previously circulated was taken as read and noted.

4242.3 Trains Advisory Group (TAG)

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

4243 **ADMINISTRATIVE ITEMS**

4243.1 Transactions for Approval, Sealing and Signing

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

Appendix II

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

Appendix III

4243.2 Appointment of Auditors

The memorandum previously circulated was taken as read and noted.

4243.3

It was proposed by Ms. Golden and seconded by Mr. Nix and resolved:

- "(a) That subject to the consent of the Minister for Transport, under Section 19(3) of the Transport (Re-Organisation of Coras Iompair Éireann) Act 1986, that PricewaterhouseCoopers, Chartered Accountants and Registered Auditors, be and are hereby appointed Auditors for the year ended 31st December 2013 and
- (b) That the remuneration of the Auditors be fixed at no more than [REDACTED] plus VAT for the 2013 audit and [REDACTED] plus VAT for tax compliance services."

4243.4 Codes of Business Ethics

The memorandum previously circulated was taken as read and noted.

4243.5

The board noted that at its meeting on 3rd October 2013 the CIE Board gave its approval for:

- (a) The revised Code of Business Ethics for Employees,
- (b) The revised Code of Business Ethics for Board Members and Directors and
- (c) The update of the CIE Corporate Governance Manual accordingly.

4243.6 2014 Timetable

The Timetable for board meetings during 2014 previously circulated was taken as read and noted.

4244 ITEMS FOR NOTING

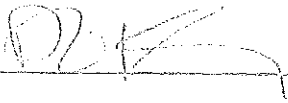
4244.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:


- (a) Rosslare Europort Advisory Group Minutes 22nd May 2013.
- (b) Audit Review Group Minutes 24th May 2013.
- (c) Safety Advisory Group Minutes 11th June 2013.
- (d) Infrastructure Advisory Group Minutes 12th September 2013.
- (e) Trains Advisory Group Minutes 17th September 2013.

4245 DATE AND LOCATION OF NEXT MEETING
Wednesday 4th December 2013 in Inchicore.

Chairman



Date



FRAMEWORK AGREEMENT
FOR CIVIL ENGINEERING AND BUILDINGS WORKS (UP TO €100K)

Building & Civil	Building
Brian Conneely & Co. Ltd.	Bretland Construction Ltd.
Carra Plant Hire Ltd.	HBS Construction Ltd.
Coffey Construction Ltd.	John Somers Construction Ltd.
Conneally Maintenance & Refurbishment	O'Malley & Sons (Ballina) Ltd.
Cumnor Construction Ltd.	P Fallon Civil Engineering Ltd.
Clonmel Enterprises Ltd.	Robert Quinn Ltd.
Global Rail Services Ltd.	Tom Byrne Building Maintenance Ltd.
GPX Rail Ltd.	
Jons Civil Engineering Co. Ltd.	Civil
KN Network Services (Ire.) Ltd.	Irish Bridge Co.
McCorry Ltd.	Killeen Civil Engineering Ltd.
McCallan Bros. Ltd.	L&M Keating Ltd.
MEIC Ltd.	Weslin Construction Ltd.
O'Kelly Bros Civil Engineering Ltd.	
P&D Lydon	
Ralph McMahon Construction Ltd.	
Richard Nolan Civil Engineering Ltd.	
Stephen Byrne Plant & Civil Engineering Contractors	
Truir Construction Ltd.	
Total Highway Maintenance Ltd.	

TRANSACTIONS FOR APPROVAL AND SEALING

1. Licence in duplicate with Cork Co. Co., for the installation, testing, maintenance and use of one 160mm diameter watermain at Level Crossing XT15 at 5 miles 930 yards on the Mallow to Tralee Railway Line in the Townland of Lombardstown, Kilshannig, Co. Cork, for a licence period of [REDACTED] for a licence fee of [REDACTED].
2. Licence in duplicate with Precision Construction Ltd., granting temporary wayleaves to construct a temporary store adjacent to a section of the disused former spur of the Barrack Street Line, Dundalk, on behalf of Tesco Ireland Ltd., for a licence period of [REDACTED], for a licence fee of [REDACTED].
3. Lease in duplicate with Cobh Maritime Development Co. Ltd., for buildings at Cobh Railway Station, for display, exhibition, hospitality and general not for profit uses, for a term of [REDACTED], for a rent of [REDACTED].
4. Lease in duplicate with [REDACTED] for a premises, Railway Arch and Yard at Spring Garden Street, Dublin 1, to be used as a Mechanics Garage, for a term of [REDACTED], for a rental fee of [REDACTED] subject to Consumer Price Index review.
5. Lease in triplicate with Kiltobor RPB Ltd. for the rental of Unit 3, Connolly Station, Dublin 1, to be used as a dispensing Pharmacy for a term of [REDACTED] with a rental fee of [REDACTED] for years one and two and [REDACTED] for years three to seven inclusive and the Turnover Rent, [REDACTED] where gross turnover exceeds [REDACTED] plus:-
[REDACTED]
[REDACTED]
[REDACTED]
Thereafter there will be a review [REDACTED]

Company Secretary
Iarnród Éireann
29th October 2013

Appendix III

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] t/a Is Maith Liom Coffee, to allow him place his two mobile kiosks in Inchicore Works, Inchicore, Dublin 8, for the sale of hot/cold drinks, light snacks including muffins, croissants, Danish Pastries, sandwiches and hot food, for a licence period of [REDACTED] for a licence fee of [REDACTED]
2. Licence in duplicate with Cobh Maritime Development Co. Ltd., to develop unused buildings at Cobh Railway Station for display, exhibition, hospitality and general not for profit uses, for a period of [REDACTED] for a licence fee of [REDACTED]
3. Licence in duplicate with [REDACTED] to allow them place their mobile kiosk at Portarlinton Railway Station, Portarlinton, Co. Laois, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] for a licence fee of [REDACTED]
4. Licence in duplicate with Charlestown Athletic Football Club of Bellaghy Park, Charlestown, Co. Mayo, to allow them access over a strip of land at Charlestown Station on the Claremorris to Collooney Railway Line, for a licence period of [REDACTED] for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
29th October 2013

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 TWO HUNDRED AND SEVENTY EIGHTH
BOARD MEETING HELD ON 4th DECEMBER 2013
AT 9.00AM IN INCHICORE WORKS**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Frank Allen	Director
	Ms. Patricia Golden	Director
	Ms. Tracy McGee	Director
	Mr. James Nix	Director
	Mr. Flor O'Mahony	Director
	Mr. Tommy Wynne	Director
IN ATTENDANCE:	Mr. John Cassidy	Safety Advisor (part)
	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Gerry Culligan	Commercial Director (part)
	Mr. Don Cunningham	Director Infrastructure Manager (part)
	Ms. Geraldine Finucane	Company Secretary
	Mr. Mike Flannery	Chief Operating Officer, CIE
	Mr. David Franks	Chief Executive
	Mr. Ciaran Masterson	Director Human Resources (part)
	Mr. Jim Meade	Director Train Operations (part)
	Mr. Colm Reynolds	Chief Procurement Officer (part)
	Mr. Cliff Perry	Chairman, Safety Advisory Group (SAG) and Trains Advisory Group (TAG) (part)

ABSENT: Apologies were received from Mr. Paul McGarry and Mr. John Moloney.

MIN NO.

4246 MINUTES

4246.1 The Minutes of the meeting held on 29th October 2013 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

4246.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

4246.3 The following were noted:

- It is expected that the Commercial and Safety Risk Registers will be combined by the year end with the more significant risks highlighted.
- The process to ask an international procurement expert to review Iarnród Éireann's procurement practices and performance is under way.

4246.4 The board expressed concern that service alterations may be required as a consequence of the recent fares determination by the National Transport Authority (NTA) and stated that any such proposals must be brought back to the board first before finalisation.

Mr. Franks

4247 CHAIRMAN'S COMMENTS

4247.1 The Chairman welcomed everyone to Inchicore and advised that the Customer Service Award ceremony would take place after the board meeting at 1.30pm. All were welcome to attend.

4247.2 The Chairman welcomed Mr. Tommy Wynne (who was elected as a Worker Director in October 2013) to his first board meeting. The Chairman stated that board meetings operate on an open and transparent basis where issues raised can be discussed and debated.

4247.3 The Chairman advised that the board papers include a document on safety governance which had been requested from the Chief Executive and from Mr. Perry, Chairman of the Safety Advisory Group (SAG). It includes proposals for improvement and he encouraged directors to have an open discussion on the matter.

4247.4 The Chairman advised that Mr. Franks and Mr. Masterson would give an update on the status of the continuing discussions in the Labour Relations Commission (LRC) on cost containment. He stated that these discussions must be brought to a conclusion as soon as possible as it is essential that the cost containment programme is implemented from January 2014. He stated that failure to do so would have very serious consequences for the company.

4247.5 The Chairman advised that PricewaterhouseCoopers (PwC) had been reappointed as external auditors for the CIE Group. He stated that he had attended a meeting of the CIE Board Audit Committee on 3rd December 2013 during which the way in which the deficits of the CIE pension schemes are treated in the accounts was discussed. External support is to be sought to work with PwC, CIE and the trustees of the schemes on this particular issue. He asked that clarity be brought to the issue early in the audit process so that a proper debate can take place by the Iarnród Éireann Audit Review Group (ARG) in January/February 2014.

4247.6 The Chairman advised that a number of meetings of the CIE Board Strategy Committee have taken place. The Iarnród Éireann strategy has not been addressed yet as to date focus has been placed on the Bus Éireann strategy resulting from the tendering of bus routes. However, there is unlikely to be any change.

4248 CHIEF EXECUTIVE'S REPORT

4248.1 The Chief Executive's Report previously circulated was taken as read and noted.

4248.2 Mr. Franks presented his report and the following matters were discussed:

- Impact of this year's extended autumn leaf fall season.
The Chairman suggested that the SET Engineers be asked if they could put in logical sequencing on signals. This may require certain modifications.
Mr. Franks
- The NTA were aware of the banking covenants of Iarnród Éireann and CIE before they made their recent fares determination. The consequence of their decision is that revenue will be reduced by approximately [REDACTED] million in 2014. The board agreed that three way discussions between the NTA, Iarnród Éireann and the Department of Transport, Tourism and Sport (DTTAS) would be imperative from now on and that this should be formally requested.
Mr. Franks
- Arbitration of the CAF dispute will go ahead in January 2014.
[REDACTED]
- Update on the industrial relations negotiations.
It is important that the cost containment plan is implemented in January 2014 as cost savings of [REDACTED] million p.a. have been budgeted for. It will

cost the company approximately [REDACTED] per period if the plan is not implemented as scheduled.

[REDACTED]

on the railway.

- A copy of the stakeholder survey and actions arising is to be made available to the board. Mr. Kenny

4248.3 A discussion took place on the level of information received by the board on safety matters. It was noted that key performance indicators (KPIs) are reported on a periodic basis, the Safety Advisor reports on a quarterly basis and the board is always presented with the Chief Executive's assessment. In addition, a document on safety governance is to be discussed later on in the meeting.

4249 TRAIN OPERATIONS

Mr. Gerry Culligan, Commercial Director, Mr. Jim Meade, Director Train Operations and Mr. Cliff Perry, Chairman, Trains Advisory Group (TAG), joined the meeting at this time.

4249.1 Train Operations

The Train Operations Report (including KPIs) for Period 11 2013 previously circulated was taken as read and noted.

4249.2 Mr. Meade circulated an Executive Summary of his report which covered the following matters:

- Safety
- Performance
 - The Chairman asked that the DTTAS be notified as soon as possible of the company's intention to change the heavy maintenance profile next year whereby such work will be done earlier in the year and not during the autumn leaf fall season. This notification will give them advance warning of the impact on the timing of funding. Mr. Franks
- Fleet Strategy
 - A communications plan is required to address the residual negative perception following recent difficulties on the Sligo route. Mr. Franks
- Finance
- Other issues (International Station Awards and update on the lean/quality management system).

4249.3 In response to queries from directors, Mr. Meade:

- Outlined the circumstances surrounding the animal strike causing a delay in service recovery on 13th November 2013 and
 - Confirmed that the train to train exercise in Heuston planned using the on-board wheelchair ramps has been risk assessed. It will be an in-house exercise and won't result in a cost [REDACTED]
- [REDACTED] It was noted that more latitude is allowed in rescue situations.

4249.4 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4249.5 Mitsui Early Payments 2013

The board gave its approval for the execution of early stage payments of [REDACTED] during 2013 secured by on demand bonds with Mitsui for Intercity railcar contracts.

It was noted that this action is supported and funded by the NTA and the DTTAS.

4249.6 Commercial Report

The Commercial Report (including KPIs) for Period 1.1 2013 previously circulated was taken as read and noted.

4249.7 Mr. Culligan circulated an Executive Summary of his report which covered the following matters:

- Macro economy.
- Revenue performance for Period 1.1 2013.
It was suggested that a cost benefit analysis be carried out on future proposals for weekend track processions/blockades.
- NTA fares determination.
The NTA has been advised that Iarnród Éireann is unlikely to be able to meet the condition imposed in respect of the rollout of the Leapcard in Cork.
- NTA network and timetable review.
- Customer contact centre service levels.
- First class revenues.
It was suggested that performance at individual train host level should be monitored. **Mr. Culligan and Mr. Meade**
- WiFi monetisation.
- Other ancillary revenue.

o [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

4249.8 There followed a discussion on train loadings/overcrowding, source data for the calculation of train loadings, the public's perception of what "overcrowding" means compared to their comfort level, etc. It was acknowledged that while it is not always possible to react to conditions on a particular day, data does exist and services are planned based on this data. The aim is to prevent the loss of passengers from public transport to other modes of transport.

4249.9 Trains Advisory Group (TAG)

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

4249.10 Mr. Perry presented his report and referred to the following:

- Extended leaf fall season.
There may be a particular climatic issue this year. He advised against altering policy just because of conditions during 2013. Other factors have to be taken into account such as the timing of heavy maintenance work.
- Progress in Iarnród Éireann on EU compliance is ahead of the progress in the DTTAS.
- If annual Ministerial approval is required for the multi annual contract (MAC) for the Infrastructure Manager (IM), then this will not provide the economic planning base for IM activity.

Mr. Culligan and Mr. Meade left the meeting at this time.

4250 CENTRAL SERVICES

Mr. Claran Masterson, Director Human Resources, joined the meeting at this time.

4250.1 Employee Opinion Survey

Mr. Masterson gave a presentation on the recent Employee Opinion Survey which covered the following matters:

- Survey categories,
- Breakdown of survey responses by grade and by area,
- Comparison with the 2009 survey,
- Most successful and least successful items contained in the results,
- Engagement and

- Review of activities following the survey.

4250.2 Matters discussed included the following:

- The difficulty with externally benchmarking the results,
- How the issues raised are being tackled,
- Communications to each staff member,
- Lack of opportunity for some staff members to feedback to a level higher than their own manager,
- Lean management programme and
- The recruitment embargo is resulting in a lot of vacancies not being filled with the right people.

4250.3 The Chairman stated that it was very important to act on the results obtained from the survey but to be realistic in doing so. Trust must be built up with staff.

4250.4 Occupational Health Unit (OHU)
Mr. Masterson gave a presentation on the OHU which covered the following matters: function, legislation, support, governance, 2012 utilisation statistics, cost, medical cost recovery, public/external engagement of the OHU, counselling services and the Health Promotion Unit.

4250.5 The future of the current pharmacy was discussed and it was noted that a new provider will be based in Connolly Station. Discussions will be held with pharmacy staff in this regard.

4250.6 Human Resources
The Human Resources Report (including KPIs) for Period 11 2013 previously circulated was taken as read and noted.

4250.7 Mr. Masterson gave an update on the current discussions taking place at the LRC. He stated that everyone is aware of the critical nature of the discussions but that the principle of foregoing core pay is key.

Mr. Masterson left the meeting at this time.

4250.8 Safety Governance
Mr. John Cassidy, Safety Advisor, joined the meeting at this time.

4250.9 The memorandum previously circulated was taken as read and noted.

4250.10 Mr. Perry presented the paper and explained each of the eight proposals to strengthen safety governance contained in it. Following a discussion on each proposal, all were agreed by the board.

4250.11 The board supported the view that there should be a non Executive Director who has experience in railway operations and safety and that this person should participate in the Safety Advisory Group. The Chairman agreed to take this up with the Minister at an early opportunity.

Chairman

4250.12 Other matters referred to included the following:

- The potential for corporate manslaughter legislation.
- The requirement to keep the board informed of progress with the implementation of recommendations from the RSC and the Rail Accident Investigation Unit (RAIU).
- The board should be made aware of the funding requirements for safety and how this compares with the funding available for safety investment.
- The movement in the risk index caused by any gaps in funding should be regularly reported to the board and to the DTTAS.

Mr. Franks

Mr. Franks

4250.13 Update on the Strategic Safety Plan

The Update on the Strategic Safety Plan previously circulated was taken as read and noted.

4250.14 Mr. Cassidy circulated an Executive Summary of his report which contained an update on the actions being taken as part of the Safety Plan. Performance will be reviewed at the end of 2013 and targets for 2014 will be set.

4250.15 In response to Mr. Wynne, Mr. Franks outlined the interim measures that need to be taken in respect of temporary and emergency speed restrictions. He agreed to discuss the matter in more detail with him. Mr. Franks

Mr. Cassidy left the meeting at this time.

4250.16 Finance

The Finance Report for Period 11 2013 previously circulated was taken as read and noted.

4250.17 It was noted that:

- The Finance Report is now comparing actual performance with the forecast for 2013 rather than the budget for 2013.
- The company incurred a deficit of [REDACTED] for Period 11 2013 compared to a forecasted [REDACTED] and a [REDACTED] million for the same period in 2012. The year to date deficit amounted to [REDACTED] million compared to a forecasted [REDACTED] million and a [REDACTED] million for the same period in 2012.
- Earnings before interest, taxation, depreciation and amortisation (EBITDA) amounted to [REDACTED] million for Period 11 2013 compared to a forecast of [REDACTED] million and earnings of [REDACTED] million for the same period in 2012. Year to date EBITDA amounted to €16.849 million compared to a forecast of [REDACTED] million and earnings of [REDACTED] million for the same period in 2012.

4250.18 Mr. Cronin explained in more detail the items comprising the revenue, payroll, materials and overheads figures.

4250.19 Mr. Cronin gave an update on the various audits under way at present. One of these audits is a Customs audit which is centering around the valuation of imported Intercity railcars. The Chairman stated that this matter had been discussed at the CIE Board Audit Committee meeting on 3rd December 2013. He asked whether Iarnród Éireann would be exposed elsewhere if its valuation methodology is deemed by Customs to be incorrect. Mr. Cronin stated that Iarnród Éireann had not imported any other significant amounts from outside the EU in recent years and, therefore, to his knowledge, there would not be any other impact. It was acknowledged that the valuation issue was a matter of interpretation and that the audit had not been completed yet.

4250.20 Other matters discussed included the following:

- Cashflow.
- Delicate negotiations with the trade unions regarding Rule 29(b).
- The financial gap of [REDACTED] million which has developed in delivering the forecasted [REDACTED] million for 2013. Other potential [REDACTED] totalling [REDACTED] million have also been identified. However, there are potential opportunities to generate savings to make up the [REDACTED] million.

4250.21 Risk Register

The Commercial Risk Register previously circulated was taken as read and noted.

4250.22 It was noted that when the current risk review exercise has been completed, the format of the Risk Register will change.

4250.23 Audit Review Group (ARG)

The Chairman of the ARG, Ms. Golden, gave a verbal update on the deliberations of the ARG. She advised that a meeting had taken place on 28th November 2013 during which the following matters were dealt with:

- The external auditors, PwC, presented their plan for the 2013 audit and asked the ARG for inputs to the process.
- The Head of Group Internal Audit gave an update on his 2013 Work Plan. 17 audits were completed and nine reports were finalised and issued. He also presented his Draft Plan for 2014. The ARG commended the Head of Group Internal Audit on the depth and coverage of his department's Internal Audit Reports and the recommendations contained within them.

[REDACTED]

Mr. Franks

- The Chairman reminded management that where it appears that projects may exceed the €2 million threshold requiring board approval, then such approval must be sought before proceeding with the project.

4250.24 It was noted that the next meeting of the ARG will take place in March 2014 by which time the 2013 audit will be almost complete. The Chairman stated that an earlier special meeting of the ARG should be called if necessary to discuss pension liabilities/provisions.

Mr. Cronin and Ms. Golden

4251 INFRASTRUCTURE MANAGER (IM)

Mr. Don Cunningham, Director IM, joined the meeting at this time.

4251.1 Infrastructure Manager (IM) Report

The IM Report (including KPIs) for Period 11 2013 previously circulated was taken as read and noted.

4251.2 Mr. Cunningham circulated an Executive Summary of his report which covered the following matters:-

- Safety and Security.
- Finance (capital spend and cash flow).
- Engineering Asset Performance (delay minutes).
- General Issues:

- Autumn leaf fall season.
- Bridge renewal programme.
- Level crossing technical solutions.
- On track machine (OTM) contract.
- Ticket Validation Package 10.
- Points heaters.
- Stone blowing.
- MAC update.

On 8th November 2013 the NTA informed Iarnród Éireann that the previously advised funding level for 2014 of €[REDACTED] million will be reduced to [REDACTED] million. It appears that this will have an adverse impact on the 2014 Profit and Loss Account of about [REDACTED] million.

- It appears that CIE will be the Essential Functions Body required for EU compliance.

4251.3 Other matters discussed included the following:

- Conservation of masonry on stone arch bridges.
Mr. Cunningham agreed to discuss this matter in more detail with Mr. Nix.

Mr. Cunningham

- Display model for the proposed interchange in Cork.

Mr. Flannery left the meeting at this time.

4251.4 Capital Expenditure Proposals

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

The board gave its approval for the following:

4251.5 SAP Human Capital Management - Learning Solution and Rapid Deployment
Implementation of the SAP Human Capital Management Rapid Deployment Solutions (RDS)/Learning Solution at a cost of [REDACTED] subject to funding from the MAC.

4251.6 Mr. Cunningham promised to revert to Mr. Nix on costings with respect to the ability to increase/decrease the number of software licences. Mr. Cunningham

4251.7 Limerick Junction SSI Room – Emergency Refurbishment
Expenditure of [REDACTED] for the emergency refurbishment of the Limerick Junction SSI Room following the fire on 7th July 2013, subject to funding from the DTTAS for this project.

4251.8 Closeout Reports

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

4251.9 The board gave its approval for the closeout of the following IM and Train Operations projects:

INFRASTRUCTURE MANAGER

PAS	Description	App'vd €'000	Final Outturn €'000	Effective Variance		Contingency		
						App'vd €'000	Used	
				€'000	%		€'000	%
CIR00720	CTC Development Ph 1 (Was €39.5)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00595	Automation LXs – Lmk Junct to Waterford	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00512	Automation Level Crossings – Sligo Line	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00592	Conversion of 9AHBs	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	Maynooth Electrification Ph 1 – RO & Design of Enabling Works	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00759	Procurement of Points Heaters – Non GDA (Ph 1)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

TRAIN OPERATIONS

PAS	Description	App'vd €'000	Final Outturn €'000	Effective Variance		Contingency		
						App'vd €'000	Used	
				€'000	%		€'000	%
COO3991	12 Mitsui EMUs (8510 fleet)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CO24283	12 Mitsui EMUs (8520 fleet)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CO24336	24 Mitsui EMUs (8520 fleet)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

4251.10 Contracts

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

4251.11 The three memoranda previously circulated were taken as read and noted.

The board gave its approval for the following:

4251.12 Supply of Ballast – Selection and Award Criteria

The selection and award criteria presented to the board for the establishment of a Framework Agreement for the supply and delivery of washed ballast.

It was noted that:

- This Framework Agreement will operate for an initial period of one year with an option to extend annually for a further two years and
- Due to the potential annual requirements the estimated value may well exceed [REDACTED] million.

4251.13 Design, Supply and Installation of User Work Level Crossings – Award Criteria

Award criteria presented to the board for the tender of the design, supply, installation and maintenance of technological solutions which will provide a warning of trains approaching user worked level crossings.

The Chairman advised that low level technical solutions should be sought.

4251.14 Design, Supply and Installation of Line side Detection Equipment – Award Criteria

Award criteria presented to the board for the tender of the design, supply, installation and maintenance of line side detection equipment.

4251.15 Procurement Timetable

The updated 2013 Procurement Timetable previously circulated was taken as read and noted.

4251.16 **TRAIN OPERATIONS (CONTD.)**

4251.17 Capital Expenditure Proposal (Contd.)

4251.18 Mitsui Early Payments 2013 (Contd.)

In response to Mr. Nix, Mr. Cunningham and Mr. Reynolds confirmed the following in respect of Mitsui payments:

- [REDACTED] million is the cash flow for 2013.
- [REDACTED] million is the value of the early stage payments which were the subject of the capital expenditure proposal.
- [REDACTED] million will be paid in 2014 of which [REDACTED] million is the retention payment and [REDACTED] million will be performance related.

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

4252 **ADMINISTRATIVE ITEMS**

4252.1 Transactions for Approval, Sealing and Signing

The transactions (16) for approval and sealing at the meeting were approved and sealed. **Appendix I**

The transactions (7) for approval and signing at the meeting were approved and signed. **Appendix II**

4252.2 Fishguard and Rosslare Railways and Harbours Company

The memorandum previously circulated was taken as read and noted.

4252.3

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4252.4 **Terms of Reference for the Infrastructure Advisory Group (IAG)**

The memorandum previously circulated was taken as read and noted.

4252.5 The board gave its approval for revised Terms of Reference as presented for the IAG.

4252.6 **Corporate Governance Manual**

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

4252.7 The board noted that at its meeting on 7th November 2013 the CIE Board gave its approval for:

- (a) Amendments to the CIE Group Procurement Policy and Procedures.
- (b) Amendments to the CIE Group Treasury Policy.
- (c) The update of the Corporate Governance Manual accordingly.

4253 **ITEMS FOR NOTING**

4253.1 **Miscellaneous**

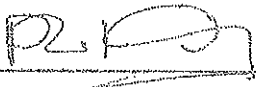
The documents relating to the following items contained in the board papers previously circulated were taken as read and noted;

- (a) Rosslare Europort Advisory Group Minutes 18th September 2013.
- (b) Safety Advisory Group Minutes 10th September 2013.
- (c) Infrastructure Advisory Group Minutes 17th October 2013.
- (d) Trains Advisory Group Minutes 22nd October 2013.

4254 **DATE AND LOCATION OF NEXT MEETING**

Wednesday 29th January 2014 at 9.30am in Heuston Station.

Chairman



Date

29/01/14

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with [REDACTED] T/A Phoenix Tyre Co. Ltd., for a premises, the Railway Arch and yard at 13A Robert Street, Dublin 3, to be used as a workshop and for storage, for a term of [REDACTED] for a rent of [REDACTED]
2. Lease in duplicate with [REDACTED] for a retail unit at Carlow Railway Station, for the sale of hot and cold drinks, pre-packed sandwiches, snacks, newspapers, magazines, confectionary and stationary, for a term of [REDACTED], for a rent of [REDACTED].
3. Lease in duplicate with Topgun Cleaning Ltd., for premises, yard and buildings at Ballast Quay, Sligo, for the washing, valeting, refuelling and parking of commercial vehicles in association with the Tenant's cleaning business, for a term of five years for a rent as follows:
 Year 1 - [REDACTED] per annum abated to [REDACTED] per annum in consideration of the Works carried out by the Tenant to the premises.
 Year 2 - [REDACTED] per annum abated to [REDACTED] per annum in consideration of the Works carried out by the Tenant to the premises.
 Year 3 - [REDACTED] per annum abated to [REDACTED] per annum in consideration of the Works carried out by the Tenant to the premises.
 Year 4 - [REDACTED] per annum.
4. Lease in duplicate with JCDcaux Ireland Ltd., for a premises, Railway Arches and Yard at Oriel Street, Dublin 1, to be used as a work shop and for storage to facilitate their business, for a term of [REDACTED], for a rent of [REDACTED] per annum, subject to review every [REDACTED].
5. Lease in duplicate with [REDACTED] for a premises, Arch No. 76 Spencer Row, Dublin, to be used for hardware storage, for a term of [REDACTED] for a rent of [REDACTED] per annum.
6. Agreement in duplicate with [REDACTED] granting him permission to install and use a water pipe on the Board's property, under the railway line at Level Crossing XG171 at 123 miles 720 yards on the Athlone to Galway Railway Line for a consideration of [REDACTED] and the transfer of 0.17 acres of land to IÉ/CIÉ.
7. Licence Agreement in duplicate with [REDACTED] for the installation, testing, maintenance and use of a 240mm pipe on the Board's property, under the railway line at Level Crossing XG171 at 123 miles 720 yards on the Athlone to Galway Railway Line, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
8. Widening Agreement in duplicate with [REDACTED] of Birr, Co. Offaly, to widen the existing gates at Accommodation Crossing XN050, at 17 miles 1,259 yards, on the Ballybrophy to Killoonan railway Line, in the Townland of Cooradevin, Shinrone, Birr, Co. Offaly, to a width of 4.2 metres, [REDACTED]
 [REDACTED]
 [REDACTED]
9. Agreement in duplicate with Leitrim County Council in relation to the closure of Level Crossing XS072 at 88 miles 660 yards on the Mullingar to Sligo Railway Line for a payment of [REDACTED] by CIÉ to the Council, in consideration for the Council's agreement to transfer 1.39 acres of land to CIÉ and grant a right of way to facilitate closure of the crossing.
10. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED]
 [REDACTED] in relation to the closure of Level Crossing XS072 at 88 miles 660 yards on the Mullingar to Sligo Railway Line, for a payment of [REDACTED] to him, the provision of Works and for a permanent alternative access roadway, in consideration for Mr. Carley's agreement to a land swap and closure of the crossing. [REDACTED]
 [REDACTED]

11. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XS072 at 88 miles 660 yards on the Mullingar to Sligo Railway Line, in consideration of the provision of Works by CIÉ to provide an alternative roadway [REDACTED]
12. Wayleave Agreement, single copy, with Cork Co. Co., for the installation, testing, maintenance and use of a 525mm diameter foul sewer, on CIÉ property at 2 miles 420 yards on the Cobh Junction to Youghal Railway Line in the Townland of Terrysland, Co. Cork, for a licence period of [REDACTED], for a licence fee of [REDACTED] if demanded.
13. Wayleave Agreement, single copy, with Cork Co. Co., for the installation, testing, maintenance and use of a 450mm diameter surface water sewer, on CIÉ property at 2 miles 57 yards on the Cobh Junction to Youghal Railway Line in the Townland of Terrysland, Co. Cork, for a licence period of [REDACTED], for a licence fee of [REDACTED] if demanded.
14. Wayleave Agreement, single copy with Cork Co. Co., for the installation, testing, maintenance and use of a 450mm diameter foul sewer, on CIÉ property at 2 miles 1,333 yards on the Cobh Junction to Youghal Railway Line in the Townland of Carrigtohill, Co. Cork, for a licence period of [REDACTED], for a licence fee of [REDACTED] if demanded.
15. Wayleave Agreement, single copy with Cork Co. Co., for the installation, testing, maintenance and use of a 300mm diameter foul sewer, on CIÉ property at 1 mile 1,739 yards on the Cobh Junction to Youghal Railway Line in the Townland of Ann Grove, Co. Cork, for a licence period of [REDACTED], for a licence fee of [REDACTED] if demanded.
16. Wayleave Agreement, single copy with Cork Co. Co., for the installation, testing, maintenance and use of a 300mm diameter watermain, on CIÉ property at 1 mile 1,400 yards on the Cobh Junction to Youghal Railway Line in the Townland of Ann Grove, Co. Cork, for a licence period of [REDACTED], for a licence fee of [REDACTED] if demanded.

Company Secretary
Iainród Éireann
4th December 2013

1. Licence Agreement with Kerry Co. Co., for property at Fenit Railway Station to be used as a playground, for a licence period of [REDACTED], for a licence fee of [REDACTED].
2. Licence Agreement with Kerry Co. Co. for a plot of ground at Fenit Railway Station to be used for car parking, for a licence period of [REDACTED]s, for a licence fee of [REDACTED].
3. Licence Agreement with Mr. Michael Jennings for a plot of land at Swinford Railway Station, Co. Mayo, to be used for agricultural purposes, for a licence period of [REDACTED], for a licence fee of [REDACTED].
4. Licence Agreement in duplicate with T. J. Gormley T/A Tuam Farm Supply Stores, for a goods store situated at Tuam Railway Station, Co. Galway, for the storage of fertilizer and other farm products, for a licence period of [REDACTED] for a licence fee of [REDACTED] per annum.
5. [REDACTED]
6. Licence Agreement in duplicate with the Board of Management, Rathduff National School, Rathduff, Co. Cork, to grant permission to traverse CIE property, for the purposes of teachers and staff accessing the car park to the rear of the Rathduff National School, for a licence period of [REDACTED] or until "the Access" is taken in charge by the local authority, whichever is sooner, for a licence fee of [REDACTED].
7. Licence Agreement in duplicate with [REDACTED] to allow him place his mobile kiosk at Skerries Railway Station, Skerries, Co. Dublin, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries for a licence period of [REDACTED] for a licence fee of [REDACTED].

Company Secretary
Tarród Éireann
4th December 2013

Freedom of Information Request:
Schedule of Records for IE_FOI_014 : Summary for Decision Making

Record No.	Date of Record	Brief Description	No. of Pages	Decision: Grant/Part Grant/Refuse	Section of Act if applicable redaction list on sheet 2	Record Edited/Identify Deletions
1	1 year 2011	<p>IE Board Minutes 25th January 2011</p> <p>IE Board Minutes 22nd February 2011</p> <p>IE Board Minutes 29th March 2011</p> <p>IE Board Minutes 23rd April 2011</p> <p>IE Board Minutes 24th May 2011</p> <p>IE Board Minutes 23rd August 2011</p> <p>IE Board Minutes 27th September 2011</p> <p>IE Board Minutes 25th October 2011</p> <p>IE Board Minutes 22nd November 2011</p>	105	Part Grant		

Signed

IE Decision Maker



Redactions

IE Board Minutes 25th January 2011

Page #	Minute #	Section of Act Applicable	Reason
1	3889	Section 29 - Deliberations of Public Bodies	Deliberations amendments
2	3893.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
2	3893.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
3	3893.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
3	3894.2	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
4	3895.3	Section 31(1)(a) - Legal Privilege	information relating to documents which come into being for the purpose of contemplated litigation
4	3895.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
5	3895.10	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
6	3897.5	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to its freight operations
6	3898.1	Section 37 - Personal Information	personal information
8	App 1(1-8)	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
9	App 2(1-2)	Section 36(1)(b) - Commercially Sensitive Information	Financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
12	3906.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
13	3909.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
14	3909.11	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
15	3910.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
15	3911.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
15	3911.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
15	3912.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
17	App 1(1-11)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
18	App 2(1-6)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
19	App 3(1-5)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
20	3917	Section 29 - Deliberations of Public Bodies	Deliberations amendments
21	3919.2	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
21	3920.1	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
21	3921.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
22	3921.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
22	3921.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations

23	3921.10	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
23	3921.14	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
23	3922.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
24	3923.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
25	3923.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
25	3923.7	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
25	3923.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
25	3923.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
26	3924.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
28	App 1(1-8)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
29	App 2(1-7)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
30	App 3	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
32	3931.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomairí Éireann (CIE) Holding Co
32	3932.2	Section 37 - Personal Information	personal information
32	3933.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
33	3933.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
34	3935.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
34	3935.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
34	3935.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
35	3935.14	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
35	3936.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomairí Éireann (CIE) Holding Co
36	3936.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
36	3936.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
36	3936.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
37	3938.1	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomairí Éireann (CIE) Holding Co
37	3938.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomairí Éireann (CIE) Holding Co
37	3939.3	Section 37 - Personal Information	personal information relating to employees
38	3939.4	Section 37 - Personal Information	personal information relating to employees
39	App 1(1-7)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
40	App 2(1-3)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
41	App 3(1-2)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
43	3946.2	Section 29 - Deliberations of Public Bodies	Deliberations re RSC

43	3947.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
45	3949.3	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
45/46	3949.14	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
46	3949.17	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
46/47	3950.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
47	3950.4 - 3950.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
48	3952	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
48	3952.1	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
49	App 1(1-8)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
50	App 2 (1-7)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
51	3957.1	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
53	3963.3 - 3963.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
54	3963.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
54	3963.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
54	3964.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
55	3964.6	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
55	3964.9	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
55	3965.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
55	3965.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
55	3965.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
56	3965.6 - 3965.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
57	3965.13 - 3965.15	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
58	3965.18 - 3965.23	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
59	3966.4 - 3966.10	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
60	3966.11 - 3966.15	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
60	3966.17	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
61	3966.19	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
61	3968.3	Section 37 - Personal Information	personal information relating to employees
63-65	App 1(1-26)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
66	App 2 (1-8)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
67	3971.2	Section 29 - Deliberations of Public Bodies	Deliberations amendments

68	3973.2	Section 29 - Deliberations of Public Bodies	Deliberations re NTA
69	3974.3	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
69	3975.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
69	3975.3	Schedule 1 Part 2 - Exempt Agencies	Information relating to Bus Atha Cliath
70	3975.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
71	3976.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
71	3977.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
72/73	3978.5 - 3978.11	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
73	3978.13	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
73	3978.15	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
73	3979.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
74	3979.7 - 3979.10	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
74/75	3979.11	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
75	3981.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
75	3981.5	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
76	3983.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
77 - 81	App 1(1-161)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
82	App 2(1-8)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
83	App 3(1-9)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved
84	App 4(1-4)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a financial loss to those involved

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Page #	Minute #	Section of Act Applicable	Reason
85/86	3987.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
86	3987.2	Section 29 - Deliberations of Public Bodies	Deliberations re NIR
86	3987.3	Schedule 1 Part 1 (p) - Partially Included agencies	Iarnród Éireann is exempt from FOI in so far as it relates to the operation of Rosslare Europort
88	3990.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iompair Éireann (CIE) Holding Co
89	3990.6 - 3990.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
90	3990.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
90	3991.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
91	3991.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
91	3991.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
91	3991.10	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
91	3992.1	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations

92	3995.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
94	App 1(1-5)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
95	App 2(1-4)	Section 36(1)(b) - Commercially Sensitive Information	financial information whose disclosure could reasonably be expected to result in a fin loss to those involved
IE Board Minutes 22nd November 2011			
Page #	Minute #	Section of Act Applicable	Reason
96	3998.1	Section 29 - Deliberations of Public Bodies	Deliberations amendments
97	3999.1	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co
97	3999.2	Schedule 1 Part 2 - Exempt Agencies	Information relating to Bus Atha Cliath
97	3999.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
99	4002.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
100	4003.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
100	4003.4	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
101	4003.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
101	4003.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
102	4004.2	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
103	4004.12	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
103	4005.5	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
104	4005.8	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
104	4006.3	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
104/105	4006.9	Section 36(1)(c) - Commercially Sensitive Information	information which could prejudice the conduct of negotiations
105	4008.4	Schedule 1 Part 2 - Exempt Agencies	Information relating to Coras Iomapir Eireann (CIE) Holding Co

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND FORTYSEVENTH
BOARD MEETING HELD ON 25TH JANUARY 2011
AT 9.30AM IN HEUSTON STATION**

PRESENT:

Dr. John Lynch	Chairman
Mr. Mick Cullen	Director
Mr. Phil Gaffney	Director
Mr. John Moloney	Director
Mr. Cliff Perry	Director
Ms. Dearbhalla Smyth	Director

IN ATTENDANCE:

Mr. Cal Carmichael	Assistant Chief Executive (Operations) (part)
Mr. Roddy Connolly	Chief Financial Officer, CIE
Mr. Aldan Cronin	Chief Financial Officer, IE (part)
Mr. Peter Cuffe	Chief Safety & Security Officer (part)
Mr. Don Cunningham	Director New Works (part)
Mr. Pat Faulkner	Chairman, Audit Review Group
Mr. Dick Fearn	Chief Executive
Ms. Geraldine Finucane	Company Secretary
Mr. Joe Leahy	DART Underground Project Director (part)
Mr. Phil Verster	Deputy Chief Executive (part)

ABSENT: Apologies were received from Ms. Laetitia Baker and Mr. Michael Giblin.

**MIN NO.
3889**

MINUTES

The Minutes of the meeting held on 16th December 2010 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 3879.2

Amend:

[REDACTED]

3890

OUTSTANDING ITEMS

The memorandum previously circulated was taken as read and noted.

3891

CHIEF EXECUTIVE'S REPORT

3891.1

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

3891.2

Mr. Fearn presented his report and the following matters were discussed:
- Opportunities for the freight business.

- A reminder letter should be sent to the National Transport Authority (NTA) regarding the recent application for a fares increase.
Mr. Fearn
- It will be very difficult to achieve a break even operating result in 2011. The level of reduction in passenger numbers will be critical.
- Marketing strategy to increase passenger numbers.
- Possibility (or not) of pay cuts during 2011.
- A Five Year Plan (being a sub-set of a Ten Year Plan) should be drafted and presented to the new Minister for Transport, when appointed. The plan should cover such matters as speed, electrification, cheapest method of providing public transport to the airport and job creation.
Mr. Reidy

3892 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

3892.1 Safety and Security Report

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

3892.2 Mr. Cuffe presented his report the following matters were discussed:

- The Engineering Advisory Group (EAG) has asked for programmes to address the recent increase in SPADs and collisions resulting from animal incursions onto the line. In particular, details of a Fencing Plan for 2011 have been sought.
- Procedures to ensure that contractors meet Iarnrod Éireann's Safety Standards. Mr. Fearn was asked to check how this is dealt with at the procurement stage.
Mr. Fearn

3892.3 Company Safety Policy

The memorandum previously circulated was taken as read and noted.

3892.4 The Chairman of the Safety Advisory Group (SAG), Mr. Perry, explained the background and the content of the Safety Policy. The board approved the Safety Policy as presented and noted that it would be examined in further detail by the SAG. It was agreed that if the SAG comes up with any improvements, a revised policy should be presented to the Railway Safety Commission (RSC) and to the board.

Mr. Cuffe left the meeting at this time.

3893 FINANCE

Mr. Aidan Cronin, Chief Financial Officer, joined the meeting at this time.

3893.1 Finance Report

The draft unaudited Financial Results for 2010 previously circulated were taken as read and noted.

3893.2 Mr. Cronin presented the 2010 results and it was noted that the operating deficit for the year amounted to [REDACTED] million. The net deficit for 2010 after taking into account voluntary severance amounted to approximately [REDACTED] million.

3893.3 The Chairman of the Audit Review Group (ARG), Mr. Faulkner, warned that if a similar level of losses is replicated in 2011 the net assets of the company will fall below [REDACTED] of its called up share capital again. The board agreed that a plan should be drawn up to deal with this possibility.

Mr. Cronin

3893.4

[REDACTED]

3893.5

Budget 2011

Mr. Cronin advised that the budget for 2011 is being revised. It will be presented to the ARG for detailed discussion and then to the board for approval.

3893.6

Contract

The memorandum previously circulated was taken as read and noted.

3893.7

Fuel Supply Services

The board gave its approval for a three year contract for fuel supply services to Topaz Energy Ltd. for an estimated annual cost of [REDACTED] million exclusive of VAT.

It was noted that:

- (a) The proposed contract provides for the supply of fuel at forecourts around the country for the company's fleet of road service vehicles and cars and
- (b) The total estimated cost over the [REDACTED] years of the contract is [REDACTED] million.

3893.8

The Chairman asked for details as to why the previous contract was rolled over in 2006 rather than re-tendered.

Mr. Fearn

Mr. Cronin left the meeting at this time.

3894

OPERATIONS

Mr. Cal Carmichael, Assistant Chief Executive (Operations), joined the meeting at this time.

3894.1

Operations Report

The Operations Report for Period 13 2010 previously circulated was taken as read and noted.

3894.2

Mr. Carmichael presented his report and the following matters were discussed:

- NTA punctuality targets for 2011.
- [REDACTED]
- Cost of the car park management company
The Chairman suggested that alternatives methods/approaches with respect to the management of car parks should be examined.
- The Chairman suggested that quotes should be sought for salt delivery for next winter.
- Benchmarking of the 1.75% fare evasion level.
- The involvement of staff in stations to help customers who have problems with car parking.
- It was suggested that a plan should be developed to explain the forthcoming fares increase (if granted) to the public.
- [REDACTED]

Mr. Carmichael left the meeting at this time.

3895 ENGINEERING

Mr. Phil Verster, Deputy Chief Executive, joined the meeting at this time.

3895.1 The Chairman congratulated Mr. Verster on his nomination to Deputy Chief Executive.

3895.2 Engineering Report

The Engineering Report for Period 12 2010 previously circulated was taken as read and noted.

3895.3 Mr. Verster presented his report and highlighted the following matters:

- Reduction in stock levels.
- Replacement of damaged slab track near Sandycove on the DART line during the Christmas period.

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

[REDACTED] The new Safety Management System introduced since mid 2009 has raised the awareness of work place safety and the importance of keeping records of everything. There is now a demonstrable record of a safety system. In addition, external accreditation has been achieved by the Chief Mechanical Engineer's Department in respect of ISO 9001 and OHSAS 18001 and from the RSC.

3895.4 Other matters discussed included the following:

- Recent local issues in Portlaoise Depot.
- Problems with the performance and cost of the InterCity railcar fleet.
- An outcome is expected in the CAF arbitration by June/July.

3895.5 Contracts

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

The board gave its approval for the following:

3895.6 On Track Machines

The retrospective extension of the award of a contract for the operation of on track machines to Lloyd Rail for the period July 2009 to July 2011 at a cost of [REDACTED] million.

3895.7 Supply of Steel Rail

The award of a [REDACTED] year contract for the supply of steel rails to TATA Steel, with an estimated value of [REDACTED] million exclusive of VAT (using the predicted volumes outlined in the paper presented to the board) on the basis of a fixed price in Year [REDACTED] with a variation on the raw materials of rail steel in Years [REDACTED]

It was noted that:

- (a) The estimate for the variable price for Years [REDACTED] was based on the average price paid per tonne over the period 2007 to 2010 and
- (b) Track rails will be bought into stock for issue to projects as required.

3895.8 Disposals

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

The board gave its approval for the following:

3895.9 Disposal of Scrap Permanent Way Materials 2011
The disposal of scrap rail with an estimated disposal value of €1,041 million, in accordance with the CIE Group Policies and Procedures governing the disposal of assets.

3895.10 Disposal of Creosote Timber Sleepers 2011
The disposal of [REDACTED] creosote timber sleepers which includes approximately [REDACTED] refuse sleepers (200 tonnes of broken sleepers) at an estimated cost to the company of [REDACTED]

Mr. Verster left the meeting at this time.

3896 **DART UNDERGROUND PROJECT**
Mr. Joe Leahy, Project Director, joined the meeting at this time.

3896.1 Progress Report
The Progress Report previously circulated was taken as read and noted.

3896.2 Mr. Leahy presented his report and it was noted that the Oral Hearing by An Bord Pleanála is expected to be completed by the end of February 2011. A decision is expected by the end of April 2011 but this could take longer.

3896.3 Following discussion it was agreed that a letter should be sent to the NTA requesting more details as to why the programme for the project had to be revised. It is not clear whether there was actually a Government decision taken in this regard.

Mr. Leahy

3896.4 Revised Phase 3 Implementation Programme
The memorandum previously circulated was taken as read and noted.

3896.5 It was noted that at the request of the NTA, following publication of the Government's National Recovery Plan 2011 - 2014, a revised implementation programme had been prepared based on a public private partnership contract being concluded in January 2015.

3896.6 DART Underground Project Advisory Group (DUAG)
The Chairman of the DUAG, Mr. Gaffney, updated the board on recent deliberations of the Group. These related mainly to the future of the project.

Mr. Leahy left the meeting at this time.

3897 **NEW WORKS**
Mr. Don Cunningham, Director New Works, joined the meeting at this time.

3897.1 New Works Report
The New Works Report for Period 12 2010 previously circulated was taken as read and noted.

3897.2 Mr. Cunningham presented his report and gave an update on various projects referring specifically to:

- Kildare Route Project 2 - downside track relaying is due to be completed in March.
- A turnback facility for Clonsilla is being designed.
- Public consultations in respect of the Navan Line are to recommence.
- Strengthening works on the northern causeway of the Malahide Viaduct.
- Funding approval from the Department of Transport (DoT) for the remodelling of passenger access at Pearse Station is awaited.

- Accessibility works already underway will be completed. However, there is no indication yet of accessibility funding for 2011.
- The Chairman stated that legal action should be pursued in order to progress the car park proposal for Drogheda Station.

3897.3 Mr. Cunningham advised that neither the DoT nor the NTA have yet allocated capital funding for 2011. However, this will not affect ongoing works which will be completed during the year.

3897.4 Capital Expenditure Proposal

The memorandum previously circulated were taken as read and noted.

3897.5 Decontamination of the Former Freight Yard at Kent Station in Cork

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Mr. Cunningham left the meeting at this time.

3898 **PROPERTY ITEMS**

3898.1 The three memoranda previously circulated were taken as read and the board noted the following property proposals:

- A settlement with the [REDACTED] as part of the Kildare Route Project.
- Heuston Station Masterplan.
- East Wall Masterplan.

3898.2 Following discussion it was agreed that the proposals in respect of Masterplans for Heuston Station and East Wall should be withdrawn.

3899 **ADMINISTRATIVE MATTERS**

3899.1 Transactions for Approval, Sealing and Signing

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

The transactions (2) for approval and signing were approved and signed. **Appendix II**

3900 **ITEMS FOR NOTING**

3900.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 12 2010.
- (b) Capital Expenditure Report for Period 12 2010.
- (c) Transport related legislation:
 - (i) SI No. 567 of 2010
Valuation Act 2001 (Global Valuation) (Apportionment) (Iarnrod Elreann Order) 2010.
 - (ii) SI No. 646 of 2010.
European Communities (Rail Passengers' Rights and Obligations) Regulations 2010.
 - (iii) SI. NO. 651 of 2010

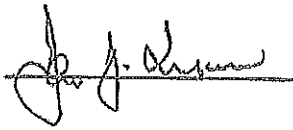
- (iv) European Communities (Transport of Dangerous Goods by Rail) Regulations 2010.
- (d) Minutes of the following meetings:
 - (i) Roslare Europort Advisory Group Minutes 4th November 2010
 - (ii) DART Underground Project Advisory Group Minutes 15th November 2010.
 - (iii) DART Underground Project Advisory Group Minutes 30th November 2010.
 - (iv) Engineering Advisory Group Minutes 16th November 2010.

3901

DATE AND LOCATION OF NEXT MEETING

Tuesday 22nd February 2011 at 9.30am in Heuston Station.

Chairman



Date

22 Feb 2011

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Bridge Agreement, four copies, with Longford County Council in relation to the construction of a bridge over the railway line at 77 miles 1,332 yards on the Dublin to Sligo line in the Townland of Cartrons in Co. Longford, in respect of the N5 Longford Bypass Scheme, for a consideration of [REDACTED]
2. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XR136 at 79 miles 80 yards on the Dublin to Rosslare Line for a consideration of [REDACTED]
3. Closure agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XR136 at 79 miles 80 yards on the Dublin to Rosslare Line in consideration for his agreement to close the crossing.
4. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in respect of the closures of Level Crossings XE165 at 51 miles 530 yards and XE166 at 51 miles 810 yards on the Ennis to Athenry Line and the construction of a bridge OBE144A at 51 miles 855 yards for a total consideration of [REDACTED]
5. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with Bernard Stanford in respect of the closure of Level Crossings XE124 at 42 miles 1,688 yards and XE125 at 42 miles 1,705 yards on the Ennis to Athenry Line and the construction of a bridge OBE121B at 43 miles 26 yards for a consideration of [REDACTED]
6. Agreement in duplicate and Closure Agreement in duplicate with the Trustees of Gort G.A.A. Club in respect of the closure of Level Crossing XE108 at 40 miles 780 yards on the Ennis to Athenry Line for a consideration of [REDACTED]
7. Unit Lease in duplicate with [REDACTED] for the lease of a unit at Longford Station for the sale of teas, coffees, milk, pre-packed sandwiches and snacks, cold drinks, confectionary, newspapers, magazines, books, call credit, cigarettes, ice-cream, fruit, toiletries and such other items as may be agreed in writing by the Board, for a term of [REDACTED] years for a rent of [REDACTED]

8. [REDACTED]

Company Secretary
Iarnród Éireann
25th January 2011

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with [REDACTED] to enable him position his mobile kiosk at Clarke Station, Dundalk, Co. Louth for the sale of hot/cold drinks, light snacks included pre-packed sandwiches and pastries, for a licence period of [REDACTED] months for a licence fee of [REDACTED]
2. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Company Secretary
Iarnród Éireann
25th January 2011

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND FORTYEIGHTH
BOARD MEETING HELD ON 22ND FEBRUARY 2011
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Dr. John Lynch	Chairman
	Ms. Laetitia Baker	Director
	Mr. Mick Cullen	Director
	Mr. Phil Gaffney	Director
	Mr. Michael Gliblin	Director
	Mr. John Moloney	Director
	Mr. Cliff Perry	Director
	Ms. Dearbhalla Smyth	Director
IN ATTENDANCE:	Mr. Roddy Connolly	Chief Financial Officer, CIE
	Mr. Aidan Cronin	Chief Financial Officer, IE (part)
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Don Cunningham	Director New Works (part)
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. Joe Leahy	DART Underground Project Director (part)
	Mr. Paul O'Kelly	Marketing Manager, IE (part)
	Mr. Phil Verster	Deputy Chief Executive (part)

**MIN NO.
3902**

MINUTES

The Minutes of the meeting held on 25th January 2011 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

3903

OUTSTANDING ITEMS

The memorandum previously circulated was taken as read and noted.

3903.1

It was noted that the Five Year Plan being prepared for the new Minister for Transport is a capital plan.

3904

CHIEF EXECUTIVE'S REPORT

3904.1

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

3904.2

Mr. Fearn presented his report and the following matters were discussed:

- Proposed review of InterCity pricing by the National Transport Authority (NTA).
- The need for Infrastructure to be upgraded north of the border to facilitate an increase in the frequency of the Dublin/Belfast service.
- It is proposed to increase the frequency Dublin/Belfast service by using the additional new InterCity railcars. These will need to be fitted with TPWS.
- The criteria and methodology to be adopted by the NTA in its review of the business case for the project to extend the railway line from the M3 Parkway to Navan.

- Recent negative publicity following a complaint made by a director on the board of the NTA who had used the Dublin/Cork service.
 - Quality of the catering service.
 - Proposals to be contained in the Five Year Plan that is being prepared for the new Minister for Transport.
- The Five Year Plan will be part of an overall strategic plan that is being prepared in the normal way. Mr. Giblin suggested that there should be greater board involvement in the preparation of this plan.

3905 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

3905.1 Company Safety Policy

The memorandum previously circulated was taken as read and noted.

3905.2 The board gave its approval for the amended Safety Policy.

3905.3 Safety Advisory Group (SAG)

The Chairman of the SAG, Mr. Perry, circulated the 2011 Safety Plan as an example of what the company is doing.

3905.4 The Minutes of the SAG meeting held on 23rd November 2010 previously circulated were taken as read and noted.

3905.5 Safety and Security Report

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

3905.6 Mr. Cuffe presented his report and the board discussed the issue of signage which was raised by the media in Northern Ireland following the level crossing incident on the Galway Line on 14th February 2011.

3905.7 Safety Authorisation and Certification

On 31st January 2011 the Railway Safety Commission (RSC) issued to Iarnrod Eireann safety authorisation as a European Rail Infrastructure Manager and certification as a European Railway Undertaking currently certified to operate services in the Republic of Ireland.

3905.8 A copy of the authorisation and the certificates previously circulated were taken as read and noted.

3905.9 Training Programmes and Safety Management Systems Funding

The memorandum previously circulated was taken as read and noted.

3905.10 Strategic Safety Spend

The Chairman of the SAG, Mr. Perry, gave a presentation to the board about strategic spend within Iarnrod Eireann. Matters covered in his presentation included the following:

- 2005 - 2010 Total Risk Profile.
- Railway Safety Spend -v- Prime Risk Profile.
- The need to prioritise issues having the potential to be catastrophic risks.
- A train protection strategy is required to reduce SPAD risks. While some trains have TPWS the signalling system needs to be upgraded for TPWS.
- Asset plans are the key to improve track risk and level crossing risk.

3905.11 Matters discussed included the following:

- Plans to deal with emergencies.
- The rating method used in the risk profile model.

- Acknowledgement that a small incident could have major consequences and therefore could have a big impact on the risk profile model.

3905.12 It was noted that the Engineering Advisory Group (EAG) is looking at train protection systems. The board has already sanctioned funding for the development of train protection systems. The challenge is to include technology appropriate to lightly used lines and single lines. The SAG's view is that the whole issue should be progressed.

Mr. Cuffe left the meeting at this time.

3906 FINANCE

Mr. Aidan Cronin, Chief Financial Officer, IE, joined the meeting at this time.

3906.1 Finance Report

The Financial Results for Period 1 2011 previously circulated were taken as read and noted.

3906.2 Mr. Cronin presented the results and it was noted that company had incurred a [REDACTED] million for the first period in the year which was [REDACTED] million [REDACTED] than the corresponding period in 2010. Mr. Cronin explained that revenue has fallen in 2011 below the same period in 2010 due to the reduced number of days in Period 1 2011 and the fact that in the corresponding period in 2010 adverse weather increased rail demand.

3906.3 The Chairman of the Audit Review Group (ARG), Mr. Faulkner, advised that the ARG is examining the situation as part of the budget process for 2011. However, more cost reductions are needed as are ways to increase revenue.

Mr. Cronin left the meeting at this time.

3907 MARKETING

Mr. Paul O'Kelly, Marketing Manager, joined the meeting at this time.

3907.1 Marketing Update

Mr. O'Kelly gave a presentation updating the board on marketing issues in Iarnród Éireann. Matters covered by his presentation included the following:

- Fares increase granted by the NTA.
- Pre-sales information.
- Sales channels.
- Competitive positioning.
- General themes for advertising.
- Other marketing initiatives.

3907.2 Matters discussed included the following:

- Possible outsourcing of the Customer Information Centre.
- Benchmarking.
- Website.
- Methods of selling smartcards.
- The requirement for targets for yields.
- Price of the Tax saver product.
- The need for attention to detail when new initiatives, products and packages are introduced.
- Customer expectations.
- Customer feedback.
- The delivery to customers of what has been promised.

- Consideration is being given to establishing a Board Advisory Group on Marketing as the company appears unable to stem the reduction in passenger numbers and revenue at present

Mr. O'Kelly left the meeting at this time.

3908 OPERATIONS

3908.1 Operations Report

The Operations Report for Period 1 2011 previously circulated was taken as read and noted.

3908.2 It was suggested that the company should revert back to the customers who responded in the recent customer consultation and feedback exercise relating to the proposed 2011 timetable.

3908.3 It was also suggested that the "Pay by Text" car parking system needs to be rolled out nationwide.

3909 ENGINEERING

Mr. Phil Verster, Deputy Chief Executive, joined the meeting at this time. Mr. Moloney left the meeting at this time.

3909.1 Engineering Report

The Engineering Report for Period 13 2010 and Period 1 2011 previously circulated was taken as read and noted.

3909.2 Mr. Verster presented his report and gave details on the following matters:

- Costs.
- InterCity railcar maintenance expenditure.
- Asset plans.
- InterCity railcar fleet performance.
- Expenditure on bridges.

3909.3 Engineering Advisory Group (EAG)

The Chairman of the EAG, Mr. Gaffney, advised that recent meetings of the EAG considered the following matters:

- First batch of asset strategic plans.
- Railway Safety Programme.
- Risks associated with bridges and InterCity railcars.
- The whole approach to performance management needs to be cross departmental.
- Contributions from the new member of the EAG, Mr. Bob Clarke.
- The possibility of better utilisation of on-track machinery.

3909.4 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

3909.5 Railway Safety and Renewals Programme and Safety Management Plan 2011

The board gave its approval for expenditure of [REDACTED] million for the programme of works associated with the 2011 Railway Safety programme.

It was noted that:

- (a) The proposed programme is the [REDACTED] year Railway Safety Programme (RSP) which covers 2009 to 2013 and
- (b) The RSP is funded by the Exchequer as part of an agreed five year programme amounting to [REDACTED] million which was approved in 2009.

3909.6 Selection and Award Criteria

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

The board gave its approval for the following:

3909.7 Supply of Pre-cast Concrete Products

The selection and award criteria as outlined below for the proposed tender for the supply of precast concrete products;

- (a) Supplier Selection Criteria
Economical and Financial Capacity - 40%
Technical Capacity and Capability - 60%

- (b) Contract Award Criteria
Commercial Issues - 60%
Technical Capacity and Capability - 40%

3909.8 The Chairman stated that no third party manufacturing of concrete sleepers is to take place at Portlaoise. Subcontractors can be allowed to use Iarnrod Eireann's equipment but not its property. He insisted that the company should not be involved in manufacturing.

3909.9 Supply of Wheels and Axles

The selection and award criteria as outlined below for the proposed tender for the supply of wheels and axles for Iarnrod Eireann rolling stock:

- (a) Supplier Selection Criteria
Relative Financial strength - 30%
Technical Capacity and Capability - 70%
- (b) Contract Award Criteria
Cost - 40%
Continuity of Supply - 20%
Delivery Lead Time - 20%
Contract Terms, Conditions and Management - 20%

3909.10 Closeout Report

The memorandum previously circulated was taken as read and noted.

3909.11 The board gave its approval for the closeout of the following Mechanical Engineering project.

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance €'000	Contingency		
					App'vd €'000	Used €'000	%
CIR00328	Long-term exams for 12 071 Locos						
	CME Total						

Mr. Verster left the meeting at this time.

3910 DART UNDERGROUND PROJECT

Mr. Joe Leahy, Project Director, joined the meeting at this time.

3910.1 DART Underground Project Advisory Group (DUAG)

The Chairman of the DUAG, Mr. Gaffney, advised that the Oral Hearing with An Bord Pleanála is taking a very long time. The Strategic Infrastructure legislation was supposed to speed things up. However, the process is very slow in reality. He suggested that Iarnrod Eireann should try to make representations to get the Railway Order process changed.

3910.2 Mr. Leahy advised that a team of experts have to be in attendance at the Oral Hearing. Now that it is going on for a number of months, their costs

will increase. The Chairman asked that a letter be sent to the Department of Transport (DoT) on the matter.
Mr. Leahy

3910.3 Progress Report

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

3910.4 Contract Variation

The memorandum previously circulated was taken as read and noted.

3910.5 The board gave its approval for a variation to the contract with AHJV of [REDACTED] million excluding VAT bringing the total contract value to [REDACTED] million excluding VAT.

It was noted that the additional cost can be accommodated within the current Phase 3 budget.

3910.6 Mr. Leahy warned, however, that a further contract variation is highly likely due to the length of the Oral Hearing.

Mr. Leahy left the meeting at this time.

3911 **NEW WORKS**

Mr. Don Cunningham, Director New Works, joined the meeting at this time.

3911.1 New Works Report

The New Works Report for Period 1 2011 previously circulated was taken as read and noted.

3911.2 Mr. Cunningham presented his report and gave an update on various projects referring specifically to:

- Kildare Route Project.
- Dunboyne (M3) Commuter Rail Project.
- Navan Line Railway Order.
- Works at the Malahide Viaduct.
- Limerick/Galway Line Project.
- There is no indication yet as to the level of accessibility funding for 2011.

3911.3 Indications are that capital funding of [REDACTED] million will be available for 2011. However, a letter confirming this in writing is awaited from the DoT.

3911.4 [REDACTED] This is becoming more relevant given Iarnrod Eireann's increasing requirements for electricity and especially its plans to expand the level of electrification on some railway lines.

Mr. Cunningham left the meeting at this time.

3912 **PROPERTY**

3912.1 Property Items

The two memoranda previously circulated were taken as read and the board noted the following property proposals:

- Heuston Station Masterplan.
- East Wall Yard Masterplan.

3912.2 [REDACTED]

3913 ADMINISTRATIVE MATTERS

3913.1 Transactions for Approval Sealing and Signing

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

The transactions (6) for approval and signing at the meeting were approved and signed. **Appendix II**

3914 ITEMS FOR NOTING

3914.1 Level Crossing Closures

The memorandum previously circulated was taken as read and noted.

3914.2 The board noted the following agreements which had been reached to close Level Crossings:

- (a) Accommodation Crossing XS072 on the Dublin/Sligo Line.
- (b) Accommodation Crossings XM059 and XM060 on the Athlone/Westport Line.
- (c) Field Crossing XL022 on the Limerick/Waterford Line.
- (d) Field Crossing XW069 on the Dublin/Waterford Line.
- (e) Accommodation Crossing XE109 on the Ennis/Athenry Line.

Appendix III

3914.3 Miscellaneous


The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 1 2011.
- (b) Capital Expenditure Report for Period 13 2010.
- (c) Minutes of the following meetings:
 - (i) Rosslare Europort Advisory Group Minutes 16th December 2010.
 - (ii) DART Underground Project Advisory Group Minutes 17th January 2011.
 - (iii) Engineering Advisory Group Minutes 18th January 2011.

3915 DATE AND LOCATION OF NEXT MEETING

Tuesday 29th March 2011 at 9.30am in Heuston Station.

Chairman



Date

29 March 2011

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Lease in duplicate with The Irish Traction Group to allow them lease a property known as the Goods Store at Carrick on Suir Railway Station, Co. Tipperary, to be used for the storage and restoration of diesel locomotives for a term of [REDACTED] years for a rent of [REDACTED]
2. Lease in duplicate with Butlers Chocolates Ltd., to lease a part of the station with a retail kiosk situated thereon, at Heuston Station for the sale of teas, coffees, hot chocolate, water, chocolates, pastries, muffins and novelty items including Butler's mugs and teddy bears, for a term of [REDACTED] years from 1st October, 2009, for a rent of [REDACTED] or the Turnover Rent.
3. Lease in duplicate with [REDACTED] to lease a unit at Colbert Station, Limerick, Co. Limerick, for the sale of pre-packed sandwiches, cold beverages, newspapers, magazines, confectionery, mobile phone credit and tobacco, for a term of [REDACTED] years from 1st December, 2010, for a rent of [REDACTED] or the turnover premium less VAT whichever is greater.
4. Bridge Agreement in duplicate with Wexford County Council to allow them to construct a new road bridge over the Dublin to Rosslare Line at Ballytegan, Co. Wexford, at 58 miles 200 yards, and the elimination of the use of Level Crossing XR084, for a consideration of [REDACTED] as part of the Wexford County Council's road scheme know as the Gorey Relief Road.
5. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XE109 at 40 miles 1,665 yards on the Ennis to Athenry Line for a consideration of [REDACTED]
6. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XN140 at 43 miles 135 yards on the Ballybrophy to Killonan Line (Nenagh Branch) for a nil consideration.
7. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XN140 at 43 miles 135 yards on the Ballybrophy to Killonan Line (Nenagh Branch) for a [REDACTED]
8. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XM121 at 110 miles 875 yards on the Athlone to Mayo Line for a consideration of [REDACTED]
9. Wayleave Agreement in duplicate with Bord Gals Eireann for the Installation, testing, maintenance and use of a 180mm diameter gas main on the Board's property at XL79 Station Road, Tipperary, at 24 miles 1,460 yards on the Limerick to Waterford Line, for a licence period of 99 years, from 1st January, 2010, for a licence fee of [REDACTED] per annum for [REDACTED] years and thereafter at [REDACTED] for the remaining [REDACTED] years.
10. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with Francis Cahill in respect of the closure of Level Crossings XE124 at 42 miles 1,688 yards and XE125 at 42 miles 1,705 yards on the Ennis to Athenry Line at Gort, Co. Galway, for a consideration of [REDACTED]
11. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XE123 at 42 miles 1,570 yards on the Ennis to Athenry Line at Gort, Co. Galway, for a consideration of [REDACTED]

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with Meteor Mobile Communications Ltd., for the installation, operation and maintenance of Digital Cellular System (DCS), Global Systems for Mobile Communications (GSM) and Universal Mobile Telecommunications System Equipment (UMTS) on an Irish Rail Mast on CIE Property, at Louisa Bridge, Leixlip, Co. Kildare, for a licence period of [REDACTED] years and nine months, for a licence fee of [REDACTED]
2. Licence in duplicate with Meteor Mobile Communications Ltd., for the installation, operation and maintenance of Digital Cellular System (DCS), Global Systems for Mobile Communications (GSM) and Universal Mobile Telecommunications System Equipment (UMTS) on an Irish Rail Mast on CIE Property, at Newbridge, Co. Kildare, for a licence period of [REDACTED] years and [REDACTED] for a licence fee of [REDACTED]
3. Unit Licence in duplicate with Aella UK Ltd., for a unit at Rosslare Harbour Terminal, Rosslare, Co. Wexford, to be used as office space, for a licence period of four years, for a licence fee of [REDACTED]
4. Licence in duplicate with Photo-Me Ireland Ltd., in respect of the licence of areas at various locations for the purpose of placing photo booth vending machines, for a licence period of [REDACTED] years commencing 1st January, 2010, for a basic licence fee of [REDACTED]
5. Licence in duplicate with MKN Developments Ltd., to allow them erect scaffolding on the Board's Property at 2 miles 1,105 yards to 2 miles 1,145 yards on the Dublin to Belfast Line in Killester, to enable them complete their works, for a licence period of [REDACTED] for a licence fee of [REDACTED]
6. Supplemental Licence Agreement in duplicate with BT Communication Ltd., to amend description of a unit from 0.03m antenna to 0.9m dish situated at Tralee Railway Station, Co. Kerry. It has also been agreed to raise the position of the dish currently in place on the mast from a height of 11.5m to a new height of 23.4m.

APPENDIX III

CLOSURE OF LEVEL CROSSINGS

1. Accommodation Crossing XS072 at 88 mls 660 yds on the Dublin to Sligo Line
Closure of accommodation crossing XS072 for a total cost of [REDACTED]
 - [REDACTED] to Leltrim Co. Co.: for a grant of right of way and for the purchase of land,
 - [REDACTED] to [REDACTED]: for closure of crossing XS072 and compensation for using alternate access,
 - [REDACTED] to [REDACTED] and
 - [REDACTED] for civil works and contingencies, plus reasonable legal fees.
2. Accommodation Crossing XM059 at 88 mls 316 yds and XM060 at 88mls 731 yds on the Athlone to Westport Line
Closure of accommodation crossing XM059 and XM060 at a cost of [REDACTED] for the purchase of circa 10 acres of land, plus [REDACTED] for civil works and contingencies.
3. Accommodation Crossing XL022 at 7 mls 857 yds on the Limerick to Waterford Line
Closure of accommodation crossing XL022 in exchange for transfer for circa [REDACTED] acres of land, plus [REDACTED] for civil works and contingencies, plus reasonable legal fees.
4. Field Crossing XW069 at 74 mls 350 yds on the Dublin to Waterford Line
Payment of [REDACTED] to surrender all rights to a plot of land adjacent to crossing XW069 plus reasonable legal and valuers fees.
5. Accommodation Crossing XE109 at 40 mls 1,685yds on the Ennis to Athenry Line
Closure of accommodation crossing XE109 at a cost of [REDACTED] for compensation, plus [REDACTED] for civil works, plus reasonable legal fees.

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND FORTYNINTH
BOARD MEETING HELD ON 29th MARCH 2011
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Dr. John Lynch	Chairman
	Ms. Laetitia Baker	Director
	Mr. Mick Cullen	Director
	Mr. Phil Gaffney	Director
	Mr. Michael Gíblín	Director
	Mr. Paul McGarry	Director
	Mr. Cliff Perry	Director
	Ms. Dearbhalla Smyth	Director
IN ATTENDANCE:	Mr. Cal Carmichael	Assistant Chief Executive (Operations) (part)
	Mr. Roddy Connolly	Chief Financial Officer, CIE
	Mr. Aidan Cronin	Chief Financial Officer, IE (part)
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Don Cunningham	Director New Works (part)
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. Joe Leahy	DART Underground Project Director (part)
	Mr. Phil Verster	Deputy Chief Executive (part)

ABSENT: Apologies were received from Mr. John Moloney.

**MIN NO.
3916**

The board noted that the Chairman, Dr. Lynch, had been re-appointed for another three months until 28th June 2011.

The board welcomed Mr. McGarry to his first meeting.

3917

MINUTES

The Minutes of the meeting held on 22nd February 2011 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 3905.10 (4th bullet)

Amend:

[REDACTED]

3918

OUTSTANDING ITEMS

The memorandum previously circulated was taken as read and noted.

3919 CHIEF EXECUTIVE'S REPORT

3919.1 The Chief Executive's Report previously circulated was taken as read and noted.

3919.2 Mr. Fearn presented his report and the following matters were discussed:

- Presentation of the Five Year Business Plan (with lots of caveats) to the board in due course.
- Theft of copper cable from railway companies in the UK.
- Route specific fare yield targets.
- Scope for a better fare yield from the Sligo Line.
- The need to approve a budget for 2011 against which actual performance can be measured.
- Review of passenger demand after Period 3 in order to identify a trend for use in the budget for 2011.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Rising oil prices.
- Scope to generate further efficiency with respect to the delivery of the service. Given the heavy marketing campaign more emphasis should be placed on using assets more efficiently, before cutting service levels is considered.

3920 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

3920.1 Safety and Security Report

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

Mr. Cuffe presented his report and the following matters were discussed:

- A slight increase in the reporting of minor third party claims has been identified. This may be due to the economic downturn. A similar pattern is being experienced in the bus companies.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- A level crossing incident has occurred in the UK resulting in a signaller who has been charged with manslaughter. This incident should be examined to ascertain if there is a similar risk in Ireland.
- The board asked for an update on the company's policy on drinking on trains.

Mr. Cuffe

Ms. Baker joined the meeting at this time and Mr. Cuffe left the meeting.

3921 FINANCE

Mr. Aidan Cronin, Chief Financial Officer, IE, joined the meeting at this time.

3921.1 Finance Report

The Financial Results for period 2 2011 previously circulated were taken as read and noted.

3921.2 Mr. Cronin presented the results and it was noted that company had incurred a [REDACTED] million for the first two periods in the year which was [REDACTED] worse than the corresponding period in 2010. Mr. Cronin gave details of the revenue and expenditure figures giving rise to these results.

3921.3 The board asked for details on the DART electricity spend for the next meeting. **Mr. Cronin**

3921.4 **Audit Review Group (ARG)**

The Chairman of the ARG, Mr. Faulkner, updated the board on the following matters which were considered at the last ARG meeting:

- PwC presented their findings from the 2010 audit. Key findings related to the going concern issue, restructuring provisions, various accruals and claims provisions.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Draft Financial Statements for 2010 were reviewed and some necessary minor amendments noted.
- The draft Chief Executive's letter to the Chairman for 2010 was reviewed and some necessary minor amendments noted.
- Recent Internal Audit reports were reviewed and no significant matters arose.
- The Procurement Report was reviewed and improvements noted. However, it was also noted that there are some continuing non-compliances which are being actively addressed. Reports on system controls in Engineering and New Works Departments were also reviewed.
- The ARG agreed that its Terms of Reference needed to be modified slightly to cover the Enterprise Wide Risk Management process and reporting.
- It was noted that there were still vacancies on the ARG and the [REDACTED]
- The Chief Executive Approved Expenditure Schedule for 2010 was reviewed.
- The Fuel Report was also reviewed. It is noted that there is 100% compliance and has been since Quarter 4 2010.
- Mr. Faulkner stated that the Chief Executive reported to the ARG that no issues have arisen that should be brought to the attention of the ARG.
- Mr. Faulkner also advised that the ARG is awaiting a paper from management with respect to withdrawing from sleeper manufacturing.

3921.5 In response to the Chairman, Mr. Faulkner confirmed that nothing had arisen in the PwC Report which could result in a Joint Oireachtas Committee Inquiry. He stated that improvements are continuing as is the commitment to improve.

3921.6

[REDACTED]

3921.7 **Financial Statements 2010**

The Chairman of the ARG, Mr. Faulkner, confirmed that the ARG was recommending the draft 2010 Financial Statements for the approval of the board, subject to some minor amendments.

3921.8

It was proposed by Ms. Smyth and seconded by Mr. Giblin and resolved:

- "(a) That the Financial Statements for the year ended 31st December 2010 be approved by the board, subject to minor amendments which may be approved by the Chief Financial Officer and
- (b) That the Chairman and Mr. Gaffney be authorised to signed the Financial Statements on the board's behalf."

3921.9 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

3921.10 DATA Security for Ticketing

The board gave its approval for expenditure of [REDACTED] to obtain PA-DSS certification for Iarnrod Eireann's Scheidt & Bachmann supplied systems, subject to Exchequer funding.

3921.11 Mr. Gaffney suggested that clarification be sought on what software modifications can be made on the company's systems in general and by whom they can be made.

3921.12 In response to Mr. Perry, Mr. Connolly confirmed that there are a large number of standards that have been set within the Group IT Department in respect of IT systems.

3921.13 Contract

The memorandum previously circulated was taken as read and noted.

3921.14 Advertising Services

The board gave its approval for the award of a three year contract with an annual value of [REDACTED] million to Focus Advertising for the provision of advertising services.

Mr. Cronin left the meeting at this time.

3922 OPERATIONS

Mr. Cal Carmichael, Assistant Chief Executive (Operations), joined the meeting at this time.

3922.1 Operations Report

The Operations Report for Period 2 2011 previously circulated was taken as read and noted.

3922.2 Mr. Carmichael presented his report and the following matters were discussed:

- National Transport Authority (NTA) subvention for Increasing the commuter service on the Kildare Line.
- The "Remote Pilotman" concept.
- Lessons learned from the recent visit to Switzerland where modern control room designs have been adopted.
- The need for benchmarking of Iarnrod Eireann's "Mean Time Between Failures" statistics for tickets and smartcards with other railway companies.
- Allocation of the new InterCity railcars.
- Level of mixed rolling stock on different routes.

The Chairman stated that no additional services should be put on the Galway Line until a plan for this route has been completed.

3922.3 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

3922.4 Signalling Simulator

Mr. Gaffney declared a matter which could be perceived as a potential conflict of interest in that he is adviser to General Electric (GE), the parent company of one of the bidders. He left the meeting at this time.

3922.5 The board gave its approval for the award of a contract to TRE, a subsidiary of GE, for the supply of a signalling simulator at a cost of [REDACTED] subject to getting IR agreement with staff first before the simulator is purchased.

It was noted that:

- (a) This package will consist of a fully simulated DART suburban system and DART Emergency Control Panels (ECPs) plus PC ECP simulators of the Sligo, Northern and Greystones controls systems and
- (b) Funding for this contract is included in the Safety Investment Programme 2009-2013.

3922.6 Mr. Perry, who is a member of the Engineering Advisory Group (EAG) confirmed that he chaired that part of the EAG meeting which discussed this item because Mr. Gaffney, who is the Chairman of the EAG, had declared a conflict of interest at that meeting also.

Mr. Gaffney returned to the meeting at this time.

3922.7 **Contract**

The memorandum previously circulated was taken as read and noted.

3922.8 The proposed contracts in respect of security services were withdrawn.

Mr. Carmichael left the meeting at this time.

3923 **ENGINEERING**

Mr. Phil Verster, Deputy Chief Executive, joined the meeting at this time.

3923.1 **Engineering Report**

The Engineering Report for Period 2 2011 previously circulated was taken as read and noted.

3923.2 Mr. Verster presented his report and referred to the following matters:

- Discretionary spend by means of the use of Depot Orders has now ceased. Better tracking and control will take place centrally now.
- Review of the raft maintenance contract resulting in possible claims from Iarnrod Eireann totalling [REDACTED]
- Line Speed Project.
- The level of delay minutes is the best in five years.
- The first of four Lean Leadership courses has taken place.
- Programmes for asset plans.
- A new standard for contractor management.

3923.3 **Engineering Advisory Group (EAG)**

The Chairman of the EAG, Mr. Gaffney, advised that the following matters were considered recently by the EAG:

- The successful implementation of a Contractor Safety Management System not only requires internal senior management attention but also the involvement of senior management (i.e. MD level) of contractors.
- Mr. Bob Clarke, who joined the EAG recently, has reported that he is very encouraged by what he has seen and by the calibre of the people he has met. Following meetings with Mr. Verster and Mr. Ballance and visits to various railway lines, he was happy with the way Iarnrod staff are going about their work on the lines e.g. management of temporary speed restrictions (TSRs). However, he was critical of the long term planning of speed restrictions. Mr. Clarke also reported on line alignments. He feels that journey times can be reduced significantly with some capital expenditure. The EAG and senior management feel that Mr. Clarke will bring very good practice to Iarnrod Eireann because of his previous experience.
- A sound approach is being brought to the development of asset strategy plans. However, the process has highlighted the limitations of some senior management and their inability to think strategically in the long term.

3923.4 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

3923.5 InterCity Railcar Engine Retention Frames

The board gave its approval for expenditure of [REDACTED] to install a safety retention frame on the Class 22000 InterCity railcar engine rafts to mitigate the risk of engine detachment following component failure.

It was noted that:

- (a) Funding for this project will come from the InterCity Railcar Project (for the supply of 150 and 33 vehicles) and
- (b) Costs associated with the modification will be claimed against Mitsui under the vehicle supply contract.

3923.6 Contracts

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

The board gave its approval for the following:

3923.7 Switches and Crossings

The award of a [REDACTED] year framework contract, with an option to extend for a further [REDACTED] years, to Balfour Beatty Rail Ltd. for the supply of switch and crossing layouts at an estimated cost of [REDACTED] million inclusive of VAT, on the basis that the tendered prices are fixed for the duration of the first [REDACTED] years of the contract.

It was noted that these items will be procured against specific projects.

3923.8 Thermit Welding

A contract for thermit welding services, which was originally awarded in June 2009 and which is expected to be completed by the end of May 2011, to Breffni/GPX at a total cost of [REDACTED] million.

3923.9 Disposal

The memorandum previously circulated was taken as read and noted.

3923.10 Disposal of Machinery

The board gave its approval for the disposal of the items outlined below which are located in the Limerick Junction Yard and which have a nil net book value and estimated scrap value totalling [REDACTED] net of disposal costs.

Type	Vehicle No.	Year	Book Value	Estimated Scrap Value (Net of Disposal Costs)
Plasser Hedgecutter	726	1969	Nil	[REDACTED]
Geismar Sleeper Changer Machine	Serial No. 511	1994	Nil	[REDACTED]

Mr. Verster left the meeting at this time.

3924 DART UNDERGROUND PROJECT

Mr. Joe Leahy, Project Director, joined the meeting at this time.

3924.1 Progress Report

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

3924.2 Mr. Leahy presented his report and the matters discussed included the following:

- Length of the Oral Hearing.
- Length of the Railway Order process.
- Status of the tender for the PPP contract.
- Contingency proposal.

- Long term Implications for the project given the economic downturn.
- How conditions contained in a Railway Order would be handled if the project was to go ahead.

3924.3 **St. Stephen's Agreement with the Railway Procurement Agency (RPA)**
The memorandum previously circulated was taken as read and noted.

3924.4 The board gave its approval to enter into a contract agreement with the RPA to make provision for the DART Underground station at St. Stephen's Green at a capital cost of [REDACTED] million.

It was noted that funding for the capital works would be provided by the NTA.

Mr. Leahy left the meeting at this time.

3925 NEW WORKS

Mr. Don Cunningham, Director New Works, joined the meeting at this time.

3925.1 **New Works Report**

The New Works Report for Period 2 2011 previously circulated was taken as read and noted.

3925.2 Mr. Cunningham presented his report and gave an update on various projects referring specifically to:

- Kildare Route Project.
- Navan Line Project.
- Malahide Project.
- Limerick/Galway Line Project.
- The Chairman suggested that the proposal for a station at Oranmore should be reconsidered in the context of plans for the whole Galway route.
- KRP 2.
- Maynooth Line.
- Pearse East Entrance.

It was noted that Dublin City Council want an additional lift to be installed. The Chairman added that the front of the station should also be tidied up.

- Accessibility Programme.
- No funding approval for 2011 has been received yet.

3925.3 Mr. Cunningham reported that the NTA is giving approval for small amounts of funding for small feasibility and design projects.

3926 ADMINISTRATIVE MATTERS

3926.1 **Transactions for Approval Sealing and Signing**

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

The transactions (7) for approval and signing were approved and signed.

Appendix II

3926.2 **Corporate Governance**

- (a) The amendment to the CIE Group Procurement Policy and Procedures approved by the CIE Board on 2nd March 2011 previously circulated was taken as read and noted.
- (b) The proposed changes to the Terms of Reference of the ARG previously circulated were taken as read and approved.
- (c) The proposed changes to the Terms of Reference of the EAG previously circulated were taken as read and approved.

3927 ITEMS FOR NOTING

3927.1 Level Crossing Closures

The memorandum previously circulated was taken as read and noted.

The board noted the agreement which had been reached to close Level Crossing XW061 on the Dublin/Waterford Line.

Appendix III

3927.2 Draft Chief Executive's Report to the Chairman for 2010

The draft Chief Executives Report to the Chairman for 2010 under the Code of Practice for the Governance of State Bodies, previously circulated was taken as read and noted.

3927.3 Miscellaneous

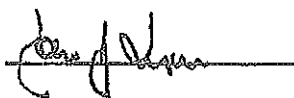
The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 2 2011.
- (b) Capital Expenditure Report for Period 2 2011.
- (c) Transport related legislation:
 - (i) Notice of Strike Off of Dubel Ltd. from the Company Register In Northern Ireland.
 - (ii) S.I. No. 64 of 2011
European Union (Energy Efficient Public Procurement) Regulations 2011.
- (d) Minutes of the following meetings:
 - (i) Rosslare Europort Advisory Group Minutes 27th January 2011.
 - (ii) DART Underground Project Advisory Group Minutes 14th February 2011.
 - (iii) Engineering Advisory Group Minutes 15th February 2011.
 - (iii) Audit Review Group Minutes 24th November 2010.
 - (iv) Audit Review Group Minutes 18th February 2011.

3928 DATE AND LOCATION OF NEXT MEETING

Tuesday 26th April 2011 at 9.30am in Heuston Station.

Chairman



Date

26 April 2011

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Wayleave Agreement in duplicate with Kilcolman/Facefield Co-Operative Society, for the installation, testing, maintenance and use of a 150mm pipe at 2 miles 1,420 yards approximately, on the Claremorris to Collooney Railway Line in the Townland of Aghareville, Parish Of Kilcolman, Co. Mayo, for a licence period of [REDACTED] years commencing 1st January, 2008, for a licence fee of [REDACTED]
2. Bridge Agreement, single copy, with [REDACTED] In respect of a new overbridge/underbridge, OBY8A at 4 miles, 816 yards on the Cobh Junction to Youghal Line, which was constructed on their property at Carrigane, Carrigtwohill, Co. Cork, and also compensation to be paid to both for a total consideration of [REDACTED] as part of the Glounthaune to Midleton Railway Project.
3. Wayleave Agreement in triplicate with Kerry County Council, for the installation, testing, maintenance and use of a 150mm PVC watermain, 300mm concrete foul sewer, a 900mm concrete storm sewer and a 100mm PVC electrical ducting at 41 miles 1,320 yards in the townland of Mounthawk, Tralee, Co. Kerry, on the North Kerry Railway Line, for a licence period [REDACTED] years, for a licence fee of [REDACTED]
4. Licence Agreement in triplicate with Kerry County Council to allow them access the Board's lands 41 miles 1,320 yards in the townland of Mounthawk, Tralee, Co. Kerry, on the North Kerry Railway Line, to facilitate the construction of road maintenance, for a licence period of [REDACTED] years for a licence fee of [REDACTED]
5. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with Denis McCarthy in respect of the closure of Level Crossings XC196 at 126 miles 200 yards and XC197 at 126 miles 340 yards on the Dublin to Cork Line at Kilmallock, Co. Limerick, and the construction of a new overbridge OB292m at 126 miles 340 yards for a consideration of [REDACTED] [ref IE board 30/5/2006]
6. Railway Crossing Closure Agreement, single copy, with [REDACTED] In relation to the closure of Crossing XY005 at 3 miles 500 yards on the Cobh to Youghal Railway Line for a consideration of [REDACTED] in respect of the Glounthaune to Midleton Railway Order 2007.
7. Wayleave Agreement in duplicate with Kilcolman/Facefield Group Water Scheme, for the installation, testing, maintenance and use of a 150mm diameter pipe at 2 miles 479 yards on the Claremorris to Collooney Line at Kilcolman, Co. Mayo, for a licence period of [REDACTED] years from 1st January, 2011, for a licence fee of [REDACTED]
8. Wayleave Agreement with [REDACTED] to allow CIE/IE access his lands to permit them to maintain a support structure in situ for the safety of the bridge, the railway and the rail passengers, for a consideration of [REDACTED]

Company Secretary
Iainróid Éireann
29th March 2011

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence Agreement in duplicate with Eircom Ltd., in respect of the use of Eircom's property for the temporary parking of twenty motor vehicles together with access route, for a licence fee of [REDACTED] for a licence period from 6th February, 2011 until 5th February, 2012.
2. Licence in duplicate with Meteor Mobile Communications Ltd., for the installation, operation and maintenance of Digital Cellular System (DCS), Global Systems for Mobile Communications (GSM) and Universal Mobile Telecommunications System Equipment (UMTS) on an [REDACTED]
[REDACTED]
[REDACTED]
3. Licence in duplicate with Meteor Mobile Communications Ltd., for the installation, operation and maintenance of Digital Cellular System (DCS), Global Systems for Mobile Communications (GSM) and Universal Mobile Telecommunications System Equipment (UMTS) on a lighting tower on [REDACTED] situated at Roxboro Road, Limerick, for a licence period of four years and nine months, for a licence fee of [REDACTED]
4. Supplemental Agreement with the Ireland Vocational Training Centre Ltd., to grant an extension of [REDACTED] years to an existing licence agreement for the letting of premises and parking at 16 Eyre Square, Galway, for a licence fee of [REDACTED] per annum inclusive of VAT.
5. Licence Agreement in duplicate with Hutchinson 3G Ireland Ltd., for the installation, operation and maintenance of GSM (Global System for Mobile Communications) and UMTS (Universal Mobile Telecommunications System) equipment at the railway station, Waterford, Co. Waterford, for a licence period of [REDACTED] for a licence fee of [REDACTED] per annum.
6. Licence Agreement in duplicate with [REDACTED] to position his own mobile kiosk at Portmarnock Station, Co. Dublin, to sell hot/cold drinks, light snacks including muffins, croissants, Danish pastries and newspapers for a licence period of [REDACTED] months, for a licence fee of [REDACTED]
7. Agreement Licence with [REDACTED] for lands adjacent to Templemore Railway Station in Co. Tipperary, for a licence period of [REDACTED] years, for a licence fee of [REDACTED] for the purpose of grazing of cattle and sheep.

Company Secretary
Iainróid Éireann
29th March 2011

APPENDIX III

CLOSURE OF LEVEL CROSSINGS

Occupation Crossing XW061 at 71 mls 1.670 yards on the Dublin-Waterford Line

Closure of Occupation Crossing XW061 at a cost of [REDACTED] for construction works to include overbridge, plus reasonable legal fees.

STRICTLY PRIVATE AND CONFIDENTIAL**IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF CORAS IOMPAIR ÉIREANN) ACT, 1986****IARNRÓD ÉIREANN - IRISH RAIL****MINUTES OF THE TWO HUNDRED AND FIFTIETH
BOARD MEETING HELD ON 26TH APRIL 2011
AT 9.50AM IN HEUSTON STATION**

PRESENT:	Dr. John Lynch	Chairman
	Ms. Laetitia Baker	Director
	Mr. Mick Cullen	Director
	Mr. Phil Gaffney	Director
	Mr. Michael Gliblin	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
	Mr. Cliff Perry	Director
	Ms. Dearbhalla Smyth	Director
IN ATTENDANCE:	Mr. Roddy Connolly	Chief Financial Officer, CIE
	Mr. Aidan Cronin	Chief Financial Officer, IE (part)
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Don Cunningham	Director New Works (part)
	Mr. Tom Devoy	General Manager DART (part)
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. Louis Gilvarry	Head of Engineering Procurement (part)
	Mr. Joe Leahy	DART Underground Project Director (part)
	Mr. Michael Reidy	Manager Strategic & Business Planning (part)
	Mr. Peter Smyth	Chief Mechanical Engineer (part)
	Mr. Phil Verster	Assistant Chief Executive (Engineering) (part)

**MIN NO.
3929****MINUTES**

The Minutes of the meeting held on 29th March 2011 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

3930**OUTSTANDING ITEMS**

The memorandum previously circulated was taken as read and noted.

3931**CHIEF EXECUTIVE'S REPORT****3931.1**

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

3931.2

Mr. Fearn presented his report and the following matters were discussed:

- Forthcoming meeting of those involved in the national security and alert system in light of the impending State visits by Queen Elizabeth and President Obama.
- Issues affecting punctuality on the Belfast Line.
- The possibility of doing work for Northern Ireland Railways (NIR) on the Belfast Line which would benefit punctuality levels in the long term. However, this will depend on the level of funding available to

them after the forthcoming Legislative Assembly elections and the composition of their next Transport Committee.

- The need for a higher profile campaign to encourage better behaviour at level crossings.
- The need to advise the Department of Transport, Tourism & Sport (DTTAS) that the 2011 Budget for Iarnród Éireann indicates that the company will be unable to comply with the requirements of Section 2 of the Transport Act 1964.

[REDACTED]

Mr. Connolly

- The need for more regular discussion at board level on how the company plans to achieve its revenue targets.
- Plans for how journey times can be reduced.

3932 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

3932.1 Safety and Security Report

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

3932.2 Mr. Cuffe presented his report and the following matters were discussed:

- A status report is required on the overdue external audit and Rail Accident Investigation Unit (RAIU) Inquiry recommendations.
- The policy regarding the length of storage of CCTV recordings is to be examined.
- Ms. Baker stated that she was on one of the trains which was delayed on 30th March 2011 as a result of a serious incident [REDACTED]. Customers were treated very well.

3932.3 Safety Advisory Group (SAG)

The Minutes of the SAG meeting held on 14th February 2011 previously circulated were taken as read and noted.

3932.4 The Chairman of the SAG, Mr. Perry, advised that the SAG found it very encouraging that substantial progress had been made on track risk and train protection strategy. Further work is required on the area of level crossings as outlined earlier.

Mr. Cuffe left the meeting at this time.

3933 FINANCE

Mr. Aidan Cronin, Chief Financial Officer, IE, joined the meeting at this time.

3933.1 Finance Report

The Financial Results for Period 3 2011 previously circulated were taken as read and noted.

3933.2 Mr. Cronin presented the results and the following matters were discussed:

- The company incurred a year to date [REDACTED] million which was [REDACTED] than for the same period in 2010.
- Revenue appears to be settling at [REDACTED] worse than 2010.
- The new Minister has accepted that Iarnród Éireann may have to close some railway lines.
- Idling of trains at Connolly Station (especially on Easter Sunday).
- The lump sum offer available for voluntary severance is to be reduced.
- Efforts to reduce electricity costs as much as possible.
- Consideration should be given to the commercial generation of electricity at locations where the company has a lot of space e.g. Limerick Junction.

3933.3

Budget 2011

The budget for 2011 previously circulated was taken as read and noted.

3933.4

Mr. Cronin presented the budget and the following matters were discussed:

- Key assumptions underlying the budget which shows a [REDACTED] million for 2011 which is down from the [REDACTED] (after exceptional items) incurred during 2010 of [REDACTED] million.
- The key actions to be taken during 2011.
- An application for a further fares increase which should include a comparison between average journey prices in Ireland compared with average journey prices in the UK and Europe.
- Passenger numbers in the UK are affected by road congestion and fuel prices. However, the railway service in Ireland faces greater competition from better roads. Therefore, its income from passengers is falling.
- The value of and discounts associated with the Tax saver and annual tickets are to be reviewed.
- [REDACTED] Approximately [REDACTED] million of this [REDACTED] will be allocated to Iarnród Éireann. As a result, further action is required.
- Service change related options are to be considered such as closing more railway lines and reducing commuter and Intercity frequency.
- Pay related options are also to be considered.
- The suggestion of charging a fee for old age pensioners is to be proposed to DTTAS along with a list of other possible actions which may have to be implemented by the company if subvention is cut.
- The budget shows that the net assets of the company are likely to fall very close to the threshold level of [REDACTED] of the company's called up share capital during 2011.

3933.5

The budget for 2011 was approved. However, management was asked to come back to the board next month with a plan for further actions that the company could take. A specific proposal in respect of a pay review was also requested. In addition, it was suggested that the potential consequences of further cuts in subvention should be pointed out in writing to DTTAS.

Mr. Cronin

Mr. Cronin left the meeting at this time.

3934

OPERATIONS

Mr. Tom Devoy, General Manager DART, joined the meeting at this time.

3934.1

DART Report

The DART Report for Period 3 2011 previously circulated was taken as read and noted.

3934.2

Mr. Devoy presented his report and the following matters were discussed:

- Mr. Giblin advised that the wheelchair accessibility work carried out at Portmarnock and Malahide Stations is very good.
- It was noted that in some foreign cities the local authority pays for security costs rather than the railway company. The Chairman asked management to ensure that the company is getting good value for money from the security services contract.

Mr. Devoy left the meeting at this time.

3934.3

Operations Report

The Operations Report for Period 3 2011 previously circulated was taken as read and noted.

3935 ENGINEERING

Mr. Louls Gilvarry, Head of Engineering Procurement, Mr. Peter Smyth, Chief Mechanical Engineer and Mr. Phil Verster, Assistant Chief Executive (Engineering), joined the meeting at this time.

3935.1 Engineering Report

The Engineering Report for Period 3 2011 previously circulated was taken as read and noted.

3935.2 Mr. Verster presented his report and following this, the Chairman asked him to examine how Engineering staff can help the Marketing staff to sell more tickets by considering such issues as greater availability of Wi-fi, TVs etc.

3935.3 Engineering Advisory Group (EAG)

The Chairman of the EAG, Mr. Gaffney, advised that he had attended a recent strategy seminar day during which the quality and level of participation was very good.

3935.4 Mr. Gaffney also advised that benchmarking had been discussed at a recent EAG meeting. He warned that benchmarking must be carried out very carefully. Iarnród Éireann should be very cautious in how and who it selects to be benchmarked against. However, used properly, benchmarking can be of enormous benefit. Mr. Gaffney also pointed out that Iarnród Éireann has a lot more work to do in calculating its basic unit costs and how these are reported.

3935.5 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

3935.6 Spoil Containers

The board gave its approval for expenditure of [REDACTED] (including VAT) to procure [REDACTED] spoil containers for use by Iarnród Éireann Infrastructure Maintenance in conjunction with the high output ballast system, subject to funding from the Railway Safety Programme.

3935.7 Closeout Report

The memorandum previously circulated was taken as read and noted.

3935.8 The board gave its approval for the closeout of the following Engineering project:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance		Contingency		
				€'000	%	App'vd €'000	Used €'000	%
CIR00388	Rail Temperature Monitoring Equipment	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CCE Total		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

3935.9 Disposal

The memorandum previously circulated was taken as read and noted.

3935.10 Disposal of Rolling Stock

The board gave its approval for the disposal of four Mk3 generator vans to Northern Ireland Railways at an estimated sale price of between €1.57 million and €1.63 million as outlined below:

Vehicle	Asset Description	Asset No.	Year of Acquisition	Net Book Value	Estimated Sale Price
7604	Mk3 Gen Van	1200000221	1985	[REDACTED]	[REDACTED]
7605	Mk3 Gen Van	1200000222	1985	[REDACTED]	[REDACTED]
7608	Mk3 Gen Van	1200000225	1987	[REDACTED]	[REDACTED]
7613	Mk3 Gen Van	1200000230	1988	[REDACTED]	[REDACTED]

3935.11 Raft Maintenance Contract

The Advisory Note previously circulated was taken as read and noted.

3935.12 Mr. Smyth and Mr. Gilvarry outlined the various Issues emerging under the contract for the maintenance of the rafts of the Class 22000 MTU railcars.

3935.13 Mr. Gilvarry advised that despite the matters which have arisen the contract is still compliant with procurement rules.

3935.14 Mr. Smyth advised that a claim totalling over [REDACTED] million is being prepared against Mitsui. The Chairman asked that the board be kept advised of progress.

3935.15 CAF Contract

In response to the Chairman, Mr. Smyth advised that the claim against CAF in respect of the Mk4 carriages has gone to arbitration. Even though the arbitration process is proceeding, CAF is delaying on discovery matters. Therefore, it is unlikely that there will be a decision in June 2011 as originally expected. It is more likely that a decision will be given in September.

3935.16 Energy Costs 2008 - 2013

The Advisory Note on energy costs in 2008 to 2013 previously circulated was taken as read and noted.

3935.17 Mr. Smyth presented and the two main areas discussed were DART electricity costs and traction diesel fuel costs. Following discussion of these issues the main conclusion was that prices will be very volatile for the foreseeable future.

3935.18 The Chairman asked that the company make every effort to reduce electricity costs by:

- Watching the timing of purchases because electricity costs are linked to gas prices,
- Monitoring the idling of trains,
- Monitoring the availability of hot water,
- Checking for leaks, etc.

Mr. Gilvarry, Mr. Smyth and Mr. Verster left the meeting at this time.

3936 NEW WORKS

Mr. Don Cunningham, Director New Works and Mr. Michael Reley, Manager Strategic & Business Planning, joined the meeting at this time.

3936.1 New Works Report

The New Works Report for Period 3 2011 previously circulated was taken as read and noted.

3936.2 Mr. Cunningham presented his report and the following matters were discussed:

- Capital funding for 2011 is to be reduced by [REDACTED] million. Projects will be re-prioritised as a result.

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

3936.3 Capital Expenditure Proposals

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

The board gave its approval for the following:

3936.4 Accessibility at Pearse Station

Additional expenditure of [REDACTED] to undertake the detailed design and construction of an additional lift at the Westland Row entrance of Pearse Station to connect to the northbound platform, including ancillary electrical and building works, subject to funding for this project from the Exchequer under the NDP/Transport 21, bringing the total cost for this phase of the project to €[REDACTED]

3936.5 Additional tracks for the Northern Line – Feasibility Study

Expenditure of [REDACTED] to undertake a pre-feasibility study to assess options for the provision of additional tracks on the Northern Line between Dublin and Drogheda, subject to funding for this project from the National Transport Authority (NTA).

3936.6 Passing Loops for the South Eastern Commuter Line – Feasibility Study

Expenditure of [REDACTED] to undertake a feasibility study to assess options for increasing the capacity on the south eastern DART and commuter line south of Bray by the provision of passing loops and/or additional track, subject to funding for this project from the NTA.

3936.7 In response to Mr. Gaffney, Mr. Cunningham stated that it was Iarnród Éireann's intention to drive these last two projects rather than allow the NTA to do so. Iarnród Éireann wants to ascertain whether these projects can be physically done and what, if done, would they deliver. This would involve taking demand projections into account rather than focusing purely on what capacity could be delivered.

3936.8 Proposal to extend the DART to Dublin Airport

The memorandum previously circulated was taken as read and noted.

3936.9 Mr. Fearn advised that this memorandum had been sent to the new Minister for Transport, Tourism and Sport. Since then, the DTTAS has asked for additional copies of it.

3936.10 Matters discussed by the board included:

- The journey time of a DART to the airport compared to Metro North.
- Capacity that could be provided by a DART service to the airport.
- Number of landowners on the route.
- The potential to create employment.
- The need for a connection that would eventually go north of the airport.
- Time to complete the project.
- Economics of the project.
- Pricing policy.

3936.11 Wall at Mallow Station

In response to Mr. Moloney, Mr. Cunningham clarified why a boundary wall needs to be built at Mallow Station.

3936.12 2030 Rail Network Strategy

Mr. Reidy gave a presentation on the 2030 Rail Network Strategy prepared by Iarnród Éireann in conjunction with Goodbody's. Items covered in his presentation included the following:

- Study background,
- Objectives of the study,
- Broad strategic goal,
- Demand model and travel patterns,
- General deficiencies,
- Mode share by route,
- Road and rail journey times,
- Percentage of slow running (less than 80 kph)
- Opportunities,
- Key focus on more competitive service offering,
- Potential phases of development and

- National Development Plan 2012-2019.

- 3936.13** The Chairman explained that future major transport related capital expenditure will be between either roads or rail. Therefore, this study was required. He asked that a copy of the presentation be given to directors and that management should come back to the board next month outlining what the company's specific proposals are taking recent pronouncements by the Minister into account.

Mr. Fearn

Mr. Cunningham and Mr. Reidy left the meeting at this time.

3937 DART UNDERGROUND PROJECT

Mr. Joe Leahy, Project Director, joined the meeting at this time.

3937.1 Progress Report

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

- 3937.2** Mr. Leahy reported that the Oral Hearing has finished, the PPP contract is unlikely to go ahead and that the project team are working with the NTA on a contingency proposal. He also advised that the consultancy contract with Halcrow will now have to be brought to a conclusion.

3937.3 DART Underground Project Advisory Group (DUAG)

The Chairman of the DUAG, Mr. Gaffney, advised that the comparative business cases of the DART Underground Project and Metro North had been examined. The business case for the DART Underground Project is much better. However, the National Treasury Management Agency (NTMA) representatives on the DUAG say that no foreign backed banks are active in Ireland now on PPP projects.

Mr. Leahy left the meeting at this time.

3938 PROPERTY

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

3938.1

[REDACTED]

3938.2

[REDACTED]

3939 ADMINISTRATIVE ITEMS

3939.1 Transactions for approval, sealing and signing

The transactions (7) for approval and sealing at the meeting were approved and sealed.

Appendix I

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

Appendix II

3939.2 Amendment to the Bank of Ireland Mandate

The memorandum previously circulated was taken as read and noted.

3939.3

The board gave its approval for the deletion of the name of [REDACTED] from and the addition of the name of [REDACTED] to the list of authorised signatories for the Bank of Ireland Wages Drawing No. 1 Account in Dublin.

3939.4 It was noted that the authorised signatories for the Bank of Ireland Wages Drawing No. 1 Account in Dublin are as follows:
Any two of [REDACTED]

3940 ITEMS FOR NOTING

3940.1 Level Crossing Closures

The memorandum previously circulated was taken as read and noted.

3940.2 The board noted the following Agreements which had been reached to close Level Crossings:

- (a) Level Crossing XC191 on the Dublin/Cork Line.
- (b) Level Crossing XM269 on the Athlone/Westport Line.

Appendix III

3940.3 Miscellaneous

The documents relating to the following Items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 3 2011.
- (b) Capital Expenditure Report for Period 3 2011.
- (c) Transport related legislation:
 - (i) S.I. No.120 of 2011
Railway Safety Act 2005 (Section 26) Levy Order 2011.
 - (ii) Transport (Alteration of Name of Department and Title of Minister) Order 2011.
- (d) Minutes for the following meetings:
 - (i) DART Underground Project Advisory Group Minutes 21st March 2011.
 - (ii) Engineering Advisory Group Minutes 22nd March 2011.

3941 DATE AND LOCATION OF NEXT MEETING

Tuesday 24th May 2011 at 9.30am in Heuston Station

Chairman

[Signature]

Date

24 May 2011

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XE188 at 55 miles 590 yards on the Ennis to Athenry Line at Craughwell for a total consideration of [REDACTED] transfer of 0.595 acres of land to the Board and her agreement to the closure of the crossing. [Ref IE board 28/10/2009]
2. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in respect of the closures of Level Crossings XM059 at 88 miles 300 yards and XM060 at 88 miles 700 yards on the Athlone to Westport Line in Co. Roscommon, for a consideration of [REDACTED]. [Ref IE board 22/2/2011]
3. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XE141 at 45 miles 240 yards on the Ennis to Athenry Line, in Gort, Co. Galway, for a consideration of [REDACTED] and [REDACTED] agreement to the closure of the crossing, transfer of Property No. 1 to the Board, the Board shall transfer Property No. 2 to the Landowner and shall grant the Landowner the Option to purchase Property No. 3. [Ref IE board 25/5/2010]
4. Wayleave Agreement in duplicate with Meath Co. Co., for the installation, testing, maintenance and use of one 150mm diameter surface water pipe on the Board's property at 43 miles 440 yards approximately, on the Navan to Kingscourt Railway Line, Nobber, Co. Meath, for a licence period of [REDACTED] years from 1st January, 2008, for a consideration of [REDACTED]
5. Closure Agreement in triplicate with [REDACTED] in respect of the closure of Level Crossing XT159 at 60 miles 86 yards on the Mallow to Tralee Line, the consideration being that he agrees to closure of the crossing and Kerry Co. Co. shall, at [REDACTED] provide alternative access from the new N22 road.
6. Bridge Agreement in triplicate with Kerry Co. Co., in respect of a licence being granted to them to construct a new road bridge over the Mallow to Tralee railway line, at Ballinorig, Co. Kerry, for a fee of [REDACTED]. In addition Kerry Co. Co. will facilitate the closure of Level Crossing XT159 at 91 miles 86 yards.
7. [REDACTED]
[REDACTED]
[REDACTED]

Company Secretary
Iainr  d   ireann
26th April 2011

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence Agreement in duplicate with [REDACTED] for 0.47 acres of land at Garrandarragh, Mullinavat, Co. Kilkenny, for recreational use, for a licence period of [REDACTED] years commencing 1st March, 2011, for a licence fee of [REDACTED]
2. Licence Agreement in duplicate with [REDACTED] t/a Tuam Farm Supply Stores for a unit at rail property situated at Tuam Station, Co. Galway for a licence period of [REDACTED] year commencing 1st January, 2011, for a licence fee of [REDACTED]
3. Licence Agreement in duplicate with [REDACTED] to rent 41.08 acres of land at Ballyavill, Geashill, Co. Offaly, for the purpose of grazing livestock and tillage, for a licence period of [REDACTED] for a licence fee of [REDACTED] for the [REDACTED] and € [REDACTED] for the remainder of the licence period.

Company Secretary
Iarnród Éireann
26th April 2011

CLOSURE OF LEVEL CROSSINGS

1. Crossing XC191 at 124 mls 1,360 yards on the Dublin/Cork Line

Closure of field crossing XC191 at a cost of [REDACTED] for the purchase of 7.85 acres of land plus [REDACTED] for civil works and contingencies, plus reasonable legal fees.

2. Crossing XM269 at 161 mls 763 yards on the Athlone/Westport Line

Payment of [REDACTED] to [REDACTED] to facilitate the closure of level crossing XM269 at a total cost of [REDACTED] plus reasonable legal fees.

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND FIFTY FIRST
BOARD MEETING HELD ON 24TH MAY 2011
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Dr. John Lynch	Chairman
	Ms. Laetitia Baker	Director
	Mr. Mick Cullen	Director
	Mr. Phil Gaffney	Director
	Mr. Michael Giblin	Director
	Mr. John Moloney	Director
	Mr. Cliff Perry	Director
	Ms. Dearbhalla Smyth	Director
IN ATTENDANCE:	Mr. Roddy Connolly	Chief Financial Officer, CIE
	Mr. Aidan Cronin	Chief Financial Officer, IE (part)
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Don Cunningham	Director New Works (part)
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. Niall Grogan	CIE Group Property Manager (part)
	Mr. Dick Keevey	Technical Manager, Signalling & OHLE, SET (part)
	Mr. Joe Leahy	DART Underground Project Director (part)
	Mr. Cathal Mangan	Technical Manager, CCE (part)
	Mr. Paul O'Kelly	Marketing Manager (part)
	Mr. Phil Verster	Assistant Chief Executive (part)

ABSENT: Apologies were received from Mr. Paul McGarry.

MIN NO.

- 3942** The Chairman advised that this was his last Iarnrod Eireann board meeting.
- 3943** **MINUTES**
The Minutes of the meeting held on 26th April 2011 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.
- 3944** **OUTSTANDING ITEMS**
The memorandum previously circulated was taken as read and noted.
- 3945** **CHIEF EXECUTIVE'S REPORT**
- 3945.1** The Chief Executive's Report previously circulated was taken as read and noted.
- 3945.2** Mr. Fearn presented his report and the following matters were discussed:
- Potential of the proposal to extend the DART to Dublin Airport.
 - Cutbacks in capital funding.
 - Possibility of funding being available for the project to increase line speeds.
 - Possible closure of lightly used lines.

- Reasons for the increase in fuel costs over budget to date in 2011.
- The comparison of European rail fares should be examined in the context of the level of subvention available in those countries.
- The comparison of European rail fares should be publicised and used to build a case for a fares increase in Ireland.
- The McNulty Report recently published in the UK should be obtained as it contains information on fares in the UK.
- Use of phone applications to provide train timetables to customers.
- Implications for rail freight of the potential changes in business at ports around Ireland.

3946 SAFETY AND SECURITY

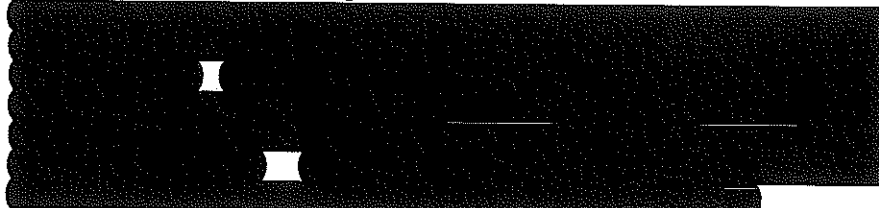
Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

3946.1 Safety and Security Report

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

3946.2 Mr. Cuffe presented his report and the following matters were discussed:

- The use of downloads from trains to monitor driver performance.
- Forthcoming advertisement campaign about behaviour at level crossings.
- Central and local monitoring of CCTVs at stations.



Mr. Fearn

- It was suggested that the RSC bi-annual report in which Iarnrod Éireann compares favourably with other railway companies should be publicised when it is issued.
- It was suggested that information should be publicised in local newspapers about the work which has been carried out by Iarnrod Éireann on the Malahide Viaduct and at Laytown since the collapse of the bridge in August 2009.

Mr. Cuffe left the meeting at this time.

3947 FINANCE

Mr. Aidan Cronin, Chief Financial Officer, IE, joined the meeting at this time.

3947.1 Finance Report

The Financial Results for Period 4 2011 previously circulated were taken as read and noted.

3947.2 It was noted that the company incurred a year to date [REDACTED] million which was [REDACTED] better than budget and [REDACTED] better than the same period in 2010. Mr. Cronin explained the revenue and expenditure items contributing to these results.

3947.3 Other matters discussed included cash flows and the performance of Rosslare Europort.

3947.4 Audit Review Group (ARG)

The Minutes of the ARG meeting held on 23rd March 2011 previously circulated were taken as read and noted.

3947.5 The correction to the ARG Minutes of the meeting held on 24th November 2010 previously circulated was taken as read and noted.

3947.6 The Chairman of the ARG, Mr. Faulkner, advised that another meeting had taken place on 18th May 2011. Matters dealt with at that meeting included the following:

- Rule 29 (b) of the pension scheme,
- Vacancy on the ARG,
- Internal Audit Report,
- Procurement matters,
- Systems updates and
- Chief Executive's update.

3947.7 Matters discussed by the board included:

- Catering contract,
- Fair trade policy,
- The significant reduction in material non-compliances and
- Systems improvements.

Ms. Baker and Mr. Cronin left the meeting at this time.

3948 OPERATIONS

Mr. Paul O'Kelly, Marketing Manager, joined the meeting at this time.

3948.1 Marketing Report

The Marketing Report for Period 4 2011 previously circulated was taken as read and noted.

3948.2 Mr. O'Kelly presented his report and the following matters were discussed:

- Summer sale activity targeting the internal tourism market,
- Promotion of travel to summer regional events,
- Website improvements and
- Forthcoming examination of the organisation structure behind the marketing and sales functions.

Mr. O'Kelly left the meeting at this time.

3948.3 Contract

The proposal to award a security services contract previously circulated was withdrawn.

3948.4 Operations Report

The Operations Report for Period 4 2011 previously circulated was taken as read and noted.

3949 ENGINEERING

Mr. Dick Keevey, Technical Manager, Signalling & OHLE, SET, Mr. Cathal Mangan, Technical Manager, CCE and Mr. Phil Verster, Assistant Chief Executive (Engineering) joined the meeting at this time.

3949.1 Engineering Advisory Group (EAG)

The Chairman of the EAG, Mr. Gaffney, advised that the following matters had been discussed at a recent meeting:

- Line Speed Project,
- Train Protection System strategy,
- Asset plan for the mechanical signalling strategy (which is linked to the potential closure of lightly used lines),
- Helpful contribution from new member, Mr. Bob Clarke, on matters such as bridges and track.

3949.2 Engineering Report

The Engineering Report for Period 4 2011 previously circulated was taken as read and noted.

3949.3 Mr. Verster presented his report and the following matters were discussed:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Time frame for the completion of work at Laytown.

3949.4 **Line Speed Project**

The advisory paper previously circulated was taken as read and noted.

3949.5 Mr. Mangan presented this paper and referred to the following matters:

- Works required,
- Timeframe,
- Costs and
- Potential reduction in journey times.

3949.6 The Chairman of the EAG, Mr. Gaffney, advised that the EAG felt that this project would be very good value for money and the benefits from it would be incremental. It should be carried out by the New Works Department and treated as a integrated project with an integrated project team.

3949.7 The board was supportive of the project and noted that a capital proposal would be presented to it for approval in due course subject to the availability of Exchequer funding.

Mr. Mangan left the meeting at this time.

3949.8 **Train Protection System Strategy**

The advisory paper previously circulated was taken as read and noted.

3949.9 Mr. Keevey presented this paper and referred to the following:

- Proposed roll out and
- Benefits of the project.

3949.10 The Chairman of the Safety Advisory Group (SAG), Mr. Perry, advised that the SAG recommended this strategy which makes good use of technology changes and is particularly geared towards preventing the type of event which could be catastrophic.

3949.11 The Chairman of the EAG, Mr. Gaffney, advised that the EAG supported this strategy also.

3949.12 The board was fully supportive of the strategy and noted that a capital proposal would be presented to it for approval in due course, subject to the availability of funding from the Railway Safety Programme.

Mr. Keevey left the meeting at this time.

3949.13 **Framework Agreement**

The memorandum previously circulated was taken as read and noted.

3949.14 **Plant Hire Services**

The board gave it approval for the entry into a [REDACTED] year framework agreement for the provision of plant hire services on the rail network which, if successful, may be extended annually for a further [REDACTED] years, with the following 31 companies:

Abbey Contractors	Lilly Plant
Aidan O'Neill	Michael Lynch
Ballinaboley Plant Hire	McCormack Bros.
Breffni Plant Hire	ML Lynch
Brian Conneely	Oliver Dixon
Carra Plant	Paraic O'Brien
Davy O'Connor	Richard Phelan
Declan McEllin	Sanline Systems
Dixon Bros.	Seamus Duffy
Doyle Agri	Shane Dolan
Frank Reynolds	Stephen Byrne
Global Rail Services	Sutton Plant Hire
Jim Moloney	Tim Healy
JJ McNicholas	Timble Rail Plant
John Dixon	Thomas Lynes
Kieran Kennedy	

It was noted that the annual estimated value of work to be awarded under this framework agreement is [REDACTED] million.

3949.15 The Chairman asked that a clause be inserted into any plant hire services contract warning that sanctions would be imposed if any illegal activity or transgressions from the contract are discovered.

3949.16 **Closeout Report**
The memorandum previously circulated was taken as read and noted.

3949.17 The board gave it approval for the closeout of the following Engineering project:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance €'000	Contingency		
					App'vd €'000	Used €'000	%
CIR00489	Enterprise HM Phase II	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	Engineering Total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Mr. Verster left the meeting at this time.

3950 **NEW WORKS**

Mr. Don Cunningham, Director New Works, joined the meeting at this time.

3950.1 **New Works Report**

The New Works Report for Period 4 2011 previously circulated was taken as read and noted.

3950.2 Mr. Cunningham presented his report and the following matters were discussed:

- Update on the situation with Burris and Everglade regarding Fonthill West Station on the Kildare Route Project,
- Update on the position with respect to Hansfield Station,
- Update on the position with respect to bringing the Navan Line Project to Railway Order stage,
- It is hoped that accessibility works at Kildare, Newbridge and Sallins will be completed by the end of the year,
- Two objections have been received to proposals for the car park at Maynooth Station,
- The approved value of grants from the National Transport Authority (NTA) has been [REDACTED] for 2011,

- The approved value of capital grants from the Department of Transport, Tourism and Sport (DTTAS) has been agreed at [REDACTED] million inclusive of [REDACTED] million from the Railway Safety Fund,
- Surface of the footbridge at Malahide Station,
- Opportunity to extend the car park at Malahide Station and
- The new Minister has announced the availability of funding for small stations which will be used for painting rural stations.

3950.3 Capital Expenditure Proposals

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

The board gave its approval for:

3950.4 Ticket Validation Project – Packages 9 and 10

Expenditure of [REDACTED] million to undertake the detailed design and installation of automatic ticket gates, to improve revenue protection and integration with the Smartcard Scheme at the following stations:

- Package 9 - Donabate, and Sallins & Naas,
- Package 10 - Cork, Limerick, Galway, Portlaoise, Thurles and Mallow

It was noted that approval for the above is subject to:

- (a) Funding for Donabate of [REDACTED] from the NTA as part of the Greater Dublin Area (GDA) and
- (b) Funding for Sallins & Naas and all of Package 10 of [REDACTED] million from the DTTAS.

3950.5 Ticket Validation Project – 9 GDA Stations

Expenditure of [REDACTED] million to undertake the feasibility, detailed design and tender preparation for the installation of automatic ticket gates, to improve revenue protection and integration with the Smartcard Scheme at Dalkey, Portmarnock, Howth, Harmonstown, Kilbarrack, Seapoint, Salthill & Monkstown, Glashule and Killiney Stations, subject to funding for this project from the NTA as part of the Greater Dublin Area.

It was noted that the estimated cost for this project is [REDACTED] million.

3950.6 Ticket Validation Project – 12 Non GDA Stations

Expenditure of [REDACTED] to undertake the feasibility studies for the installation of automatic ticket gates, to improve revenue protection and integration with the Smartcard Scheme at Athlone, Mullingar, Westport, Athy, Sligo, Longford, Carlow, Tralee, Tullamore, Kilkenny, Waterford and Killarney Stations, subject to funding for this project from the DTTAS.

It was noted that the estimated cost for the project is in the order of [REDACTED] million.

Mr. Cunningham left the meeting at this time.

3951 DART UNDERGROUND PROJECT

Mr. Joe Leahy, Project Director, joined the meeting at this time.

3951.1 Progress Report

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

3951.2 Mr. Leahy presented his report and it was noted that the project is in the process of winding down and closing out its contracts. Difficulties are being encountered with the IGSL and Halcrow contracts.

3951.3 DART Underground Project Advisory Group (DUAG)

The Chairman of the DUAG, Mr. Gaffney, stated that it was very important to note that expenditure incurred on the project (apart from that on the public private partnership element) was all very well spent and that the project would have been ready to go ahead had the Government decided to run with

It. It was agreed that a paper should be drawn up for relevant parties emphasising this point.

Mr. Leahy

3952 PROPERTY

3952.1

3953 ADMINISTRATIVE ITEMS

3953.1 Transactions for Approval, Sealing and Signing

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

Appendix I

The transactions (7) for approval and signing were approved and signed.

Appendix II

3954 ITEMS FOR NOTING

3954.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 4 2011.
- (b) Capital Expenditure Report for Period 4 2011.
- (c) Minutes of the following meetings:
 - (i) Rosslare Europort Advisory Group Minutes 18th March 2011.
 - (ii) DART Underground Project Advisory Group Minutes 18th April 2011.
 - (iii) Engineering Advisory Group Minutes 18th April 2011.

3955 ANY OTHER BUSINESS

3955.1 Mr. Gaffney advised the board of a fraud in another organisation that he had recently been made aware of. He gave details of the fraud and asked that management ensure that there are systems in place to prevent this type of fraud from taking place in Iarnrod Eireann.

3955.2 Mr. Gaffney took the opportunity on behalf of the board to pay tribute to the Chairman for the contribution he had made to Iarnrod Eireann over the past decade and referred specifically to the many changes which the Chairman had successfully overseen.

3956 DATE AND LOCATION OF NEXT MEETING

Tuesday 28th June 2011 at 9.30am in Heuston Station.

Chairman



Date

230811

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Wayleave Agreement in duplicate with Kildare County Council for the installation, testing, maintenance and use of two 150mm diameter pipes at 17 miles 906 yards on the Dublin to Cork Railway in the Ward/Townland of Sallins, Co. Kildare, for a licence period of [REDACTED] years from 1st March, 2011 for a licence fee of [REDACTED]
2. Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XE186 at 54 miles 575 yards on the Ennis to Athenry Line, construction of a new overbridge OB150A at 54 miles 800 yards and to facilitate work on the existing road over the New Bridge and the construction of a new cattle pen. [Ref. IE board 28/10/09]
3. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with Joseph McEvoy in respect of the closure of Level Crossing XE186 at 54 miles 575 yards on the Ennis to Athenry Line, construction of a new overbridge OB150A at 54 miles 800 yards and the widening of the existing road diverting over the new bridge for a consideration of [REDACTED]
4. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with Kathleen Geoghegan in respect of the closure of Level Crossing XE186 at 54 miles 575 yards on the Ennis to Athenry Line, construction of a new overbridge OB150A at 54 miles 800 yards and the widening of the existing road diverting over the new bridge for a consideration of [REDACTED]
5. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with Michael Glynn, Carmel Glynn and Annette Glynn in respect of the closure of Level Crossing XE186 at 54 miles 575 yards on the Ennis to Athenry Line, construction of a new overbridge OB150A and the construction of a new cattle pen.
6. Agreement for Lease in duplicate and Lease in duplicate with the Irish United Nations Veterans Association (Post 24) for the lease of a premises at Clonmel Station, Co. Tipperary, to be used as an office with meeting rooms, a kitchen and storage, for a term [REDACTED] years, for a rent as follows:
[REDACTED]
[REDACTED]
7. Closure Agreement in duplicate with Sandra King in respect of the closure of Level Crossing XM269 at 161 miles 763 yards in the Townland of Cahernamart, Oughaval, Co. Mayo, on the Westport to Westport Quay Line for a consideration of [REDACTED]
[Ref. IE board 26/4/11]
8. [REDACTED]
[REDACTED]
[REDACTED]

Company Secretary
Iainrd Eireann
24th May 2011

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence in duplicate with Anthony Hennessy to allow him place his own mobile kiosk at Rush/Lusk Station, Co. Dublin, to sell hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] years commencing 1st February, 2011, for a licence fee of [REDACTED]
2. Licence in duplicate with AMT Coffee Ltd., for a unit at Dun Laoghaire DART Station, Dublin, for the sale of tea, coffee, juices, smoothies, pastries, light snacks, sandwiches, paininis, soup and general coffee shops good, for a licence period of [REDACTED] years, for a licence fee of [REDACTED] whichever is the greater.
3. Licence in duplicate with Dun Laoghaire Rathdown County Council in respect of them carrying out work on the Board's property at Newtown Blackrock, adjacent to the Rail Culvert No. 073A at 4 miles 447 yards on the Dublin to Wexford Railway Line for a licence period of three months from 1st March, 2011 for a licence fee of [REDACTED]
4. Licence in duplicate with Shannon Transport and Warehousing Co. t/a STL Logistics for a unit at North Esk Station, Cork, for the storage and distribution of kegs using machinery and vehicles, for a licence period of [REDACTED] for a licence fee of [REDACTED]
5. Licence in duplicate with [REDACTED] to allow him place his mobile kiosk at Booterstown DART Station, Booterstown, Co. Dublin, for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] for a licence fee of [REDACTED]
6. Licence in duplicate with Meteor Mobile Communications Ltd., for the installation, operation and maintenance of Digital Cellular System (DCS), Global Systems for Mobile Communications (GSM) and Universal Mobile Telecommunications System Equipment (UMTS) on an Irish Rail Mast on [REDACTED] Mallow, Co. Cork, for a licence period of four years and nine months for a licence fee [REDACTED]
7. [REDACTED]
[REDACTED]
[REDACTED]

Company Secretary
Iainrd Eireann
24th May 2011

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND FIFTY SECOND
BOARD MEETING HELD ON 23RD AUGUST 2011
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Ms. Laetitia Baker	Director
	Mr. Mick Cullen	Director
	Mr. Michael Gblin	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
	Mr. Cliff Perry	Director
	Ms. Dearbhalla Smyth	Director
IN ATTENDANCE:	Mr. Cal Carmichael	Assistant Chief Executive (Operations) (part)
	Mr. Roddy Connolly	Chief Financial Officer, CIE
	Mr. Aidan Cronin	Chief Financial Officer, IE (part)
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Don Cunningham	Director New Works (part)
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Flucane	Company Secretary
	Mr. Joe Leahy	DART Underground Project Director (part)
	Mr. Peter Smyth	Chief Mechanical Engineer (part)
	Mr. Phil Verster	Assistant Chief Executive (Engineering) (part)

MIN NO.

3957

INTRODUCTION

3957.1

Mr. Gaffney advised the board that he had been appointed as Chairman for a three year term with effect from 29th June 2011. [REDACTED]

3957.2

The Chairman advised that the Minister for Transport had issued a separate mandate to each of the four new chairmen in the CIE Group. A copy of the mandate issued to Mr. Gaffney was circulated and discussed. It was noted that he is obliged to submit a report every six months to the Minister on progress with the mandate. He stated that he would come to the board with a draft of his report in advance of its submission to the Minister.

3958

BOARD DUTIES

As it was Mr. Gaffney's first official meeting as Chairman of the Iarnrod Éireann board he asked the Company Secretary to remind directors of their duties. Ms. Flucane reminded directors of their legal and ethical responsibilities, their duty of confidentiality and their duty of disclosure.

3959

MINUTES

The Minutes of the meeting held on 24th May 2011 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

3960 OUTSTANDING ITEMS

The memorandum previously circulated was taken as read and noted.

3961 CHIEF EXECUTIVE'S REPORT

3961.1 The Chief Executive's Report previously circulated was taken as read and noted.

3961.2 Mr. Fearn presented his report and the following matters were discussed:

- Passenger revenue.
- Fuel costs.
- Future of the DART Underground Project.
- The need to lobby hard for the proposal to extend the DART Line to Dublin Airport.
- Accounting treatment of any money that may be derived from any future development of the fibre optic cable network.
- Recent visit to Ireland by the Deputy Head of the Council of European Railways.
- Errors made by Iarnrod Eireann relating to the travel passes of a same sex couple who were prevented from boarding a train, as reported recently in the media.
- Platform 11 survey of the Seat Reservation System. Even though some of the allegations following the survey were incorrect, the company will check the system by carrying out audits.
- The Assistant Chief Executive (Engineering), Mr. Verster, is to leave Iarnrod Eireann in the autumn for a job in Network Rail in the UK. It was agreed that Iarnrod Eireann will be poorer for his loss as he made a huge contribution to the company during the past five years.
- An exhibition is to take place during the October Bank Holiday Weekend of the two state coaches which will be on display in Heuston Station, before they go to a museum. It is likely to be a very special occasion as it could be one of President McAleese's last public appearances before she leaves office.
- Minister's support of a fares differential between the cash fare and the planned new Leapcard fare (Integrated Ticketing System (ITS) card).
- Potential for development of the new Leapcard once all of the bugs have been ironed out of the system.
- The potential for an all-in-one ticket bringing passengers from Cork to Dublin Airport now that Ryanair is pulling out of Cork Airport.
- Speed at which customers' phone calls are answered when they attempt to report anti-social behaviour on trains.
- Use of storage compounds by Iarnrod Eireann personnel at car parks which would lead to a loss of car park revenue.
- The capacity of trains to take bicycles.
- The provision of facilities at stations to rent bicycles to customers which would reduce the need for bicycles to be carried on trains.
- The use of abandoned railway lines for bike tracks.

3962 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

3962.1 Safety and Security Report

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

3962.2 Mr. Cuffe presented his report and the following matters were discussed:

- Workshop on level crossings held recently with the Railway Safety Commission (RSC).
- Rail Accident Investigation Unit (RAIU) Report on the Rathaleen South Level Crossing XE039.

- The need to be aware of an old legal precedent regarding children playing in dangerous areas.

3962.3 Safety Advisory Group (SAG)

The Minutes of the SAG meeting held on 12th April 2011 previously circulated were taken as read and noted.

3962.4 The Chairman of the SAG, Mr. Perry, advised that another meeting had taken place in Athlone during which there was a very impressive demonstration of the implementation of lean management.

3962.5 Mr. Perry advised that the Train Protection Strategy had been discussed with the RSC and that they had agreed with our approach. Two further strategies relating to level crossings and track maintenance are required. He stated that he would like to see these completed before Mr. Verster leaves.

Mr. Cuffe left the meeting at this time.

3963 FINANCE

Mr. Aidan Cronin, Chief Financial Officer, IE, joined the meeting at this time.

3963.1 Finance Report

The Financial Results for Period 7 2011 previously circulated were taken as read and noted.

3963.2 Mr. Faulkner advised the board that it was very important to note that shareholders' funds are decreasing again.

3963.3 Five Year Business Plan 2011-2015

Mr. Cronin gave a presentation on the Five Year Business Plan. It showed a deficit (after exceptional items) for each year as follows:

2011	[REDACTED]
2012	[REDACTED]
2013	[REDACTED]
2014	[REDACTED]
2015	[REDACTED]

3963.4 Following the presentation the matters outlined below were discussed:

- [REDACTED]
- [REDACTED]
- Wisdom of the planned level of voluntary severance (despite the good return) given the problems that will be involved in funding it.
- Whether the fares increase assumptions are too optimistic.
- [REDACTED]
- [REDACTED]
- The likely reduction in subvention.

3963.5 Mr. Cronin was asked to:

- (a) Examine and quantify the level of savings that can be achieved from the implementation of LEAN management in the Civil Engineering and Signalling, Electrical and Telecoms (SET) Departments, given its success in the Mechanical Engineering Department.
- (b) Calculate what the level of the increase in payroll costs would be if the planned expenditure on voluntary severance was either:
 - (i) Reversed or
 - (ii) Reduced.
- (c) Carry out an exercise on why the UK is seeing a revenue and passenger volume growth compared to Ireland.

Mr. Cronin

- 3963.6** It was suggested that the Government should be made more aware of the possibility of and consequences of service withdrawals given the deteriorating financial state of the company.
- 3963.7** **Capital Expenditure Authority Limit**
A memorandum was circulated.
- 3963.8** The board agreed to recommend that the CIE Board approve an increase in the Iarnrod Eireann board's capital expenditure authority limit from [REDACTED] for 2011 (for capital projects with a value not exceeding [REDACTED] million each).
- 3963.9** The Chairman suggested that the CIE Group Procurement Policy and Procedures should be amended to give the Iarnrod Eireann board a higher annual capital expenditure authority limit.
- 3963.10** **Integrated Ticketing**
A memorandum was circulated.
- 3963.11** The Chairman asked that the Finance Report give an update every month on progress with the ITS Project.
- 3963.12** **Voluntary Severance Funding**
A memorandum was circulated.
- 3963.13** The board gave its approval for additional expenditure of [REDACTED] million on voluntary severance packages. It was noted that funding for this expenditure will be provided from Iarnrod Eireann's own resources.
- Mr. Cronin left the meeting at this time.
- 3964** **MARKETING AND OPERATIONS**
Mr. Cal Carmichael, Assistant Chief Executive (Operations), joined the meeting at this time.
- 3964.1** **Operations Report**
The Operations Report for Period 7 2011 previously circulated was taken as read and noted.
- 3964.2** Mr. Carmichael presented his report and the following matters were discussed:
- Update on pay by text for car parking.
 - Suburban timetable.
 - The inclusion of a "fair trade" clause in the catering contract.
 - It was suggested that Iarnrod Eireann should be involved in the forthcoming Fair Trade Weekend due to take place in February 2012.
 - The need for catering audits to include whether the products being sold are value for money.
 - The safety and security risks associated with left luggage facilities.
 - The impact of timetable changes on fuel costs and revenue.
 - Development of a clock face timetable.
- 3964.3** **Contract**
The memorandum previously circulated was taken as read and noted.
- 3964.4** **Security Services**
The board gave its approval for the award of a [REDACTED] year security contract for nationwide site and asset security to Brinks Ireland Ltd. at a total cost of [REDACTED] million including VAT at 13.5%.

3964.5 Capital Expenditure Proposal

The memorandum previously circulated as taken as read and noted.

3964.6 WiFi on the Greater Dublin Area (GDA) Fleet

The board gave its approval for expenditure of [REDACTED] for the installation of WiFi equipment on the Dublin Commuter and DART fleet, subject to funding for this project from the National Transport Authority (NTA).

3964.7 It was suggested that a strategy should be developed to make use of WiFi for operational purposes.

3964.8 Closeout Report

The memorandum previously circulated was taken as read and noted.

3964.9

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance €'000	Contingency		
					App'vd €'000	Used €'000	%
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	Rosslare Total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Mr. Carmichael left the meeting at this time.

3965 ENGINEERING

Mr. Peter Smyth, Chief Mechanical Engineer and Mr. Phil Verster, Assistant Chief Executive (Engineering) joined the meeting at this time.

3965.1 Engineering Report

The Engineering Report for Period 7 2011 previously circulated was taken as read and noted.

3965.2

Mr. Verster presented his report and highlighted the following matters:

- Year to date expenditure under the Railway Safety Programme is behind budget. There are plans to rectify this.
- The Depot Order System is being improved and standardised.
- Progress with the Asset Plans and Strategies.

[REDACTED] Some of them refer to general risks rather than specific Iarnrod Eireann risks.

3965.3 Capital Expenditure Proposals

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

The board gave its approval for the following:

3965.4 Replacement of Passenger Information Systems (PIS) on the Greater Dublin Area (GDA) Fleet

Expenditure of [REDACTED] to replace the on-board PIS on rail vehicles serving the GDA, subject to funding for this project from the NTA.

3965.5 Train Protection System (TPS) – Phase 1

Expenditure of [REDACTED] for the prototype development of a TPS and to commence the rollout of TPS equipment on the DMU fleet, subject to:

- (a) Funding of [REDACTED] for this project from the Safety Investment Plan for 2011 and
- (b) The remainder of the required funding from the Safety Investment Plan for the years 2012 and 2013.

3965.6 Intercity Railcar Remote Condition Monitoring and WIFI

- (a) A change of scope in the Intercity Railcar (ICR) Project to include remote condition monitoring and passenger WIFI as it was not clearly itemised on the original capital papers approved by the Iarnrod Eireann board (in December 2004 (120 vehicles), November 2005 (30 vehicles), April 2007 (33 vehicles) and October 2008 (51 vehicles)) and subsequently by the CIE Board. It was noted that funding will be provided from the design finalisation funds within the ICR projects.
- (b) The award of a contract to NEXALA Ltd. to install a remote conditioning monitoring system on the Class 22000 ICR fleet (all 63 units) to improve fleet reliability and to utilise the system to provide passenger WIFI on 10 Premier Class ICRs at a total cost of [REDACTED] (excluding non-recoverable VAT of [REDACTED])

The Chairman asked for more details on the procurement aspects of this project.

3965.7 Points Heaters in the Greater Dublin Area (GDA) Phase 1

The retrospective approval for expenditure of [REDACTED] million to procure long lead time equipment, carry out design and the enabling works required for points heaters at critical point ends in the GDA (Phase1), subject to funding for this project from the NTA.

3965.8 Onboard CCTV Systems on the Greater Dublin Area (GDA) Fleets

Expenditure of [REDACTED] million on the installation of CCTV on Class 29000 and 2800 rail vehicles serving the GDA, subject to funding for this project from the NTA.

3965.9 Contracts

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

The board gave its approval for the following:

3965.10 DMU Engines and Generators - Heavy Maintenance 2011

The conclusion of negotiations and the award of a three year contract to MRSE-LH Group for up to [REDACTED] million (excluding VAT) for the heavy maintenance of diesel engines and generator sets fitted to the Iarnrod Eireann Commuter DMU and Intercity Mark IV fleet, including an option to renew the contract for [REDACTED] year terms subject to satisfactory performance for each term, and also subject to clarification on the permissibility under procurement rules of renewing a contract for a period longer than the original contract.

3965.11 Mr. Perry pointed out that the award of this contract to MRSE would elevate it to a very critical supplier. He stated that it was very important that MRSE adopt lean management and that the resulting reductions in content and extension in periodicity intervals should benefit Iarnrod Eireann and not MRSE.

3965.12 Framework Agreement for Track Welding Services

The entry into a [REDACTED] year Framework Agreement for the provision of welding services, with an option to extend for an additional year, consisting of the following companies:

Lloyd Sersa (IE) Ltd.,
Brefini GPX Ltd.,
Balfour Beatty Rail Track Technologies Ltd. and
KN Network Services.

It was noted that the annual estimated value of work to be awarded under this Framework Agreement is [REDACTED] million.

- 3965.13** Framework Agreement for Building Maintenance and Small Building Works
The entry into a [REDACTED] year Framework Agreement for the provision of building maintenance and small building works, with an option to extend for a further year consisting of the following companies:
Weslin Construction Ltd.,
BS Paints Ltd.,
John F. Supple Ltd.,
Coffey Construction (I) Ltd.,
KN Network Services (I) Ltd.,
O' Malley & Sons Ltd.,
Thomas Agnew & Sons Ltd.,
Ralph McMachon Construction Group Ltd.,
Tom Byrne Building Maintenance Ltd.,
Global Rail Services Ltd. and
SIAC Construction Ltd.

It was noted that the annual estimated value of work to be awarded under this Framework Agreement is [REDACTED] million and that funding would be sourced from a combination of the Operational and Railway Safety Programmes.

- 3965.14** Framework Agreement for Mechanical and Electrical Maintenance Services and Minor Works

The entry into a [REDACTED] year Framework Agreement for the provision of mechanical and electrical maintenance services, with an option to extend for a further year, consisting of the following companies:

KN Network Services (I) Ltd.,
Global Rail Services Ltd.,
MJ McGrath Ltd.,
Sulr Engineering Ltd.,
Winthrop Engineering Ltd.,
Tim Kelly Electrical Contractors Ltd.,
Patrick Lynch Ltd.,
JER Ryan Electrical Ltd. and
Kirby Group Engineering Ltd.

It was noted that the annual estimated value of work to be awarded under this Framework Agreement is [REDACTED] million and that funding will be sourced from a combination of the Operational and Railway Safety Programmes.

- 3965.15** GSM-R Infrastructure

The entry into negotiations with Kapsch CarrierCom France SAS for the provision of GSM-R (Global Systems Mobile for Railways) radio infrastructure and to award them a framework contract and to place an order for Phase A (DART area) to the value of [REDACTED] million exclusive of non-recoverable VAT.

It was noted that funding for Phase A of the GSM-R Project has been provided under the capital programme and the order value is within the budget allocation for this element of the project.

- 3965.16** The Chairman asked whether it was absolutely certain that there was no leakage of information from the first time this contract was tendered. Mr. Verster stated that Iarnrod Éireann is as certain as it can be and that he had not heard anything suspicious.

- 3965.17** Selection and Award Criteria

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

The board gave its approval for the following:

3965.18 External Labourer Services – Selection Criteria

The selection criteria outlined below for the proposed Framework Agreement for the provision of external labour services:

Financial – Pass/Fail
 Relevant Experience – 50%
 Company Resources – 30%
 Health and Safety – 10%
 Quality System – 10%

It was noted that the estimated value of this contract is [REDACTED] million over [REDACTED] years.

3965.19 External Labour Services – Award Criteria

The award criteria outlined below for the proposed Framework Agreement for the provision of external labour services:
 Cost – 100%

It was noted that the estimated contract value is [REDACTED] million over [REDACTED] years.

3965.20 Closeout Reports

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

3965.21 The board gave its approval for the closeout of the following SET projects:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance €'000	Contingency		
					App'vd €'000	Used €'000	%
CIR00255	Automation LX's Mayo Line	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00375	Automation LX's Kerry Line	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00416	Re-signalling Cork-Cobh Line	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00324	CTC Signalling Strategy	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
SET Total		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

3965.22 Disposal

The memorandum previously circulated was taken as read and noted.

3965.23 Disposal of On-Track Machines

The board gave its approval for the disposal of the following on-track machines located in the Kildare Plant Shop:

Type	Vehicle No.	Year	Book Value	Estimated Scrap Value (net of disposal costs)
Plasser 07-275 DN Tamper	750	1976	NII	[REDACTED]
Plasser SSP103B Regulator	708	1980	NII	[REDACTED]

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

3966 NEW WORKS

Mr. Don Cunningham, Director New Works, joined the meeting at this time.

3966.1 New Works Report

The New Works Report for Period 7 2011 previously circulated was taken as read and noted.

3966.2 Mr. Cunningham presented his report and updated the board on progress with all of the major projects being carried out in the New Works Department.

3966.3 Capital Expenditure Proposals

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

The board gave its approval for the following:

3966.4 Closure of Level Crossing XG002 on the Maynooth Line

Expenditure of [REDACTED] million to undertake the detailed design, tender and construction of an overbridge at Ratoath Road, Cabra, Co. Dublin, in order to close Level Crossing XG002 on the Connolly/Maynooth Line, subject to funding for this project from the NTA.

3966.5 Accessibility Project

Expenditure of [REDACTED] to undertake the feasibility, detailed design and tender preparation for accessibility works for all the remaining stations on the following routes, subject to funding for this project from the Department of Transport, Tourism and Sport (DTTAS) through the C2 Accessibility Fund:

Dublin/Wexford,
Dublin/Waterford,
Dublin/Silgo,
Dublin/Westport,
Mallow/Tralee,
Limerick/Ennis and
Manulla Junction/Ballina.

3966.6 Upgrade of Maynooth Line Stations

Expenditure of [REDACTED] million to upgrade the customer facilities and presentation of Maynooth Line commuter stations, subject to funding for this project from the NTA.

3966.7 Upgrade of Passenger Lifts at Tara Street and Clontarf Road Station

Expenditure of [REDACTED] to upgrade both passenger lifts at Clontarf Road Station and the southbound platform lift at Tara Street Station, subject to funding for this project from the NTA.

3966.8 Accessibility at Greystones Station

Expenditure of [REDACTED] for the construction of access lifts to be connected to the existing footbridge at Greystones Station, subject to funding for this project from the NTA.

3966.9 Ticket Validation Project - Platform 2 in Bray Station

Expenditure of [REDACTED] to undertake the detailed design and installation of automatic ticket gates, to improve revenue protection and integration with the smartcard scheme, at Platform 2 in Bray Station, subject to funding for this project from the NTA.

3966.10 Pearse Station Roof Renovation - Phase 1

Expenditure of [REDACTED] to undertake the following works as Phase 1 of the Pearse Station Roof Renovation Project:

- To undertake interim patch repairs to high level glazing in the central atrium and

3966.18 Application for an Acquisition Order

The memorandum previously circulated was taken as read and noted.

3966.19

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

3967 DART UNDERGROUND PROJECT

Mr. Joe Leahy, Project Director, joined the meeting at this time.

3967.1 Progress Report

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

3967.2 Mr. Leahy presented his report and it was noted that a Government decision is awaited on the future of the project.

Mr. Leahy left the meeting at this time.

3968 ADMINISTRATIVE ITEMS

3968.1 Transactions for Approval, Sealing and Signing

The transactions (26) for approval and sealing at the meeting were approved and sealed. **Appendix I**

The transactions (8) for approval and signing were approved and signed. **Appendix II**

3968.2 Bank of Ireland Mandate

The memorandum previously circulated was taken as read and noted.

3968.3 The board gave its approval for the deletion of the names of [REDACTED] and [REDACTED] from the list of authorised signatories for the Bank of Ireland Wages Drawing Account and the addition of the names of [REDACTED] to the list of authorised signatories for this bank account.

It was noted that the authorised signatories for the Bank of Ireland Wages Drawing Account are any two of the following:

[REDACTED]

3969 ITEMS FOR NOTING

3969.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 7 2011.
- (b) Capital Expenditure Report for Period 7 2011.
- (c) Transport related legislation and other documents:
 - (i) Details of the appointment of Ms. Vivienne Jupp as Chairman of the Board of CIE.

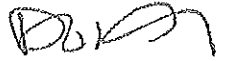
- (ii) SI No. 419 of 2011
European Communities (Interoperability of the Rail System)
Regulations 2011.
- (d) Minutes of the following meetings:
 - (i) DART Underground Project Advisory Group Minutes 17th May 2011.
 - (ii) Engineering Advisory Group Minutes 17th May 2011.

3970

DATE AND LOCATION OF NEXT MEETING

Tuesday 27th September 2011 at 9.30am in Heuston Station.

Chairman



Date

270911.

TRANSACTIONS FOR APPROVAL AND SEALING

1. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] In respect of the closure of Level Crossing XE082 at 32 miles 1,530 yards on the Ennis to Athenry Line, the consideration being the construction of a new bridge OBE100A and roadway at 32 miles 1,505 yards at Gortaflick, Co. Clare and his agreement to the closure of the crossing. [ref IE Board 26/10/10]
2. Agreement in duplicate with [REDACTED] In respect of the closure of Level Crossing XE082 at 32 miles 1,530 yards on the Ennis to Athenry Line and the sale of land to CIE for a consideration of €25,000. [ref IE Board 26/10/10]
3. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XE082 at 32 miles 1,530 yards on the Ennis to Athenry Line, the consideration being the provision of a new bridge OBE100A and roadway at 32 miles 1,505 yards at Gortaflick, Co. Clare, and the landowner's agreement to the closure of the crossing. [ref IE Board 26/10/10]
4. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] In respect of the closure of Level Crossing XE082 at 32 miles 1,530 yards on the Ennis to Athenry Line, for a consideration of [REDACTED] the provision of a new bridge OBE100A and roadway at 32 miles 1,505 yards at Gortaflick, Co. Clare, and the landowner's agreement to the closure of the crossing. [ref IE Board 26/10/10]
5. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] In respect of the closure of Level Crossing XE082 at 32 miles 1,530 yards on the Ennis to Athenry Line, for a consideration of [REDACTED] provision of a new bridge OBE100A and roadway and the landowner's agreement to the closure of the crossing. [ref IE Board 26/10/10]
6. Agreement in duplicate with Glanbia Estates Ltd., In respect of the closure of Level Crossing XW159 at 51 miles 1,045 yards on the Kilkenny to Waterford Line, for a consideration of [REDACTED]. [ref IE Board 26/1/10]
7. Agreement in duplicate with [REDACTED] [REDACTED] In respect of the closure of Level Crossing XW159 at 51 miles 1,045 yards on the Kilkenny to Waterford Line and the sale of 0.0059 acres of land to CIE for a consideration of [REDACTED] [ref IE Board 26/1/10]
8. Agreement in duplicate and Closure Agreement in duplicate with [REDACTED] [REDACTED] in respect of the closure of Field Crossing XC191 at 124 miles 1,350 yards on the Dublin to Cork line and the sale of 7.85 acres of land to CIE for a consideration of [REDACTED] [ref IE Board 26/4/11]
9. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] In respect of the closure of Level Crossing XE082 at 32 miles 1,530 yards on the Ennis to Athenry, the agreement of the landowner to the closure of the crossing and the construction of a new overbridge OBE100A at 32 miles 1,505 yards, Gortaflick, Co. Clare for a consideration of [REDACTED] [ref IE Board 26/10/10]
10. Wayleave Agreement in duplicate with the County Council of the County of Roscommon for the installation, testing, maintenance and use of two 300mm watermain pipes at 87 miles 1,513 yards on the Athlone to Westport Railway Line, in the Townland of Toberdan, Parish of Lecarrow, Co. Roscommon, for a licence period of 250 years, for a licence fee of [REDACTED]
11. Lease in duplicate with the Daughters of Charity for a retail unit at Thurles Station, Co. Tipperary, for a term of four years, for the sale of teas, coffees, pre-packed sandwiches, snacks etc, for a rental fee of [REDACTED]

12. Lease in duplicate with [REDACTED] t/a Clarke's Carriages Ltd., for the lease of a warehouse and yard at Bannow Road, Cabra, Dublin 7, for his funeral and wedding business, for a term of [REDACTED] for a rental fee of [REDACTED]
13. Bridge Agreement in duplicate with North Tipperary Co. Co., granting them access to CIE property to enable them construct a new road bridge over the Dublin to Cork Railway line at Crossing XC108 at 85 miles 1,440 yards in the Townland of Gortataggart, Thurles, Co. Tipperary, for a consideration of [REDACTED]
14. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Crossing XC108 at 85 miles 1,440 yards in the Townland of Gortataggart, Thurles, Co. Tipperary, which will be permanently blocked off to prevent all future access across the railway, for a consideration of [REDACTED]. A new road bridge will be constructed by North Tipperary Co. Co.
15. Closure Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XW146 at 47 miles 1,490 yards on the Kilkenny to Waterford Line. Kilkenny County Council constructed a new bridge as part of the N9/N10 Kilcullen to Waterford Road Scheme and the user of the crossing, Richard Healy agreed to the closure for a consideration of [REDACTED]
16. Wayleave Agreement in duplicate with Bord Gais Eireann for the installation, testing, maintenance and use of a 500mm diameter steel pipe under the DART Line close to Serpentine Avenue, in the Townland of Dublin, at 1 mile 757 yards on the Dublin to Wexford Railway Line, for a licence period of 99 years for a licence fee of [REDACTED] per annum for [REDACTED] years and [REDACTED] for the remaining [REDACTED]
17. Lease in duplicate with [REDACTED] for the lease of a retail unit at Kilkenny Railway Station, to be used as a newsagents/coffee dock, selling pre-packed sandwiches, snacks, confectionary, magazines, newspapers, ice-cream, cigarettes and mobile phone credit, for a lease period of [REDACTED] years for a rent of [REDACTED] per annum or [REDACTED] of the turnover rent.
18. Lease in duplicate with [REDACTED] for the lease of a retail unit at Waterford Railway Station for the sale of tea, coffee, minerals and other pre-packed sandwiches and pre-packed snacks, cigarettes, mobile phone credit, newspapers, ice-cream and confectionary, for a lease period of [REDACTED] years for a rent of [REDACTED]
19. Agreement in duplicate with Roadstone Provinces Ltd., for the sale of approx 0.153 acres of land to [REDACTED] in respect of the automation of Level Crossing XW098 at 32 miles 1,500 yards on the Kilkenny to Waterford Line, for a consideration of [REDACTED]
20. Agreement in duplicate and Closure Agreement in duplicate with Roadstone Provinces Ltd., in respect of the closure of Level Crossing XW099 at 33 miles 285 yards on the Kilkenny to Waterford for a consideration of [REDACTED] and that [REDACTED] [ref IE Board 30/8/05]
21. Wayleave Agreement in duplicate with Galway City Council for the installation, testing, maintenance and use of one 100mm diameter rising main pipe in the roadway below Underbridge UBG166 at 125 miles 349 yards on the Athlone to Galway Line for a licence period of [REDACTED] years for a licence fee of [REDACTED]
22. Wayleave Agreement in duplicate with Westmeath County Council for the installation, testing, maintenance and use of one 300mm diameter concrete gravity sewer pipe at 77 miles 1,199 yards on the Portarlinton to Athlone Railway in the Townland of Bunnahilly, Co. Westmeath, for a licence period of [REDACTED] years for a licence fee of [REDACTED]
23. Agreement in duplicate with [REDACTED] for the sale of 0.025 acres of land to CIE, in relation to the closure of Level Crossing XS032 at 64 miles, 1,386 yards on the Mullingar to Sligo Line, for a consideration of [REDACTED] [ref IE Board 26/1/10]
24. Agreement in duplicate with [REDACTED] for the sale of 0.025 acres of land to CIE, in relation to the closure of Level Crossing XS032 at 64 miles, 1,386 yards on the Mullingar to Sligo Line for a consideration of [REDACTED] [ref IE Board 26/1/10]
25. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in respect of the closure of Level Crossing XW061 at 71

miles 1,670 yards in the townland of Garryduff, Co. Kilkenny on the Dublin to Waterford Line for the consideration of a new bridge and roadway by the Board with the Landowner's consent. [ref IE Board 29/3/11]

26. Wayleave Agreement in duplicate with Longford Co. Co., for the installation, testing, maintenance and use of one 450mm diameter rising main and one 160mm distribution main, at UBS475 at 8.1 miles 886 yards on the Dublin to Sligo Railway Line in the Townland of Kilmacannon, Co. Longford, for a licence period of [REDACTED] years for a licence fee of [REDACTED]

Company Secretary
Iarnród Éireann
23rd August 2011

APPENDIX II**TRANSACTIONS FOR APPROVAL AND SIGNING**

1. Licence Agreement in duplicate with Eircom Ltd., to allow the temporary parking of sixteen IE/CIE motor vehicles, together with the access route designated, at Sandwith Street, Dublin 2, for a licence period commencing 1st June, 2011 until 31st May, 2012, for a licence fee of [REDACTED] per annum.
2. Licence Agreement in duplicate with [REDACTED] t/a Foodles Delicatessen for a unit at the Bus/Rail Station, Athlone, for the sale of hot/cold beverages, pre-packed snacks and sandwiches, confectionery, newspapers, mobile call credit and cigarettes, for a licence period of [REDACTED] years, for a licence fee of [REDACTED] per annum or the [REDACTED]
3. Licence Agreement with Coca-Cola HBC Ireland Ltd., to allow them to place their vending machines at rail and bus stations and other property of CIE/IE/BE/BAC, as specified in the licence and also additional locations as agreed, for the sale of hot and cold soft drinks, confectionery products and snacks, for a licence period of [REDACTED] years, for a licence fee of [REDACTED] per annum or the turnover fee of [REDACTED]
4. Licence Agreement with Hutchinson 3G Ltd. for the installation, operation and maintenance of GSM (Global System for Mobile Communications) and UMTS (Universal Mobile Telecommunications System) equipment at the Railway Station, Athenry, Co. Galway, for a licence period of [REDACTED] years for a licence fee of [REDACTED] per annum.
5. Licence Agreement, single copy, with Galway Harbour Company Ltd., to facilitate their site investigations works, adjacent to the Lough Atalla railway underbridge, UBG171, on the approach to Ceannt Station, Galway, for a period of five weeks for a licence fee of [REDACTED]
6. Licence in duplicate With [REDACTED] to allow them place their own mobile kiosk at Coolmine Railway Station to sell hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] for a licence fee of [REDACTED]
7. Licence Agreement in duplicate with [REDACTED] T/A The Coffee Crew, to allow them place their own mobile kiosk at Leixlip Louisa Bridge Railway Station, Co. Kildare, to sell hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] for a licence fee of [REDACTED] per annum.
8. Licence Agreement with Hutchinson 3G Ltd. for the installation, operation and maintenance of GSM (Global System for Mobile Communications) and UMTS (Universal Mobile Telecommunications System) equipment at the Railway Station, Skerries, Co. Dublin, for a licence period of [REDACTED] years for a licence fee of [REDACTED] per annum.

Company Secretary
Iarnród Éireann
23rd August 2011

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND FIFTY THIRD
BOARD MEETING HELD ON 27TH SEPTEMBER 2011
AT 9.30AM IN HEUSTON STATION**

PRESENT:

Mr. Phil Gaffney	Chairman
Ms. Laetitia Baker	Director
Mr. Mick Cullen	Director
Mr. Michael Giblin	Director
Mr. Paul McGarry	Director
Mr. Cliff Perry	Director
Ms. Dearbhalla Smyth	Director

IN ATTENDANCE:

Mr. Cal Carmichael	Assistant Chief Executive (Operations) (part)
Mr. Aidan Cronin	Chief Financial Officer, IE
Mr. Peter Cuffe	Chief Safety & Security Officer (part)
Mr. Don Cunningham	Director New Works (part)
Mr. Pat Faulkner	Chairman, Audit Review Group
Mr. Dick Fearn	Chief Executive
Ms. Geraldine Finucane	Company Secretary
Mr. Ronan Gill	Chief Procurement Officer (part)
Mr. Joe Leahy	DART Underground Project Director (part)
Mr. Claran Masterson	Director Human Resources (part)
Mr. Peter Smyth	Chief Mechanical Engineer (part)
Mr. Phil Verster	Assistant Chief Executive (Engineering) (part)

ABSENT: Apologies were received from Mr. John Moloney.

MINUTE NO.

3971 MINUTES

3971.1 The Minutes of the meeting held on 23rd August 2011 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

3971.2 Matters Arising

Minute 3963.13

[REDACTED]

3971.3 Outstanding Items

The memorandum previously circulated was taken as read and noted.

3972

CHAIRMAN'S COMMENTS

Having reviewed the timeliness and quality of Information which comes before the board the Chairman recommended and the board agreed that:

- (a) Given the current financial position of the company it is essential that the company's Chief Financial Officer, Mr. Cronin, should participate in all aspects of the business at board level. Therefore, he will attend entire board meetings from now on.
- (b) The role of the Iarnrod Eireann board is to ensure that contracts are awarded on a fair basis, compliant with legislation and the CIE Group Policy and Procedures, and that they can withstand any challenges from unsuccessful tenderers or scrutiny by third parties. It was not the board's role to make judgements on the merits of the tenderers. Therefore, Mr. Ronan Gill, Chief Procurement Officer, is to present contract proposals to the board from now on and provide the necessary assurances.
- (c) There should be more visibility of HR matters at board level. Therefore, Mr. Claran Masterson, Director Human Resources, will attend certain board meetings from now on.

3973

CHIEF EXECUTIVE'S REPORT

3973.1

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

3973.2

Mr. Fearn presented his report and the following matters were discussed:

- Disappointing performance of Intercity revenue during Periods 7 and 8 2011 compared with previous years.
- [REDACTED]
- [REDACTED]
- [REDACTED] Mr. Fearn confirmed that Iarnrod Eireann would submit another application. Mr. Fearn
- The cause of delays on the Northern Line is to be analysed between security reasons and other reasons.
- Mr. Bob Clarke, a member of the Engineering Advisory Group (EAG), has a lot of advice to offer in respect of the project to reduce Intercity journey times. This project will cover the following elements:
 - Basic new works to generate best speed.
 - Easement of existing infrastructure restrictions.
 - Operational changes.
- The storage compound which was erected without planning permission at the car park at Malahide Station has now been removed. Care must be taken that issues like this do not arise again.
- The appointment of a Commercial Director will be very significant. Personnel must learn to think of ways of generating non-fare revenue in addition to the usual passenger revenue, particularly in light of the cut in subvention.
- The policy with respect to the retention of CCTV recordings is to be presented at the next board meeting. Mr. Fearn
- The property in Abbey Street which was vacated by Iarnrod Eireann is now empty and does not look well. It was suggested that it would be better to lease it to a charity rather than leaving it empty in a prime location. Mr. Fearn agreed to discuss the matter with the Group Property Department. Mr. Fearn

3974 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

3974.1 Safety and Security Report

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

3974.2 Mr. Cuffe presented his report and the main item discussed was the immediate need to develop the Knowledge Management System. Progress must be made in this area across the whole company and "knowledge" is to be considered in its widest context.

3974.3 Safety Advisory Group (SAG)

(a)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Mr. Cuffe left the meeting at this time.

3975 FINANCE

3975.1 Finance Report

The Financial Results for Period 8 2011 previously circulated were taken as read and noted.

3975.2 It was noted that the company had incurred a year to date [REDACTED] million compared to a budgeted [REDACTED] million and a [REDACTED] million for the same period in 2010. Mr. Cronin gave details of the items comprising these results.

3975.3 The following matters were discussed:

- Iarnrod Eireann's dependence on the ability of the Luas ticket vending machines to be able to top up Iarnrod Eireann's customers' cards. This needs to be communicated to the Integrated Ticketing System (ITS) Board so that Iarnrod Eireann will not be blamed if the ITS launch is deferred.
- Customer -v- Staff parking at Kent Station in Cork.
- Likelihood of fuel savings due to the introduction of the new timetable.
- Reducing level of shareholders' funds. The actions that will have to be taken will be discussed at Group level. [REDACTED]
- Directors asked for more information on the pensions situation. The Chairman promised to return to this matter once he has had discussions about it at Group level.
- It was agreed that the board should look at, review and endorse the assumptions that will be used in the 2012 Budget. More detail on this issue is to be brought to the board next month. **Mr. Cronin**

3975.4 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

3975.5 PC Hardware, Software and Peripherals

The board gave its approval for:

- (a) Continuation of the previously approved [REDACTED] year computer workstation obsolescence policy at a cost of [REDACTED]
 - (b) Expenditure of [REDACTED] to increase the user base and
 - (c) Expenditure of [REDACTED] on other equipment, software, contingency and overhead costs,
- totalling [REDACTED] including VAT.

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

3975.6 Audit Review Group (ARG)

The Chairman of the ARG, Mr. Faulkner, advised that the last ARG meeting covered the following issues:

- Two recently issued Internal Audit reports.
- Procurement report.
- Progress with the implementation of recommended systems and controls.
- Satisfactory outcome of the external audit of public service obligation payments.
- Chief Executive's update which indicated that no new audit issues had arisen.

3976 HUMAN RESOURCES

Mr. Claran Masterson, Director Human Resources, joined the meeting at this time.

3976.1 Human Resources Report

Mr. Masterson presented his report which gave an overview of the role of his department.

3976.2 Matters discussed included the following:

- Reporting structure.
- The training of individuals to become mediators in bullying claims.
- It was suggested that there should be liaison with a department in Trinity College Dublin which deals with bullying claims.
- It was suggested that the implementation of the SAP Human Capital Management system should be discussed with other large users.
- The requirement for key performance indicators to be presented to the board in future reports.

3976.3 Management Development and Succession Planning

Mr. Masterson gave a presentation on this topic and covered the following matters:

- Organisational context,
- Overall objective,
- Development progress to date,
- Next phases and
- Indicative strategic objectives for 2012 (including strategic enablement).

3976.4 Matters discussed by the board included the following:

- The use of external mentors.
- It was suggested that staff should be encouraged to gain international experience in other railway companies.
- The reintroduction of a performance management system.
- Succession planning.

- The need to compare Iarnrod Eireann not just with other semi state organisations but also with other relevant private companies such as [REDACTED]

Mr. Masterson left the meeting at this time.

3977 OPERATIONS

Mr. Cal Carmichael, Assistant Chief Executive (Operations), joined the meeting at this time.

3977.1 Operations Report

The Operations Report for Period 8 2011 previously circulated was taken as read and noted.

3977.2 Mr. Carmichael presented his report and the following matters were discussed:

- Parking by Text.
- The delay in getting funding for level crossing closures.
- Collection of the penalty fares that have been issued.
- Liaison with other organisations such as the Girl Guides and schools regarding safety.
- The inclusion of a "Fair Trade" clause in the catering contract.
- The need for the catering audit to include whether the products being sold are value for money.

3977.3 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

3977.4 Security Shelters for Automatic Ticket Vending Machines (ATVMs)

The board gave its approval for expenditure of [REDACTED] million to acquire and install security shelters for ATVMs throughout the Iarnrod Eireann network, subject to funding for this project from:

- (a) The NTA for expenditure within the Greater Dublin Area (GDA).
- (b) The Department of Transport, Tourism and Sport (DTAS) for expenditure outside the GDA.

Mr. Carmichael left the meeting at this time.

3978 ENGINEERING

Mr. Ronan Gill, Chief Procurement Officer, Mr. Peter Smyth, Chief Mechanical Engineer and Mr. Phil Verster, Assistant Chief Executive (Engineering), joined the meeting at this time.

3978.1 Engineering Report

The Engineering Report for Period 8 2011 previously circulated was taken as read and noted.

3978.2 Mr. Verster presented his report and highlighted the following matters:

- Budget strategy in each of the three engineering departments.
- Tenders are being prepared for the disposal of Mark IIIs.
- Performance in each of the three engineering departments:
 - A better performance during the autumn is expected in the Civil Engineering Department.
 - Root cause analysis will be the emphasis for the Signalling, Electrical and Telecoms Department.
- Safety issues in each of the three engineering departments.
- Other general issues such as quality plans, Mitsui claim, MRSE raft contracts audits and Rail Accident Investigation Unit reports.

3978.3 Engineering Advisory Group (EAG)

The Report from the EAG meeting held on 20th September 2011 previously circulated was taken as read and noted.

3978.4 Capital Expenditure Proposals

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

The board gave its approval for the following:

3978.5 Renewal of the CWR Welding Machine

Expenditure of [REDACTED] million to renew the existing flash butt welder on the continuous welded rail line, subject to funding for this project from the 2009-2013 Railway Safety and Renewals Programme.

3978.6 Free-Phase Oil Remediation

Expenditure of [REDACTED] including VAT for the period 2011 to 2014 for the extraction of an estimated [REDACTED] litres of free-phase diesel that sits on the water table in "Zone B" below the locomotive shed and turntable in Connolly Station Yard.

It was noted that this project will be funded from Iarnrod Éireann's own resources.

3978.7 Disposal

The memorandum previously circulated was taken as read and noted.

3978.8 Disposal of old Wagons

The board gave its approval to scrap and dispose of [REDACTED] life expired wagons which have a [REDACTED] and an estimated scrap value totalling [REDACTED] as outlined in Appendix 1.

Appendix 1

3978.9 Intercity Railcars (ICRs)

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

3978.10 The board noted that the secondary period (warranty period) in the contract for the purchase of 144 ICRs expires on 1st October 2011 and that by agreement the secondary period has been extended by one month to 1st November 2011 at no cost to Iarnrod Éireann.

3978.11 Mr. Verster explained the negotiating strategy being adopted by Iarnrod Éireann in respect of the [REDACTED] million claim against Mitsui. He stated that at the end of October 2011 it was probable that Iarnrod Éireann will have to decide whether:

- (a) To roll over the warranty period for another year or
- (b) Call in the bond.

The general feeling was that the claim issue has been going on for too long. Therefore, the following resolutions (proposed by Mr. McGarry and seconded by Mr. Perry) were passed in case needed:

- (I) "That the Iarnród Éireann board execute under the common seal of Iarnród Éireann and that the seal be affixed, in accordance with its Articles of Association, to the Demand to BNP Paribas for payment to Iarnród Éireann of the bond amount of [REDACTED] under the BNP Paribas Bond in favour of Iarnród Éireann dated 23rd September 2011."
- (II) "That the Iarnród Éireann board execute under the common seal of Iarnród Éireann and that the seal be affixed, in accordance with its Articles of Association, to the Declaration that the contractor (Mitsui & Co. Ltd.) has failed to meet a number of obligations pursuant to the contract referred to in the BNP Paribas Bond dated 23rd September 2011."
- (III) "That the Chief Executive, the Assistant Chief Executive (Engineering) and the Chief Mechanical Engineer or any one of such persons, be and are hereby authorised to take all such steps and do all such things and acts as may be necessary to call for payment of the bond amount of

██████████ to Iarnród Éireann under the BNP Paribas Bond dated 23rd September 2011 before the expiry date of the BNP Paribas Bond which is 1st November 2011."

3978.12 Contracts

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

The board gave its approval for the following:

3978.13 Extension of the On Track Machine (OTM) Contract

The extension of the contract for the operation of OTMs to Lloyd Rail for the period August 2011 to April 2012 at a cost of ██████████ million, bringing the total cost of the contract to Lloyd Rail to ██████████ million.

3978.14 The Chairman stated that he wanted to send out a clear message that contract extensions will not be tolerated by the board unless there are very extenuating circumstances.

3978.15 Extension of the Thermo Welding Contracts

An extension of the contracts for thermo welding services with Lloyd/Sersa and Breffni/GPX until November 2011. It was noted that the total estimated value of these extensions is ██████████ bringing the total value of these contracts to ██████████ million in respect of Breffni/GPX and ██████████ million in respect of Lloyd/Sersa.

3978.16 The Chairman repeated his earlier comments about contract extensions.

3978.17 DMU Engine and Generator Heavy Maintenance Contract for 2011

The board noted that the proposed contract extension period in the DMU Engines and Generators Heavy Maintenance contract with MRSE-LH has been reduced to mirror the original procurement notice published in the European Journal.

3978.18 The Chairman stated that it is fundamental that contracts should stay within the parameters of what was originally advertised.

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

3979 NEW WORKS

Mr. Don Cunningham, Director New Works, joined the meeting at this time.

3979.1 Contract

The memorandum previously circulated was taken as read and noted.

3979.2 Pearse Station Access Remodelling

The board gave its approval for the award of a contract in the amount of ██████████ (including non-recoverable VAT) to Global Rail Services Ltd. for the construction of the main package of upgrade works at Pearse Station.

3979.3 It was suggested that future contract proposals submitted to the board should give a description of how the technical merit scoring is arrived at.

Mr. Gill left the meeting at this time.

3979.4 New Works Report

The New Works Report for Period 8 2011 previously circulated was taken as read and noted.

3979.5 Mr. Cunningham presented his report and updated the board on progress with all of the major projects being carried out in his department. He advised that he had been told verbally that:

- (a) The application for the Railway Order in respect of the Navan Line would not be submitted to An Bord Pleanála and

- (b) Capital funding in 2012 will be very tight and will only be provided for projects on which Iarnród Éireann already has commitments and not for new projects.

3979.6 Capital Expenditure Proposals

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

The board gave its approval for the following:

3979.7 Closure of Level Crossing XC207 on the Dublin/Cork Line

Expenditure of [REDACTED] to undertake the construction of a new overbridge OB293E and to transfer 18.85 acres of CIE land at Garrycoonagh North, Charleville, Co. Limerick, for a consideration of [REDACTED]. In order to close Level Crossing XC207 on the Dublin/Cork Line, subject to funding for this project from the Railway Safety Programme.

3979.8 Malahide Weir

An increase in the amount of expenditure authorised in respect of strengthening works on the weir at Malahide Viaduct from [REDACTED] million to [REDACTED] million, an increase of [REDACTED] to complete all construction and environmental monitoring works, subject to funding for this project from the NTA,

3979.9 Accessibility Works at Westport Station

Expenditure of [REDACTED] to undertake the construction phase of accessibility works at Westport Station, subject to funding for this project from the DTTAS C2 Accessibility Fund.

3979.10 Projects Approved by the DTTAS on 19th September 2011

Expenditure totalling [REDACTED] million on the following individual projects as outlined below:

- Line Speed Improvement Design and Works
- Order Point Heaters
- WIFI on the Remaining ICR Fleet
- Locomotive Fuel Savings Enhancement
- LED Signals
- Ticket Validation Machines
- Embankment Stabilisation Works
- Station Upgrades on Lightly Used Lines

It was noted that these projects were approved by the DTTAS by way of press publication on 19th September 2011.

3979.11 Applications for Acquisition Orders

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

[illegible]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
Mr. Cunningham left the meeting at this time.

3980 DART UNDERGROUND PROJECT

Mr. Joe Leahy, Project Director, joined the meeting at this time.

3980.1 Progress Report

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

3980.2 It was noted that:

- Nothing has been heard with respect to the application for a Railway Order.
- Iarnrod Eireann is reviewing the 11 AHJV claims. It is expected that these will be resolved by the year end.

Mr. Leahy left the meeting at this time.

3981 ADMINISTRATIVE ITEMS

3981.1 Transactions for Approval, Sealing and Signing

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

The transactions (9) for approval and signing were approved and signed. **Appendix III**

3981.2 Appointment of Auditors

The memorandum previously circulated was taken as read and noted.

3981.3 It was proposed by Mr. Perry and seconded by Ms. Smyth and resolved:

- (a) "That subject to the consent of the Minister for Transport, Tourism and Sport, under Section 19(3) of the Transport (Re-organisation of Coras Iompair Eireann) Act 1986 that PricewaterhouseCoopers, Chartered Accountants and Registered Auditors, be and are hereby appointed Auditors for the year ended 31st December 2011 and
- (b) "That the remuneration of the Auditors be fixed at no more than [REDACTED] plus VAT for the 2011 audit."

3981.4 Fishguard and Rosslare Railways and Harbours Company

The memorandum previously circulated was taken as read and noted.

3981.5

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

3981.6 Level Crossing Closures

The memorandum previously circulated was taken as read and noted.

3981.7 The board noted the agreements which had been reached to close the following level crossings:

- (a) Field Crossing XS031 on the Mullingar/Sligo Line.
- (b) Accommodation Level Crossing XE037 on the Limerick/Ennis Line.
- (c) Field Crossing XC101 on the Dublin/Cork Line.
- (d) Field Crossing XN109 on the Limerick/Ballybrophy Line.

Appendix IV

3981.8 Chief Executive's Half Year Letter to the Chairman for 2011

The draft Chief Executive's Half Year Letter to the Chairman for 2011 previously circulated was taken as read and noted.

3982 ITEMS FOR NOTING

3982.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 8 2011.
- (b) Capital Expenditure Report for Period 8 2011.
- (c) Minutes of the following meetings:
 - (i) Rosslare Europort Advisory Group Minutes 17th May 2011.
 - (ii) DART Underground Project Advisory Group Minutes 20th June 2011.
 - (iii) Engineering Advisory Group Minutes 16th November 2010.

3983 ANY OTHER BUSINESS

3983.1 In response to Ms. Baker it was explained that [REDACTED] is out of contract with Iarnrod Éireann now. Therefore, the advertisement in which he was involved can no longer be used.

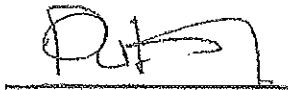
3983.2 Ms. Baker asked whether the excellent Lego model of Heuston Station (which is owned by a private individual) could be displayed at the station as it would be an attractive feature. Mr. Fearn promised to follow up on the matter.

Mr. Fearn

3984 DATE AND LOCATION OF NEXT MEETING

Tuesday 25th October 2011 at 9.30am in Heuston Station.

Chairman



Date

25/10/11

APPENDIX I

DISPOSAL OF OLD WAGONS

Type	Fleet No.	Year	Book Value	Estimated Scrap Value
1. Flat (Bogie 42' 9")	30001	1971	Nil	
2. Flat (Bogie 42' 9")	30002	1971	Nil	
3. Flat (Bogie 42' 9")	30003	1971	Nil	
4. Flat (Bogie 42' 9")	30004	1971	Nil	
5. Flat (Bogie 42' 9")	30005	1971	Nil	
6. Flat (Bogie 42' 9")	30006	1971	Nil	
7. Flat (Bogie 42' 9")	30007	1971	Nil	
8. Flat (Bogie 42' 9")	30008	1971	Nil	
9. Flat (Bogie 42' 9")	30009	1971	Nil	
10. Flat (Bogie 42' 9")	30010	1971	Nil	
11. Flat (Bogie 42' 9")	30012	1971	Nil	
12. Flat (Bogie 42' 9")	30013	1971	Nil	
13. Flat (Bogie 42' 9")	30014	1971	Nil	
14. Flat (Bogie 42' 9")	30015	1971	Nil	
15. Flat (Bogie 42' 9")	30014	1971	Nil	
16. Flat (Bogie 42' 9")	30016	1971	Nil	
17. Flat (Bogie 42' 9")	30017	1971	Nil	
18. Flat (Bogie 42' 9")	30018	1971	Nil	
19. Flat (Bogie 42' 9")	30019	1971	Nil	
20. Flat (Bogie 42' 9")	30020	1971	Nil	
21. Flat (Bogie 42' 9")	30021	1971	Nil	
22. Flat (Bogie 42' 9")	30022	1971	Nil	
23. Flat (Bogie 42' 9")	30023	1971	Nil	
24. Flat (Bogie 42' 9")	30024	1971	Nil	
25. Flat (Bogie 42' 9")	30025	1971	Nil	
26. Flat (Bogie 42' 9")	30026	1971	Nil	
27. Flat (Bogie 42' 9")	30027	1971	Nil	
28. Flat (Bogie 42' 9")	30028	1971	Nil	
29. Flat (Bogie 42' 9")	30029	1971	Nil	
30. Flat (Bogie 42' 9")	30030	1971	Nil	
31. Flat (Bogie 42' 9")	30031	1971	Nil	
32. Flat (Bogie 42' 9")	30032	1971	Nil	
33. Flat (Bogie 42' 9")	30033	1971	Nil	
34. Flat (Bogie 42' 9")	30034	1971	Nil	
35. Flat (Bogie 42' 9")	30035	1971	Nil	
36. Flat (Bogie 42' 9")	30036	1971	Nil	

37. Flat (Bogie 42' 9")	30037	1971	NII	
38. Flat (Bogie 42' 9")	30038	1971	NII	
39. Flat (Bogie 42' 9")	30039	1971	NII	
40. Flat (Bogie 42' 9")	30041	1971	NII	
41. Flat (Bogie 42' 9")	30042	1971	NII	
42. Flat (Bogie 42' 9")	30043	1971	NII	
43. Flat (Bogie 42' 9")	30044	1971	NII	
44. Flat (Bogie 42' 9")	30045	1971	NII	
45. Flat (Bogie 42' 9")	30046	1971	NII	
46. Flat (Bogie 42' 9")	30047	1971	NII	
47. Flat (Bogie 42' 9")	30048	1971	NII	
48. Flat (Bogie 42' 9")	30049	1971	NII	
49. Flat (Bogie 42' 9")	30050	1971	NII	
50. Flat (Bogie 42' 9")	30051	1971	NII	
51. Flat (Bogie 42' 9")	30052	1971	NII	
52. Flat (Bogie 42' 9")	30053	1971	NII	
53. Flat (Bogie 42' 9")	30054	1971	NII	
54. Flat (Bogie 42' 9")	30055	1971	NII	
55. Flat (Bogie 42' 9")	30056	1971	NII	
56. Flat (Bogie 42' 9")	30057	1971	NII	
57. Flat (Bogie 42' 9")	30058	1971	NII	
58. Flat (Bogie 42' 9")	30059	1971	NII	
59. Flat (Bogie 42' 9")	30060	1971	NII	
60. Flat (Bogie 42' 9")	30061	1971	NII	
61. Flat (Bogie 42' 9")	30062	1971	NII	
62. Flat (Bogie 42' 9")	30063	1971	NII	
63. Flat (Bogie 42' 9")	30064	1971	NII	
64. Flat (Bogie 42' 9")	30065	1971	NII	
65. Flat (Bogie 42' 9")	30066	1971	NII	
66. Flat (Bogie 42' 9")	30067	1971	NII	
67. Flat (Bogie 42' 9")	30068	1971	NII	
68. Flat (Bogie 42' 9")	30069	1971	NII	
69. Flat (Bogie 42' 9")	30070	1971	NII	
70. Flat (Bogie 42' 9")	30071	1971	NII	
71. Flat (Bogie 42' 9")	30072	1971	NII	
72. Flat (Bogie 42' 9")	30073	1971	NII	
73. Flat (Bogie 42' 9")	30074	1971	NII	
74. Flat (Bogie 42' 9")	30075	1971	NII	
75. Flat (Bogie 42' 9")	30076	1971	NII	
76. Flat (Bogie 42' 9")	30077	1971	NII	
77. Flat (Bogie 42' 9")	30078	1971	NII	

78. Flat (Bogie 42' 9")	30079	1971	NII	
79. Flat (Bogie 42' 9")	30080	1971	NII	
80. Flat (Bogie 42' 9")	30081	1971	NII	
81. Flat (Bogie 42' 9")	30082	1971	NII	
82. Flat (Bogie 42' 9")	30083	1971	NII	
83. Flat (Bogie 42' 9")	30084	1971	NII	
84. Flat (Bogie 42' 9")	30085	1971	NII	
85. Flat (Bogie 42' 9")	30086	1971	NII	
86. Flat (Bogie 42' 9")	30087	1971	NII	
87. Flat (Bogie 42' 9")	30088	1971	NII	
88. Flat (Bogie 42' 9")	30089	1971	NII	
89. Flat (Bogie 42' 9")	30090	1971	NII	
90. Flat (Bogie 42' 9")	30091	1971	NII	
91. Flat (Bogie 42' 9")	30092	1971	NII	
92. Flat (Bogie 42' 9")	30093	1971	NII	
93. Flat (Bogie 42' 9")	30094	1971	NII	
94. Flat (Bogie 42' 9")	30095	1971	NII	
95. Flat (Bogie 42' 9")	30096	1971	NII	
96. Flat (Bogie 42' 9")	30097	1971	NII	
97. Flat (Bogie 42' 9")	30098	1971	NII	
98. Ballast Hopper	24114	1972	NII	
99. Ballast Hopper	24116	1972	NII	
100. Ballast Hopper	24118	1972	NII	
101. Ballast Hopper	24119	1972	NII	
102. Ballast Hopper	24120	1972	NII	
103. Ballast Hopper	24121	1972	NII	
104. Ballast Hopper	24123	1972	NII	
105. Ballast Hopper	24124	1972	NII	
106. Ballast Hopper	24125	1972	NII	
107. Ballast Hopper	24129	1972	NII	
108. Ballast Hopper	24130	1972	NII	
109. Ballast Hopper	24131	1972	NII	
110. Ballast Hopper	24132	1972	NII	
111. Ballast Hopper	24133	1972	NII	
112. Ballast Hopper	24135	1972	NII	
113. Ballast Hopper	24136	1972	NII	
114. Ballast Hopper	24137	1972	NII	
115. Ballast Hopper	24139	1972	NII	
116. Ballast Hopper	24141	1972	NII	
117. Ballast Hopper	24142	1972	NII	
118. Ballast Hopper	24144	1972	NII	

119. Ballast Hopper	24146	1972	NII	
120. Ballast Hopper	24147	1972	NII	
121. Ballast Hopper	24148	1972	NII	
122. Ballast Hopper	24252	1977	NII	
123. Ballast Hopper	24253	1977	NII	
124. Ballast Hopper	24254	1977	NII	
125. Ballast Hopper	24257	1977	NII	
126. Ballast Hopper	24258	1977	NII	
127. Ballast Hopper	24259	1977	NII	
128. Ballast Hopper	24260	1977	NII	
129. Ballast Hopper	24261	1977	NII	
130. Ballast Hopper	24262	1977	NII	
131. Ballast Hopper	24263	1977	NII	
132. Ballast Hopper	24264	1977	NII	
133. Ballast Hopper	24265	1977	NII	
134. Ballast Hopper	24266	1977	NII	
135. Ballast Hopper	26612	1969	NII	
136. Ballast Hopper	26613	1969	NII	
137. Ballast Hopper	26614	1969	NII	
138. Ballast Hopper	26615	1969	NII	
139. Ballast Hopper	26616	1969	NII	
140. Ballast Hopper	26617	1969	NII	
141. Ballast Hopper	26618	1969	NII	
142. Ballast Hopper	26619	1969	NII	
143. Ballast Hopper	26621	1969	NII	
144. Ballast Hopper	26623	1969	NII	
145. Ballast Hopper	26625	1969	NII	
146. Ballast Hopper	26626	1969	NII	
147. Ballast Hopper	26627	1969	NII	
148. Ballast Hopper	26632	1969	NII	
149. Ballast Hopper	26635	1969	NII	
150. Ballast Plough Van	8456	1972	NII	
151. Ballast Plough Van	24850	1972	NII	
152. Ballast Plough Van	24851	1972	NII	
153. Ballast Plough Van	24854	1972	NII	
154. Barytes	26501	1966	NII	
155. Barytes	26514	1966	NII	
156. Barytes	26515	1966	NII	
157. Barytes	26522	1966	NII	
158. Barytes	26702	1972	NII	
159. Barytes	26709	1972	NII	

160. Barytes	26719	1972	Nil	
161. Mk 2 Axle Flat	27697	1972	Nil	
			Total	

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SEALING

1. Agreement in duplicate with [REDACTED] for the sale 1.072 acres of land to [REDACTED] the closure of Level Crossings XM100 and XM101, the construction of overbridge OBM414E at 104 miles 1,425 yards, on the Athlone to Claremorris Line, in the Townland of Slieve and Corbally, Co. Roscommon, for a consideration of [REDACTED]
2. Agreement in duplicate with [REDACTED] for the sale of 1.090 acres of land to CIÉ, the closure of Level Crossings XM100 and XM101, the construction of overbridge OBM414E at 104 miles 1,425 yards, on the Athlone to Claremorris Line, in the Townland of Slieve and Corbally, Co. Roscommon, for a consideration of [REDACTED]
3. Wayleave Agreement in duplicate with Wexford Co. Co., for the installation, testing, maintenance and use of one 750mm diameter sewer pipe in a 150mm concrete surround at UBR282 at 59 miles 279 yards on the Dublin to Wexford Line in the Townland of Gorey Corporation Lands, Parish of Kilmakilloge, Co. Wexford, for a licence period of 250 years for a licence fee of [REDACTED]
4. Wayleave Agreement in duplicate with Bord Gais Éireann for the installation, testing, maintenance and use of one 150mm and one 100mm diameter gas main pipes at OB3470 at 115 miles 999 yards on the Waterford to New Ross Line in the Townland of Waterford City, for a licence period of [REDACTED] years for a licence fee of [REDACTED] per annum for [REDACTED] years and thereafter at [REDACTED] for the remaining [REDACTED] years.
5. Wayleave Agreement in duplicate with Westmeath Co. Co., for the installation, testing, maintenance and use of one 600mm diameter ductile iron rising main water pipe at UBG60 at 52 miles 288 yards on the Dublin to Galway Railway Line in the Townland of Kilpatrick, Parish of Mullingar and Co. Westmeath, for a licence period of 250 years for a licence fee of [REDACTED]
6. Lease in duplicate with Techworks Marine Ltd., for the lease of premises at No. 1 Harbour Road, Dun Laoghaire, Co. Dublin, to be used as office space and a workshop, for a term of five years from 1st September, 2011, for a rent as follows:
[REDACTED]
7. Demand in duplicate to BNP Paribas SA (BNP) for payment to Iarnród Éireann of the Bond amount of [REDACTED] under the BNP Bond dated 23rd September, 2011 in favour of IÉ in relation to the commercial claim of IÉ against Mitsui & Co. Ltd., in respect of the contract for the purchase of Intercity Railcars (ICRs).
8. Declaration by Iarnród Éireann in duplicate, that the contractor, Mitsui & Co. Ltd., has failed to meet a number of obligations pursuant to the contract for the purchase of Intercity Railcars referred to in the BNP Paribas SA (BNP) Bond dated 23rd September, 2011.

Company Secretary
Iarnród Éireann
27th September 2011

APPENDIX III

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Framework Agreement in duplicate with the Electricity Supply Board (ESB) to initially install one post containing two AC charge points at agreed Railway Station locations (Newbridge, Drogheda, Balbriggan, Dundalk, Coolmine, Kildare and Leixlip Louisa Bridge) and such other site(s) at the ESB's expense, on CIE property, as may be agreed between the parties for a licence period of [REDACTED] years for a nil consideration.
2. Licence Agreement for Balbriggan Station in duplicate and Licence Agreement for Drogheda Station in duplicate with the Electricity Supply Board for the installation and use of E-Car Charging Points on CIE/IE property for a licence period of [REDACTED] years for a nil consideration.
3. Licence Agreements in duplicate for Dundalk Station, Coolmine Station, Newbridge Station, Leixlip Louise Bridge Station and Kildare Station, with the Electricity Supply Board for the installation and use of E-Car Charging Points on CIE/IE Property for a licence period of [REDACTED] years for a nil consideration.
4. Licence in duplicate with [REDACTED]
[REDACTED]
[REDACTED] employees of AIB, granting them seventeen individual car parking spaces at the rear of 16 Eyre Square, Galway for a licence period of twelve months for a licence fee of [REDACTED].
5. Licence Agreement in duplicate with Meteor Mobile Communications Ltd., for the installation, operation and maintenance of DCS, (Digital Cellular System GSM (Global Systems for Mobile Communications) and UMTS (Universal Mobile Telecommunications System) Equipment on a mast at Geashill, Co. Offaly, for a licence period of [REDACTED] for a licence fee of [REDACTED].
6. Licence Agreement in duplicate with Meteor Mobile Communications Ltd., for the installation, operation and maintenance of DCS, (Digital Cellular System), GSM (Global Systems for Mobile Communications) and UMTS (Universal Mobile Telecommunications System) Equipment on a mast at Kilbricken, Mountrath, Co. Laois, for a licence period of [REDACTED] for a licence fee of [REDACTED].
7. Licence Agreement in duplicate with MT Mono Trading Ltd., T/A The Hotel Meyrick, Eyre Square, Galway, to allow them to park cars on CIE property, commonly known as Stable Yard, Ceannt Station, Galway, for a licence period of [REDACTED] year, for a licence fee of [REDACTED].
8. Licence Agreement in duplicate with Mary Murphy for Rathcoole Crossing Cottage No. 1, Rathcoole, Mallow, Co. Cork, for a licence period of [REDACTED] years, for a licence fee of [REDACTED].
9. Licence Agreement in duplicate with [REDACTED] for a unit at Bayside DART Station to be used for the sale of hot and cold drinks, confectionary, pre-packed sandwiches, light snacks and grocery items, for a licence period of [REDACTED] years for a licence fee of [REDACTED].

Company Secretary
Iainr  d   ireann
27th September 2011

APPENDIX IV

CLOSURE OF LEVEL CROSSINGS

1. Field Crossing XS031 at 64 mls, 1,250 yds on the Mullingar/Sligo Line
Closure of Field Crossing XS031 at a cost of [REDACTED] for civil works and contingencies, plus reasonable legal fees.
2. Accommodation Level Crossing XE037 at 14 mls, 1,071 yds on the Limerick/Ennis Line
Closure of Crossing XE037 at a cost of [REDACTED] for civil works and contingencies, plus reasonable legal fees.
3. Field Crossing XC101 at 82 mls, 1,341 yds on the Dublin/Cork Line
Closure of Field Crossing XC101 at a cost of [REDACTED] for civil works and contingencies, plus reasonable legal fees. [Note. Board approval was received in 2008 to progress the compulsory purchase of these lands. Agreement has now been reached to purchase these lands without resort to the compulsory powers.]
4. Field Level Crossing XN109 at 36 mls, 130 yds on the Limerick/Ballybrophy Line
Closure of Field Crossing XN109 at a cost of [REDACTED] for civil works and contingencies, plus reasonable legal fees.

STRICTLY PRIVATE AND CONFIDENTIAL**IN ACCORDANCE WITH THE TERMS OF SECTION 22 OF THE TRANSPORT
(RE-ORGANISATION OF CORAS IOMPAIR ÉIREANN) ACT, 1986****IARNRÓD ÉIREANN - IRISH RAIL****MINUTES OF THE TWO HUNDRED AND FIFTY FOURTH
BOARD MEETING HELD ON 25TH OCTOBER 2011
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Ms. Laetitia Baker	Director
	Mr. Mick Cullen	Director
	Mr. Michael Giblin	Director
	Mr. Paul McGarry	Director
	Mr. John Moloney	Director
	Mr. Cliff Perry	Director
	Ms. Dearbhalla Smyth	Director
IN ATTENDANCE:	Mr. Eamonn Ballance	Chief Civil Engineer (part)
	Mr. Roddy Connolly	Group Chief Financial Officer (part)
	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Don Cunningham	Director New Works (part)
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Finucane	Company Secretary
	Mr. Ronan Gill	Chief Procurement Officer (part)
	Mr. Joe Leahy	DART Underground Project Director (part)
	Mr. Cathal Mangan	Technical Manager, CCE (part)
	Ms. Ann Spellacy	Quality Manager, CCE (part)
	Mr. Phil Verster	Assistant Chief Executive (Engineering) (part)

**MIN NO.
3985****EXTREME WEATHER**

Mr. Fearn gave a summary of the impact on operations of the severe weather conditions which resulted in the flooding of buildings and track infrastructure yesterday evening 24th October 2011. He confirmed that all routes were now operating this morning but service is badly disrupted. The Chairman asked for a comprehensive report to outline all the damage which had occurred (especially that relating to relay rooms) and the remedial action which is required.

Mr. Fearn**3986****MINUTES****3986.1**

The Minutes of the meeting held on 27th September 2011 previously circulated were taken as read and noted. They were signed by the Chairman as a true record of the proceedings.

3986.2**Outstanding Items**

The memorandum previously circulated was taken as read and noted.

3987**CHAIRMAN'S COMMENTS****3987.1****Financial Situation**

The Chairman advised that the CIE Chairman has commenced a series of working sessions with the Chairmen, Chief Executives and Chief Financial Officers of the subsidiary companies to address the serious financial situation facing the CIE Group. [REDACTED]

[REDACTED] If no action is taken during 2012 this will increase to approximately [REDACTED] million. This is not sustainable. In addition, the pension deficit is also being examined.

The first working session was held on 7th October 2011. The next working session will be held on 9th November 2011 at which the companies have been asked to provide additional information and options to bring them back to a more sustainable financial position earlier than originally planned. This will involve further cost reductions, fares increases and service reductions. Voluntary severance will be included in the discussions but may be more targeted at management grades. In addition, shared services across the Group will be examined. It was agreed at the first session that the allocation of subvention needs to be more transparent and the rationale for the allocation is to be clarified.

3987.2 Relationship with Northern Ireland Railways

The Chairman stated that he and Mr. Fearn had met with top officials of Northern Ireland Railways and Translink on 24th October 2011. The meeting was very useful. They are keen to move towards an hourly service between Dublin and Belfast. They have a long term vision for a half hourly service.

[REDACTED]

3987.3 Rosslare Europort

[REDACTED]

3987.4 On-Track Machine (OTM) Contract

The Chairman stated that the Assistant Chief Executive (Engineering), Mr. Phil Verster, should not attend the portion of the meeting during which the OTM contract proposal is being discussed. This is due to the fact that when he leaves Iarnród Éireann's employment next month he will be going to Network Rail which has extensive dealings with one of the tenderers for this contract. This could be perceived as being a potential conflict of interests. In addition, the board noted that this would be the last board meeting at which Mr. Verster would attend.

3988 CHIEF EXECUTIVE'S REPORT

Mr. Mick Cullen and Mr. Michael Giblin joined the meeting at this time.

3988.1 The Chief Executive's Report previously circulated was taken as read and noted.

3988.2 Mr. Fearn presented his report and the following matters were discussed:-

- Any fares increase (including Tax Saver) that may be granted by the National Transport Authority (NTA) will be brought into effect no earlier than 1st January 2012.
- It is possible that a further general fares increase may be granted sometime during 2012.
- The "Go Rail" magazine should include advertisements to promote the good internet fares which are combined with hotel offers.
- The new Wi-fi system needs to be rolled out network wide and given time to bed in properly before consideration can be given to exploiting it commercially.
- The completion of re-signalling on the northside of Dublin and the withdrawal of speed restrictions at Laytown Bridge and near Dundalk

by the year end should reduce the number of delays on journeys between Dublin and Belfast.

- It was agreed that a report should be prepared outlining plans to reduce service delays on the cross border route. **Mr. Carmichael**

3989 SAFETY AND SECURITY

Mr. Don Cunningham, Director New Works, Ms. Ann Spellacy, Quality Manager, CCE, and Mr. Phil Verster, Assistant Chief Executive (Engineering), joined the meeting at this time. Mr. Roddy Connolly, Group Chief Financial Officer, joined shortly afterwards.

3989.1 Extreme Weather

Mr. Verster updated the board on the impact of the very severe weather of the previous evening. He highlighted the following problem areas and how management was dealing with them:-

- Flooded track, platforms and stations.
- Landslip at Harmonstown.
- Fallen tree at Lansdowne Road.
- Flooding in Inchicore.
- Loss of signalling on the northside of the DART Line because of the flooding of the relay room at Howth Junction.

3989.2 Matters discussed included the following:-

- The board's gratitude to staff for their tremendous response to the crisis.
- Lessons learned from the crisis such as the need for a change to business continuity plans to deal with the loss of a critical facility.

3989.3 The Chairman asked for a review of the response to the crisis by both the Engineering and Operations Departments. As the general feeling is that extreme weather events are becoming more frequent, Iarnród Éireann must identify what preventative actions need to be taken at critical facilities. Liaison with city and Local Authorities is required on such matters as drainage problems. **Mr. Fearn**

3989.4 Safety and Security

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

Mr. Verster presented this report and referred to the following:-

- Operational and design lessons which need to be learned from the runaway train incident which occurred on 29th September 2011.
- Lessons which need to be learned from the Signal Past At Danger (SPAD) incident which occurred on 3rd October 2011.
- Recently published reports by the Railway Accident Investigation Unit (RAIU).

3989.5 Knowledge Management

Ms. Spellacy gave a presentation on the GL Noble Denton Report which was commissioned by the Railway Safety Commission (RSC) in 2010 following the collapse of the viaduct at Malahide. She outlined the following matters:-

- Context and aims of the report.
- Timeline of the report.
- Report's recommendation on the topic of knowledge management (both tacit knowledge and explicit knowledge).
- Status of the rollout of the Safety Management System (SMS), Quality Management System (QMS) and Technical Management System (TMS) in the three Engineering Departments (Mechanical Engineering (CME), Civil Engineering (CCE) and Signalling, Electrical and Telecoms (SET)).
- Rollout of technical and competence training in the three Engineering Departments.
- Verifiable, visible and transparent auditing that will be required to ensure compliance.

- 3989.6** Following Ms. Spellacy's presentation the main item discussed was the approach to be taken to capture knowledge. While congratulating management on the good work done to date he questioned whether Iarnród Éireann had the necessary competence to develop a Knowledge Management System further. He felt that a Behaviouralist may be required as extracting tacit knowledge from people is a very difficult area of work.

Mr. Cuffe and Mr. Cunningham

Ms. Spellacy left the meeting at this time.

- 3989.7** Mr. Perry pointed out that an inevitable risk arises when there is a change of personnel. He said that this would be particularly relevant when Mr. Verster leaves and when Mr. Cunningham becomes Acting Assistant Chief Executive (Engineering). Mr. Cunningham assured the board that he was aware of the risks and the necessary work which has to be done to avoid them.

3990 ENGINEERING

3990.1 Engineering Report

The Engineering Report for Period 9 2011 previously circulated was taken as read and noted.

- 3990.2** Mr. Verster presented his report and highlighted the following matters:

- Engineering Cost Performance
 - A lot of the 2011 CCE budget will be used during the coming weekend on bridge replacement works at Buttevant in Cork.
 - The 2012 SET budget will include technical people doing route cause analysis.
- Engineering Asset Performance

The CCE Department has tightened up how it is handling leaf fall this year. The Chairman asked for a report comparing performance in 2011 with performance in 2010 and 2009. Mr. Cunningham
- Engineering Safety Performance
 - Signalling risk -v- sighting risk terminology.
- Mitsui Claim

Iarnród Éireann has decided to call in the Mitsui bond of approximately [REDACTED] million. This money will be retained pending resolution of the claim (i.e. it cannot be credited to the Profit and Loss Account yet).
- City Centre Re-signalling Project
 - The NTA is reviewing this project and has raised a number of queries which are being addressed.
 - The RSC has indicated recently that the safety approval format for signalling projects will change. This may cause a delay to the City Centre Re-signalling Project because a European process is now going to be used (half way through the project) to a methodology which was successfully used for the Limerick Junction Re-signalling Project.

- 3990.3** The Chairman noted that a special Audit Review Group (ARG) meeting is to be held to discuss Internal Audit reports about the MRSC raft contract. Mr. Verster assured the board that while contract management and control issues were raised, there were no findings of any inappropriate activity. Mr. Faulkner agreed and stated that nothing untoward had been found. There was no loss or excess cost incurred on this contract. However, the basis and terms on which the board approved the contract were not adhered to and this must be resolved. The CME Department is engaging with Internal Audit on this matter.

did not appear to be any

Q

reported.

3990.4 Engineering Advisory Group (EAG)

The Report from the EAG meeting held on 18th October 2011 previously circulated was taken as read and noted.

3990.5 Capital Expenditure Proposals

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

The board gave its approval for the following:

3990.6 Reallocation of Capital Funds on the 51 Intercity Railcar Project

A change of scope to reallocate funding of up to [REDACTED] million (including non-recoverable VAT) that is no longer required for capital spares on the 51 Intercity railcar order to the provision of extended servicing and maintenance facilities at Drogheda Depot, to allow for fleet maintenance and expansion at that location, subject to approval for the reallocation from the Department of Transport, Tourism and Sport (DTTAS).

3990.7 Fit-out of Leased Vehicles

Expenditure of [REDACTED] for the fit out of the leased vehicles being secured under the current vehicle lease contract.

It was noted that funding for this project will come from Iarnród Éireann's own resources.

3990.8 Disposal

The memorandum previously circulated was taken as read and noted.

3990.9 Disposal of BGM Locomotives

The board gave its approval for the disposal of BGM Locomotive Nos. 134 and 175 to the Railway Preservation Society of Ireland for a total value of [REDACTED]

It was noted that this is [REDACTED] than the previously agreed anticipated disposal value of [REDACTED] but is in accordance with the policy for disposals to non-profit making heritage groups outlined in the CIE Group Procurement Policy and Procedures.

3990.10 Track Asset Strategy

Mr. Eamonn Ballance, Chief Civil Engineer, Mr. Ronan Gill, Chief Procurement Officer, and Mr. Cathal Mangan, Technical Manager, CCE, joined the meeting at this time.

3990.11 The memorandum previously circulated was taken as read and noted.

3990.12 Mr. Perry stated that the proposed strategy is the right approach to take given that the track risk trend had not been coming down when he carried out his review and because it underpins the proposed OTM contract.

3990.13 Mr. Mangan gave a presentation on the proposed track asset strategy and outlined the following:

- Objectives for the track asset (in terms of safety, quality, reliability and costs).
- Capability of the track asset (in terms of capacity, axle load, speed, tonnage).
- Track asset life cycle.
- How the track asset strategy will be achieved;
 - o New quality standards,
 - o Integrated data systems,
 - o Higher quality maintenance by OTMs and
 - o Development of route specific maintenance plans.
- Track management systems.

3990.14 Mr. Mangan summarised his presentation by referring to:

- Investment required.
- Line Speed Improvement Project.
- The maintenance strategy will deliver value for money.
- The OTM contract will facilitate the strategy for the track asset.

3990.15 The Chairman of the EAG, Mr. Perry, stated that the EAG had considered this issue on a number of occasions. A member of the Group, Mr. Bob Clarke, who has expertise in this field, was very complimentary towards the proposed strategy.

3990.16 In response to Mr. Faulkner, Mr. Verster stated that the proposed strategy will not extend the life of the Cork Line. However, all of the work will bring the track asset up to a very good condition. Mr. Fearn agreed stating that incremental benefits, such as reduced journey times, will be derived from this work. The Chairman agreed stating that the work done to date has brought the track up to a standard at which a modern railway should be. This is evidenced by the fact that there are less speed restrictions now than there were a number of years ago. The Line Speed Improvement Project will improve the track on the Cork Line even further.

3990.17 As it was his last attendance at an Iarnród Éireann board meeting, the Chairman took the opportunity on behalf of the board to thank Mr. Verster for everything that he had brought to Iarnród Éireann over the five years that he has been working in the company. He stated that it was a privilege to have worked with a person who has brought such a transformational change to a company. It is a once in a generation occurrence when an individual brings such change due to his expertise, skills, resilience and huge personal commitment to the job. The Chairman stated that Iarnród Éireann would be forever grateful to Mr. Verster's contribution. He wished Mr. Verster the best of luck in his new job in Network Rail.

3990.18 **Contract**
Mr. Verster left the meeting at this time due to the fact that his new employer has extensive dealings with one of the tenderers in the contract which could be perceived as being a potential conflict of interests.

3990.19 The memorandum previously circulated was taken as read and noted.

3990.20 **On-Track Machine (OTM) Contract**
Following a lengthy and detailed discussion on the proposal, the board gave its approval for the conclusion of negotiations and the award of a contract to Balfour Beatty Rail Ltd. for the operation and maintenance of Iarnród Éireann's fleet of OTMs for a [REDACTED] period, with an option to extend annually for up to [REDACTED] giving a maximum contract duration of [REDACTED] years at a total maximum value of [REDACTED] million inclusive of irrecoverable VAT.

3990.21 The Chairman asked for the key performance indicators of this contract to be reported regularly to the board. **Mr. Cunningham**

Mr. Ballance, Mr. Cunningham and Mr. Mangan left the meeting at this time.

3991 **FINANCE**

3991.1 **Contract**
The memorandum previously circulated was taken as read and noted.

3991.2 **Fuel Oil Distribution**
The board gave its approval for the conclusion of negotiations and the award of a contract to Reynolds Logistics Ltd. for the management of the Alexandra Road Fuel Depot and the distribution of fuel oil for a period of [REDACTED] with an option of an additional extension of [REDACTED] at a total estimated value of the contract over the [REDACTED] period of [REDACTED] (exclusive of VAT and any potential increase in fuel transportation costs).

- 3991.3** It was agreed that in future fuel oil distribution contracts the following matters should be considered:
- The strategic store (from a national point of view) and
 - Centralisation -v- decentralisation of distribution points.

Mr. Gill left the meeting at this time.

3991.4 **Finance Report**

The Finance Report for Period 9 2011 previously circulated was taken as read and noted.

- 3991.5** It was noted that the company had incurred a year to date deficit of [REDACTED] million compared to a budgeted deficit of [REDACTED] million and a deficit of [REDACTED] million for the same period in 2010. Mr. Cronin gave details of the items comprising these results.

- 3991.6** It was noted that the Integrated Ticketing Project is scheduled to go "live" on 21st November 2011. Trials are under way at present. Mr. Cronin advised that data is being received but not in the format expected. This will be addressed.

3991.7 **Budget Assumptions for 2012**

The memorandum previously circulated was taken as read and noted.

- 3991.8** Mr. Cronin confirmed that while the reduction in subvention of [REDACTED] million for 2012 is at present a best guess, the final figure will not be known until the Exchequer Budget has been announced in December.

- 3991.9** In response to Mr. Giblin, Mr. Fearn stated that there will not be a complete renewal of the Cork Line underpinned by Government funding. However, a systematic approach will be taken towards this line. Funding will be sought for projects to incrementally enhance the line such as the Line Speed Improvement Project. The Chairman advised that the indications are that funding under the Railway Safety Programme will be safe in 2012. Enhancement projects such as the Line Speed Improvement Project have also become a matter of interest for the NTA and the DTTAS.

- 3991.10** The board noted that in taking into account the assumptions outlined in the memorandum presented to board, the deficit for 2012 will amount to [REDACTED] million.

3991.11 **Payments to Advisory Group Members**

The memorandum previously circulated was taken as read and noted.

- 3991.12** The board gave its retrospective approval for the Chief Executive's decision to authorise the continuation of payments to advisors/consultants (excluding current directors) to the Advisory Groups at the rates previously approved by the CIE Board Remuneration Committee.

3992 **DART Underground Project**

Mr. Joe Leahy, Project Director, joined the meeting at this time.

- 3992.1** Mr. Leahy advised of the following:

- The final DART Underground Project Advisory Group meeting, chaired by Mr. John Loughrey, has been held.
- Outstanding project contracts are to be completed by the end of the year.
- The IGSL claim of [REDACTED] is expected to be finalised at approximately [REDACTED] by the year end.
- The NTA has indicated that no money will be available to fund the project in 2012 even if expenditure is still within the approved budget. This puts pressure on both parties to finalise the AHJV claims.

- 3992.2** Mr. Leahy outlined the history of the AHJV claims. The Chairman stated that negotiations should continue but if it is apparent by the next board meeting that negotiations are unlikely to be concluded to Iarnród Éireann's advantage by the year end, then he would be willing to take the matter up with the NTA. It would be dangerous for Iarnród Éireann to compromise its position and run the risk of wasting public money by settling early.

3993 ADMINISTRATIVE ITEMS

3993.1 Transactions for approval, sealing and signing

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

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

3993.2 Bank Mandate

The memorandum previously circulated was taken as read and noted.

3993.3 The board gave its approval for:

- (a) The deletion of the name of [REDACTED] from the list of authorised signatories for the Bank of Ireland Wages Drawing Account and
- (b) The addition of the name of [REDACTED] to the list of authorised signatories for the Bank of Ireland Wages Drawing Account.

3993.4 It was noted that the following are the authorised signatories in Cork for the Bank of Ireland Wages Drawing Account:

Any two of: [REDACTED]

3993.5 Closeout Reports

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

3993.6 The board gave its approval for the closeout of the following New Works projects:

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance		Contingency		
				€'000	%	App'vd €'000	Used €'000	%
CIR00425	Car Parks: Rush, Carlow, P'ton, L Jnt	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00456	Dublin Commuter Lines Feasibility	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00516	EMU Depot - Western Line	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00544	Heuston Exit Validation	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
CIR00368	Maynooth Line LX Closure Feasibility	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
NW Total		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

3394 OPERATIONS

3994.1 Operations Report

The Operations Report for Period 9 2011 previously circulated was taken as read and noted.

3995 NEW WORKS

3995.1 New Works Report

The New Works Report for Period 9 2011 previously circulated was taken as read and noted.

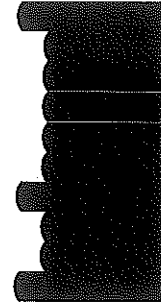
3995.2 **Additional Funding Announced on 19th September 2011**

The memorandum previously circulated was taken as read and noted.

3995.3 It was noted that the DTTAS announced on 19th September 2011 funding of €6.1 million additional to the previous 2011 allocation. The following projects have been chosen by the DTTAS to receive this additional funding. Individual submissions have been made to the DTTAS and formal letters of approval are awaited:

Line speed Improvement design and works
Order point heaters
Wi-fi on the remaining ICR fleet
Locomotive fuel savings enhancement
Security enclosures for new ATMs
LED signals
Ticket validation machines
Embankment stabilisation works
Station upgrades on lightly used lines

Total



3996 **ITEMS FOR NOTING**

3996.1 **Miscellaneous**

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 9 2011.
- (b) Capital Expenditure Report for Period 9 2011.
- (c) Minutes of the following meetings:
 - (i) Audit Review Group Minutes 18th May 2011.
 - (ii) Engineering Advisory Group Minutes 21st June 2011.
 - (iii) Engineering Advisory Group Minutes 20th September 2011.

3997 **DATE AND LOCATION OF NEXT MEETING**

Tuesday 22nd November 2011 at 9.30am in Heuston Station

Chairman

Date

22-11-11

APPENDIX I

TRANSACTIONS FOR APPROVAL AND SEALING

1. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XT042 at 13 miles 1,734 yards on the Mallow to Tralee Line, the consideration being the agreement to the closure of the level crossing by [REDACTED] and the construction of a new Overbridge OBT26B at 13 miles 1,734 yards at Boolymore, Co Cork.
2. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] [REDACTED], in relation to the closure of Level Crossings XT042 at 13 miles 1,710 and XT043 at 14 miles 220 yards on the Mallow to Tralee Line, for a consideration of [REDACTED] and the construction of a new overbridge OBT26B at 13 miles 1,734 yards.
3. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossings XT041 at 13 miles 1,400 yards and XT042 at 14 miles 1,710 yards on the Mallow to Tralee Line for a consideration of [REDACTED] and the transfer of approximately 0.99 acres of land to CIE and the construction of a new overbridge OBT26B at 13 miles 1,734 yards.
4. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossing XT039 at 13 miles 870 yards on the Mallow to Tralee Line for a consideration of [REDACTED] and the construction of a new overbridge OBT26B at 13 miles 1,734 yards.
5. Agreement in duplicate, Closure Agreement in duplicate and Bridge Agreement in duplicate with [REDACTED] in relation to the closure of Level Crossings XT042 at 13 miles 1,710 yards and XT043 at 14 miles 220 yards for a consideration that CIE and IE shall provide alternative access via the new overbridge OBT26B and roadway and the landowners' agreement to closure of the crossings.

Company Secretary
Iarnród Éireann
25th October 2011

APPENDIX II

TRANSACTIONS FOR APPROVAL AND SIGNING

1. Licence Agreement in duplicate with [REDACTED] for a retail unit at Pearse Station, Dublin, to be used for key cutting, shoe repairs and associated services, for a licence period of [REDACTED] years, for a licence fee of [REDACTED] per annum.
2. Licence Agreement in duplicate with [REDACTED] for a plot of land at Cloghlucas South, Mallow, Co. Cork, for grazing of livestock, for a licence period of [REDACTED] years, for a licence fee of [REDACTED]
3. Licence Agreement in duplicate with [REDACTED] for a retail unit at Pearse Station, Dublin, to be used as a Dry Cleaning depot servicing as a delivery and collection point for items of dry cleaning, for a licence period of [REDACTED] years, for a licence fee of €[REDACTED]
4. Licence Agreement in duplicate with [REDACTED] to allow him place a mobile kiosk at Skerries Railway Station for the sale of hot/cold drinks, light snacks including pre-packed sandwiches and pastries, for a licence period of [REDACTED] for a licence fee of [REDACTED]

Company Secretary
Iainróid Éireann
25th October 2011

STRICTLY PRIVATE AND CONFIDENTIAL

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

IARNRÓD ÉIREANN - IRISH RAIL

**MINUTES OF THE TWO HUNDRED AND FIFTY FIFTH
BOARD MEETING HELD ON 22ND NOVEMBER 2011
AT 9.30AM IN HEUSTON STATION**

PRESENT:	Mr. Phil Gaffney	Chairman
	Mr. Mick Cullen	Director
	Mr. Michael Gíblín	Director
	Mr. John Moloney	Director
	Mr. Cliff Perry	Director
	Ms. Dearbhalla Smyth	Director
IN ATTENDANCE:	Mr. Eamonn Ballance	Chief Civil Engineer, (part)
	Mr. Cal Carmichael	Assistant Chief Executive (Operations) (part)
	Mr. Roddy Connolly	Group Chief Financial Officer, CIE (part)
	Mr. Aidan Cronin	Chief Financial Officer, IE
	Mr. Peter Cuffe	Chief Safety & Security Officer (part)
	Mr. Don Cunningham	Acting Assistant Chief Executive (Engineering) (part)
	Mr. Pat Faulkner	Chairman, Audit Review Group
	Mr. Dick Fearn	Chief Executive
	Ms. Geraldine Flinucane	Company Secretary
	Mr. Ronan Gill	Chief Procurement Officer (part)
	Mr. Joe Leahy	DART Underground Project Director (part)
	Mr. Claran Masterson	Director Human Resources (part)
	Mr. Peter Muldoon	Acting Director New Works (part)

ABSENT: Apologies were received from Ms. Laetitia Baker and Mr. Paul McGarry.

MIN NO.

3998 MINUTES

3998.1 The Minutes of the meeting held on 25th October 2011 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 3990.3

Amend:

[REDACTED]

3998.2 Outstanding Items

The memorandum previously circulated was taken as read and noted.

3999.1

The Chairman advised that:

- Budgeted levels of own funded capital expenditure are not affordable. Therefore, a board discussion is required on the 2012 heavy maintenance budget. Depending on the outcome of the CIE Board meeting on 1st December 2011 and publication of the Exchequer Budget on 6th December 2011, a special meeting of the Iarnrod Éireann Board may be required on 13th December 2011.

3999.2

The Chairman noted that the Government announced cuts in its capital expenditure programme recently. The DART Underground Project and the proposed rail link to Dublin Airport are to be postponed. Luas Line BXD is to go ahead with construction commencing in 2015. [REDACTED]

The Chairman noted that the Department of Transport, Tourism and Sport (DTTAS) had done a good job in protecting the Railway Safety Programme. Funding of [REDACTED] million is expected in 2012.

3999.3

The Chairman advised that Ms. Helen Keelan and Mr. Aebhric McGibney had been appointed recently to the CIE Board.

3999.4

The following matters were discussed:

- The definition of "financial sustainability".
[REDACTED]
[REDACTED]
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] Therefore, the level of heavy maintenance in Iarnród Éireann must be reduced.
- The issue of the affordability of train maintenance as well as the overall cost of running the railway.
The long term strategy plan and whether the strategy of electrifying the railway is still part of Iarnród Éireann's plans. It was agreed that:

- The importance of electrification along with the DART Underground Project and the proposal for a rail link to Dublin Airport should continue to be emphasised to the NTA.
 - The company's long term strategic plan should be reviewed and updated in light of recent developments and should be presented to the board in the new year.
- Mr. Reidy

4000 CHIEF EXECUTIVE'S REPORT

4000.1 The Chief Executive's Report previously circulated was taken as read and noted.

4000.2 Mr. Fearn presented his report and the following matters were discussed:

- The impact on Iarnrod Éireann of the latest EU legislation relating to rail industry regulations. Iarnrod Éireann will have to be restructured after 2013. New opportunities could arise for Iarnrod Éireann out of these developments. Senior management time and resources (including external assistance) will have to be focused on this issue and a plan drafted to realise any opportunities that may become available.
- When the remaining deliveries of the new Intercity railcars arrive, the opportunity will be taken to reconfigure the length of some trains. This will assist in reducing fuel costs and the timetable can be improved.
- The downward trend in the average cost of voluntary severance was noted. Efforts are still being made to achieve more voluntary severances before the year end.

4001 SAFETY AND SECURITY

Mr. Peter Cuffe, Chief Safety & Security Officer, joined the meeting at this time.

4001.1 Safety and Security Report

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

4001.2 Mr. Cuffe presented his report and advised that board of two additional fatalities. One occurred in Kilbarrack on 17th November 2011 and the second occurred near Ballina on 21st November 2011.

4001.3 Safety Advisory Group (SAG)

The Report from the SAG meeting held on 15th November 2011 previously circulated was taken as read and noted.

4001.4 The Chairman of the SAG, Mr. Perry, presented his report and the following matters were discussed:

- Attendance at the SAG meeting by the Railway Safety Commissioner. It was agreed that his presentation should be circulated to all directors.
 - It was agreed that targets set for each department in the company should be higher than any targets agreed with the Railway Safety Commission and the NTA. Standards of good practice must be underpinned by continuous improvement.
- Mr. Cuffe

Mr. Cuffe left the meeting at this time.

4002 OPERATIONS

Mr. Cal Carmichael, Assistant Chief Executive (Operations), joined the meeting at this time.

4002.1 Operations Report

The Operations Report for Period 10 2011 previously circulated was taken as read and noted.

4002.2 Active Monitoring of Stations

The memorandum previously circulated was taken as read and noted.

4002.3 The board gave its support for the strategy to actively monitor all stations throughout the network. It was agreed that if funding becomes available a proposal in this regard should be presented to the board. It was noted that the estimated cost of any such proposal is approximately [REDACTED]

4002.4 Signals Passed at Danger (SPADs) Improvement Programme

Mr. Carmichael gave a presentation on the SPADs Improvement Programme which is part of the Operations Safety Programme. He referred to the following matters:

- Statistics (including SPAD numbers, multi-SPAD signals, risk ranking progress, driver SPAD rates and depot comparisons).
- What has been achieved by the SPADs Improvement Programme during 2004 to 2011 (including driver improvement, implementation of the Halcrow Benchmarking Review recommendations, driver safety briefings, SPAD Focus Groups, driver recognition awards, proactive downloading of data from trains and use of the driver simulator).
- Key elements of the SPADs Improvement Programme for 2012.

4002.5 Matters discussed included the following:

- Drivers' reaction to the driver simulator.
- Number of trains on the DART Line not covered by automatic train protection (ATP). It was agreed that the current strategy for train protection must continue. The Chairman asked for a paper to be submitted to the board in the new year which builds a case for capital expenditure on Train Protection Strategy (TPS). **Mr. Carmichael**

4002.6 The board congratulated Mr. Carmichael on the improvements in SPADs that have been achieved.

4002.7 Personal Injuries Improvement Programme

Mr. Carmichael gave a presentation on the Personal Injuries Improvement Programme which is also part of the Operations Safety Improvement Programme. He referred to the following matters:

- Reportable (to the Health and Safety Authority (HSA)) and non reportable staff injuries.
- Lost time accidents trend (of which many are "psychological" related).
- Customer injuries (of which many are "slips, trips and falls").
- Contractors' injuries.
- Actions taken to date to minimise employee and third party injuries.
- Steps to be taken in the Personal Injuries Improvement Programme for 2012.
- Targets to 2015.

4002.8 Matters discussed included the following:

- Time off taken by drivers following fatal accidents.
- Whether days lost following fatalities should be reported separately.
- The need for external assistance to mitigate injuries caused by platform gaps (especially at Connolly Station and Kent Station in Cork).

4002.9 The board congratulated Mr. Carmichael on the improvements that have been made in this area.

4002.10 Performance of the Belfast Route

Mr. Carmichael gave a presentation on the performance of the Belfast route. He referred to the following matters:

- Punctuality.
- Minutes lost.
- Figures for Northern Ireland Railways (NIR) and Iarnród Éireann.
- Causes of delays.

- Joint Irish Rail/NIR performance planning.
- Delay cause Improvement plans.

4002.11 The main Item discussed was the need for more details and urgency for a joint approach with NIR to succeed. The Chairman stated that significant work is required to get the performance of the Belfast route under control and should be aligned with service Improvements. A "control room" type approach is necessary.

Mr. Carmichael left the meeting at this time.

4003 FINANCE

4003.1 Finance Report

The Financial Results for Period 10 2011 previously circulated were taken as read and noted.

4003.2 Budget 2012

The Budget for 2012 previously circulated was taken as read and noted.

4003.3 Mr. Cronin presented the Budget for 2012 and referred to the following matters:

- Budget assumptions.
- Update on the Integrated Ticketing System (ITS) Project.
- [REDACTED] million (after Exceptional Items) for 2011.
- [REDACTED] million (after Exceptional Items) for 2012.

4003.4 Matters discussed included the following:

- Review by the Audit Review Group (ARG) of the budget for 2012.
- The budget is still not acceptable to the CIE Group which will run out of cash in late 2012/early 2013 which triggers the "Going Concern" issue.
- The Chairman stated that he did not accept that Iarnrod Eireann should be held to the NTA public service contract targets especially when it has cut subvention to such an extent that it changes Iarnrod Eireann's business model. A change in subvention is a substantial change in the terms of the public service contract. This should imply a corresponding substantial change in the targets set for the company to achieve. He stated that this argument should be made very strongly to the NTA.
- Mr. Perry stated that a 40% extension in the maintenance period has a very limited basis in engineering terms. The consequence is that the whole life cost of a train will increase because of the additional maintenance problems which will arise. Given that the heavy maintenance cycle is to be extended, a detailed analysis is required to ensure that the new railcars will be utilised in the best way possible so as to minimise maintenance problems.
- Mr. Fearn felt that the massive ramp up of the heavy maintenance programme in recent years is the major item dominating Iarnrod Eireann's costs. It has to be focused upon as an area in which savings should be achieved. However, it was acknowledged that replacing old trains with more expensive ones does attract additional costs.
- The net assets of the company are likely to fall below [REDACTED] of its called up share capital again in 2012. This will trigger another Extraordinary General Meeting.
- The net cash outflow of the company for 2012 is expected to amount to [REDACTED] million.
- Of the [REDACTED] million capital expenditure projects in the CIE Group to be funded from internal resources, [REDACTED] million relates to Iarnrod Eireann.
- The Line Speed Improvement Project must go ahead in 2012 because the benefits of this project will increase revenue and will go straight to the bottom line.

4003.5 The board noted the budget as presented but acknowledged that further amendments to it are likely following the Exchequer Budget (to be published on 6th December 2012) and the resolution of financial issues pertaining to the whole CIE Group.

4003.6 **Audit Review Group (ARG)**

The Chairman of the ARG, Mr. Faulkner, advised that the special meeting to discuss the Internal Audit Report arising out the MRSE contract scheduled for 9th November 2011 was postponed until 29th November 2011.

4003.7 Mr. Faulkner updated the board on matters discussed at the ARG meeting held on 16th November 2011 which included:

- Procurement Report.
(There were four new non-compliances which are being addressed).
- Systems and Controls Report.
(Progress is being made but there are some delays with the implementation of labour hire framework agreements).
- Budget for 2012.
- Commercial Risk Register.
- Nothing arose in the Chief Executive's Report.
- Particular areas of attention contained in the PwC Audit Plan,
(Going Concern and sub contracting within large contracts)
- Internal Audit Reports relating to:
 - o Management of the on-track machine contract (which has since been retendered) and
 - o Revenue controls at Maynooth Station.

4003.8 **Contract**

The Chief Procurement Officer, Mr. Ronan Gill, joined the meeting at this time.

4003.9 **Service Vehicles Contract Hire**

The memorandum previously circulated was taken as read and noted.

The board gave its approval for:

- (a) The conclusion of negotiations and the entry into Framework Agreements with Ashley Ford Ltd., Galway Plant and Tool Hire Ltd. (GPT), Merrlon Fleet Management, Northgate Vehicle Hire Ireland Ltd. and Walden Leasing & Fleet Management Ltd.

It was noted that the duration of the Framework Agreement is three years to cover the service vehicle fleet requirements for 2012 to 2014.

- (b) The award of call off contracts to GPT, Ashley Ford and Walden Leasing & Fleet Management Ltd. for the supply and maintenance of service vehicles due for replacement in 2012 at an estimated value of [REDACTED] million exclusive of non-recoverable VAT.

It was noted that the proposed duration of the contract hire arrangement is [REDACTED] years.

4003.10 The Chairman asked for an update on what Lease Plan has achieved with respect to the management and control of the fleet since they were appointed. **Mr. Gill**

4003.11 **Disposal**

The memorandum previously circulated was taken as read and noted.

4003.12 **Disposal of Work Stations**

The board gave its approval for the scrapping of [REDACTED] work stations, [REDACTED] of which are printers, all with a nil book value and a nil scrap value as outlined in the attached Appendix. **Appendix 1**

4004 ENGINEERING

Mr. Eamonn Ballance, Chief Civil Engineer and Mr. Don Cunningham, Acting Assistant Chief Executive (Engineering), joined the meeting at this time.

4004.1 Contract

The memorandum previously circulated was taken as read and noted.

4004.2 Labour Services Framework Agreement

The board gave its approval for the aggregate value of contracts awarded to both Global Rail Services Ltd. and to Brian Connelly & Co. Ltd under the Labour Services Framework Agreement to exceed [REDACTED] million.

Mr. Gill left the meeting at this time.

4004.3 Engineering Report

The Engineering Report for Period 10 2011 previously circulated was taken as read and noted.

4004.4 Mr. Cunningham presented his report and highlighted the following matters:

- The Railway Safety Programme is likely to exceed its budget by the end of the year. However, there will be funds available to cover the difference.
- The combined and cumulative track and structures risk profile increased during Period 10 due primarily to an increase in level crossing risks.
- During Period 10 the overall value of the signalling risk profile increased due mainly to the addition of new points risks.
- Wifi equipment has now been installed on all Mark IV Intercity trains that service the Dublin/Cork route.
- The new multi purpose vehicle is being commissioned at present. Overall results for rail adhesion show a good improvement since last year.
- Phase 1 of the City Centre Re-signalling Project will alleviate the type of flooding which occurred at the Relay Room in Howth Junction on 24th October 2011.
- Phase 2 of the City Centre Re-signalling Project will alleviate the type of flooding which occurred at the Relay Room in Pearse Station eight years ago.

4004.5 Scouring at UB63 Lansdowne Road Bridge

Mr. Ballance gave a presentation about the scouring that occurred at UB63 Lansdowne Road Bridge which manifested itself following the flooding on 24th October 2011. He outlined:

- The sequence of events.
- The process undertaken following the discovery of the undermining of the bridge pier.
- Specialist survey.
- Design process.
- Design solution for the stabilisation of the pier and materials used for the design solution.
- Scour damage.
- Debris (including sawn trees) from the River Dodder.
- Current situation.

4004.6 The Chairman of the EAG, Mr. Perry, stated that Mr. Bob Clarke (a member of the EAG) had commented that Iarnrod Éireann's response to the incident was excellent.

4004.7 The board congratulated Mr. Ballance on the work carried out by his team to restore the bridge to operations. However, it was noted that a number of residents in the area believe that Iarnrod Éireann's work (including scaffolding) on the bridge carried out before the flood event took place was a

causative factor in the flooding of their houses. This allegation is being analysed.

- 4004.8** The Chairman also congratulated Mr. Ballance on the work carried out by his department in Buttevant, Ossory and Portlaoise during the October Bank Holiday weekend. He asked for a copy of the DVD showing the extent of the work (including the diversion of the local river) carried out at Buttevant to be given to all directors.

Mr. Ballance

Mr. Ballance left the meeting at this time.

4004.9 Engineering Advisory Group (EAG)

The report from the EAG meeting held on 14th November 2011 previously circulated was taken as read and noted.

- 4004.10** The Chairman asked the EAG to further review the Traction Asset Plan. He stated that it would be very disappointing if traction supply problems were to increase now that all of the overhead line equipment problems have been resolved.

4004.11 Disposal

The memorandum previously circulated was taken as read and noted.

4004.12 Disposal of Surplus Stock Material

The board gave its approval for the disposal of rolling stock related maintenance stock items (as outlined in the attached Appendix) which are surplus to requirements, which have an original book value totalling [REDACTED] million and an anticipated disposal value in excess of [REDACTED] (It was confirmed that the difference is covered by an obsolescence provision).

Appendix II

4005 **NEW WORKS**

Mr. Peter Muldoon, Acting Director New Works, joined the meeting at this time.

4005.1 New Works Report

The New Works Report for Period 10 2011 previously circulated was taken as read and noted.

- 4005.2** Mr. Muldoon presented his report and highlighted the following matters:

- Agreements reached with Burris and Everglade on outstanding matters relating to the Kildare Route Project.
- Negotiations with the DTTAS and the NTA on the budget for capital funding for 2012.

4005.3 Additional Funding Announced on 19th September 2011

The second Progress Report previously circulated was taken as read and noted.

4005.4 Capital Expenditure Proposal

The memorandum previously circulated was taken as read and noted.

4005.5 Closure of Level Crossings XT097 and XT098 on the Mallow/Tralee Line

The board gave its approval for expenditure of [REDACTED] to undertake the construction of a new overbridge OBT68C at Knockanes, Headfort, Co. Kerry, in order to close Level Crossings XT097 and XT098 on the Mallow/Tralee.

It was noted that funding for this project will come from the Railway Safety Programme.

4005.6 Project Closeout Procedures

The memorandum previously circulated was taken as read and noted.

4005.7 Closeout Report

The memorandum previously circulated was taken as read and noted.

4005.8 The board gave its approval for the closeout of the following New Works Project.

PAS	Description	Approved €'000	Final Outturn €'000	Effective Variance €'000	Contingency		
					App'vd €'000	Used €'000	%
CIR00530	Wexford & Rosslare Strand Platform Works						
NW Total							

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

4006 DART UNDERGROUND PROJECT

Mr. Joe Leahy, Project Director, joined the meeting at this time.

4006.1 Progress Report

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

4006.2 AHJV Contract Dispute

The memorandum previously circulated was taken as read and noted.

4006.3 The board gave its approval for the payment of [REDACTED] million exclusive of VAT to AHJV (Ove Arup and Halcrow Ireland Ltd. Joint Venture) in full and final settlement for all variations and claims outstanding on the DART Underground Project.

It was noted that the proposed settlement cost can be met from within the approved funding allocation for the project.

4006.4 The Chairman stated that this was a very good outcome to the dispute with AHJV. He thanked Mr. Leahy for his personal involvement in resolving the dispute.**4006.5 Cancellation of the Public Private Partnership (PPP) Contractor Procurement Process**

The memorandum previously circulated was taken as read and noted.

4006.6 The board gave its approval to formally cancel the PPP procurement process of the DART Underground Project and for the following shortlisted consortia to be advised of this decision:

- BBI Consortium.
- City Connect Consortium.
- NascRall Consortium.

4006.7 The Chairman reiterated that the DART Underground Project should continue to be part of the company's future network strategy.**4006.8 Closeout Report**

The memorandum previously circulated was taken as read and noted.

4006.9 The board gave its approval for:

- (a) The closeout of Phase 3 of the DART Underground Project (which was not fully completed by November 2011 when the Government announced its decision to defer the project) at a final cost of [REDACTED]m compared to the approved budget of [REDACTED]m.
- (b) The use of external secure facilities for the storage of the project documentation for a period of [REDACTED] years for which a provision has been made in the final cost of the project.

It was noted that should the project recommence at a future date, it is estimated that the undelivered Phase 3 scope can be completed within a [REDACTED] budget based on current prices

- 4006.10** In response to queries from directors, Mr. Leahy outlined what was happening to the remainder of the project staff and confirmed that the portacabins would be available from the end of December 2011.

Mr. Leahy left the meeting at this time.

4007 HUMAN RESOURCES

Mr. Claran Masterson, Director Human Resources, joined the meeting at this time.

4007.1 Human Resources Report

The Human Resources Report previously circulated was taken as read and noted.

- 4007.2** Mr. Masterson presented his report and highlighted the following matters:

- Target staff numbers.
- Drugs and Alcohol Policy.
- Management of CCTVs.
- Equality and Diversity.
- Performance Management System.

The Chairman asked for a Progress Report on the reintroduction of the Performance Management System for the next board meeting.

Mr. Masterson

- SAP Human Capital Management System,
The Chairman asked for a presentation about the Implementation of this system for the next board meeting.
- Succession Planning.

Mr. Masterson

Mr. Masterson left the meeting at this time.

4008 ADMINISTRATIVE ITEMS

4008.1 Transactions for Approval, Sealing and Signing

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

Appendix III

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

Appendix IV

4008.2 Level Crossing Closures

The memorandum previously circulated was taken as read and noted.

- 4008.3** The board noted the following agreements which had been reached to close level crossings, the closure costs of which are funded by the National Development Plan:

- (a) Field Crossing XX055 on the Manulla Junction/Ballina Line
- (b) Field Crossing XE026 on the Limerick/Ennis Line
- (c) Level Crossings XS151 and XS152 on the Mullingar/Sligo Line
- (d) Level Crossing XM205 on the Athlone/Westport Line

Appendix V

4008.4 Corporate Governance Manual Update

[REDACTED]

4008.5 2012 Timetable

The Timetable for 2012 previously circulated was taken as read and noted.

4009 ITEMS FOR NOTING

4009.1 Miscellaneous

The documents relating to the following items contained in the board papers previously circulated were taken as read and noted:

- (a) Detailed Financial Results for Period 10 2011.
- (b) Capital Expenditure Report for Period 10 2011.
- (c) Transport related legislation and Government notices
 - (i) CIE Board Appointments.
- (d) Minutes of the following meetings:
 - (i) Safety Advisory Group Minutes 13th September 2011.
 - (ii) Rosslare Europort Advisory Group Minutes 13th September 2011.
 - (iii) DART Underground Project Advisory Group Minutes 19th September 2011.
 - (iv) Engineering Advisory Group Minutes 18th October 2011.

4010 DATE AND LOCATION OF NEXT MEETING

Tuesday 24th January 2012 at 9.30am in Heuston Station.

Chairman

R. J. O'Connell

Date

24 01 2012

**Minutes of 152nd Iarnród Éireann Executive Group Meeting
held on Tuesday 21st January, 2014
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, EU Compliance Project Manager
Mr John Cassidy, Safety Advisor
Mr Aidan Cronin, Chief Financial Officer
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr Gerry Culligan, Commercial Director
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Jude Carey, IM Finance
Mr John Stack, RU Finance
Mr Colm Reynolds, Procurement (part)
Mr John Lynch, GM Rosslare Eurport (part)

Apologies:

Min. No.

TRAIN OPERATIONS

820.1 Mr Meade and Mr Stack reported:

Costs

- Finances are within budget
- Headcount off budget
- Fuel off budget
- DART electricity – corrected during year and hitting new targets
- Taken decision to hold 5 car DARTs rather than 4 on some routes
- Vs forecast shown EG only

Safety

- 2 Category A SPADs in P13, plus 3 other due to LRA
- Crossing/signal put out of action at Gortavogher on WRC due to lightening strike
 - Driver had been warned but still drove through unprotected crossing
 - DF queried if should have placed detonator on track?
 - Operator had just arrived as train passed crossing
 - Driver now going through standard training
 - Gortavogher LX has risk 18
- Millstreet SPAD – two trains facing each other on platform – category A
- There were 18 SPADs in total in 2013, 15 due to RU

2024 Review rules/procedures re actions when signal out of action

JM, JC

Report

- Weather related and safety issues detailed
- Services maintained despite conditions

2025 Reconcile stats for people treated at Cork Canopy

JM JC

Operations

- LRA, affected by 2 car DARTs
- Held LRA review meetings
- Up Sligo in morning will go to 5 car
- Disruption presentation ready

- 8100 relay was a wrong side failure – allowed blue light with door open
- Held Kaisen event on bogie overalls in advance of freight uplift
- ICR suspension levelling arm – new arm being trialled and is patented
- DART coupling mod tested and will roll out
- Wheelshop roof replaced
- Driver reminder appliance – design complete

2026 Confirm IBEC stat for industry absenteeism rate **CM**

- Reached A/L target

2027 Review process for getting more accurate A/L records **CM**

820.2 It was agreed to recommend the following to the board:

1. CME HM – revise to show profile of spend and consequences of underspend
2. Mitsui Advisory note

2028 CME HM Paper to be revised after TAG **JM**

COMMERCIAL

821.1 Mr Culligan reported

- Budget Dashboard only to board
- Total revenue Ahead adjusted forecast P13
- Intercity 7% increase
 - Helped by yield management and strong campaigns
 - 49% volume uplift in week 2 of sale in web bookings
- Commuter revenue strong, taxsaver up
- DART – weak in weeks 1 and 2
- Average fare per journey ahead budget
- Freight opportunities being pursued and checking charges elsewhere
- Car parks revenue recovered
- Customer journeys, down on budget , up on prior year
- Customer call rate down – end of life problems
- Tender for outsource to issue this week
- Complaints up, particularly with specific intercity services
- Seat res in line target

Report

- Campaigns – good response rate on business campaign
- €9.99 fare received well
- Q1 marketing plan submitted to NTA
- Fares increase implemented
- Pricing inconsistencies introduced on insistence of NTA
- CRM – short term solution being pursued
- WiFi customers – will ask for details to build up customer database
- Web loyalty – delivered €56k since August
- VSOE Board agreed to proceed to next stage and will meet Minister
 - DF may attend to introduce
- Late night DART new Year's eve – not good take up
- Can easily monitor €9.99 campaign but not DART ads
- Customer First – Ernst & Young appointed, contract P4
- Rail freight and Navigator both strong
 - Previous supplier have sent in claims for monies
 - Colm Costello queried if we should we report to Gardaí

2029 Check if funding in place for letting Customer First Programme at end 2014 **GC**

{Mr Carey, Mr Reynolds, Mr Cunningham and Mr Lynch joined the meeting}

MINUTES OF PREVIOUS MEETINGS

822.1 The minutes of meeting held on 20th November, 2013 were taken as read.

EG Actions

- 822.2 Action 2010 –Enterprise funding - awaiting announcement on Interreg funding – 1st Feb
- 822.3 Action 2016 – Property opportunities - held a number of meetings – Decision on what to do Malahide and Dalkey by end March. Tara Street will be large commercial development
- 822.4 Action 2017 – Enterprise costs/ revenues - JS will update figures
- 822.5 Action 2019 – Stakeholder survey information contained in pack
- 822.6 Action 2020 –Possession planning - Dc and DF to progress
- 822.7 Action 2022 – more request than money. To be discussed at Monday meeting 27/1
- 822.8 Action 1942 child fares to TVMs- will decouple from 2d, aim Feb
- 822.9 Action 1982 – Garda Protocol - done
- 822.10 Action 1983 – CM to push through with unions. Need new branding – Stephen Murray
- 822.11 Action 1986 Port damage to wagons close, work done
- 822.12 Action 1988 – Passenger Journey numbers - end year figures OK– close
- 822.13 Action 1995 – Rosslare Harbourmaster succession planning part of org review – close
- 822.14 Action 2002 – Child protection policy -1st April

Outstanding Actions - board

- 822.15 Action 121 –Get DoTTAS, NTA and Iarnród Éireann together prior to fares determinations - this is too late for 2013 fares determination but efforts will be made to put in place for 2014 fares determinations, including if possible, tying it into the Public Service Contract
- 822.16 Action 124 – Comms plan for Sligo route - will direct to public, media and politicians. Message – monitor pass numbers etc and cost savings 60m plus
- 822.17 Action 126 – Discuss TSRs with T Wynne - done
- 822.18 Action 127 - Navigator update – in CEO report
- 822.19 Action 131 – Safety funding requirement vs actual - reporting to board - ongoing – will report as appropriate
- 822.20 Action 132 – safety risk reporting - quarterly
- 822.21 Action 133 – ask P Golden if she wants an ARG meeting - done. Legal opinion
- 822.22 Action 91 – disruption management - on agenda
- 822.23 Action 103 – Risk register - note on process – Feb board – update on work to date
- 822.24 Action 114 – procurement expert - shortlist complete
- 822.25 Action 117 – management of PWCEC contract - Peter Muldoon will report to board

CENTRAL REPORTS**Procurement**

- 823.1 Mr Reynolds presented the procurement report:

- KPIs – have list of contracts to be renewed
- 5 papers to board
- RBI – RU over by volume – clearing off old invoices
- PIS – propose to collapse and restart, sponsor not happy. Key people have left

2030 PIS Contract – sort out way forward**JM CR**

- Commenced fuel hedging
- 2014 timetable in Appendix 1
- Detailed procurement activity in App 2

Papers

823.2 It was agreed to recommend the following to the board:

3. Customer First Selection Criteria
4. Advertising Agency – selection and award criteria – split ads and media buying

2031 **Check with bus companies on advertising agency plans** **CR**

5. Cleaning

2032 **Clarify scope of cleaning contract** **CR**

6. Navigator –
7. Fuel Cards –
8. Disposal Scrap Per Way

Finance

823.3 Mr Cronin reported

- 2013 accounts complete and report being finalised but miss target by €1.8m
 - 4 period lack pay deal plus €800k other items = €2.4m
 - First time actual P13 figures to Jan board
- Audit result will be (€16.4)
- Budget risks 2014 are €3.8m revenue, €1.8m expenditure
 - Full fares loaded in 2014 but €2.6m less from December 2013
 - Also risk to property rates
- Capital report – all monies claimed
- Own €32m, spent €30.8m – no IT spend, 2 years out of cycle
 - List of Own funded not approved
 - €5m for own in 2014 budget, €2m to be used on disallowable portions of funded programmes
 - Enet will be covered by rental equipment
- Fuel volumes down for road fleet
 - Damage 5%
 - End Dec – vehicles returned and damage noted
- Internal audit reports – many outstanding

2033 **Respond to outstanding audit reports** **JS**

- Cash lodgements – Bol will not accept throughout country
 - G4S – not working smoothly
 - Looking to consolidate all coin to one location - Pearse

823.4 It was agreed to recommend the following to the board:

9. Cash lodgements advisory note - shorten
- Refinancing – change in wording - approved

823.5 It was agreed to approve

10. Disposal workstations – no need to go to board - change to were and note stolen

EU Compliance

823.6 Mr Carmichael reported:

- Rail regulator now has monitor role for MAC contract
- Independent Essential Functions – DoTTAS happy with Internal charging proposal
- No charge maintenance paths
- Charge for role to IM and RU
- Levy risk also
- MAC – working paper issued and is supportive

2034 **Send copy MAC working paper to DF** **CC**

- NTA role in MAC is advisory
- Performance led by regulator
- Force majeure cost paragraph taken out
- Track and station access agreements substantially agreed
- finalisation of value on delay minutes to be resolved
- DF – suggest getting Gerard Beesley sign off

2035 Gerald Beesley to be asked to sign off value delay minutes

CC

- Enterprise – have proposed way forward on growth split as opposed to 50/50 split
- Org design meet 27th Jan – intent to close off Q1
- Potential to benchmark IM org with Network Rail

HR

823.7 Mr Masterson advised

- Lansdowne Road proposals – to date SIPTU agreed to ballot members, await NBRU and TSSA
- Retirement age – propose 1 year fixed contract to those affected in interim and ultimately move retirement to 66
Abatement to be agreed CIE Group
- Annual leave – propose application form
- D&A – random unannounced target met 2013
– Improved kits in use
- Revised code of Ethics – email went out
Tricky to interpret “those involved procurement”
- Performance Management – 149 people – track Monday meeting
- Periodic medical assessments – medicals to be introduced
– Traditionally – look to redeploy if fail
- Employee survey - focus groups organised

Rosslare

823.8 Mr Lynch reported on Rosslare Europort:

- Revenue in line with forecast – down €52k on prior year, after adjustments €300k up and have bottomed out
- Payroll better forecast
- Freight volumes up
- New service started Jan – low volumes to date
- Irish Ferries new service from Dublin and calls into Rosslare on return
- Celtic Link altered timetable
- Letter from DoTTAS for response on competition report
- Stena line - meeting with DF on Thursday
- PLC replacement treat as Opex

Transactions sealing

- Drogheda Pitch & Putt – BMC to email say not happy
- XC 207 – future owners?

2036 Property transactions - Query Drogheda Pitch & Putt lease and lifetime use of XC207

BMC

Corporate Communications - Stakeholders

823.9 Mr Kenny outlined his report:

- Summary provided
- Findings not surprising
- Use existing contacts and build upon these
- Build stakeholder plans
- Average 1 local authority meeting a month
- Use contracts within other bodies eg tourism

- 2037 Put key points into slides and convert actions into plan** **BK**
- Safety update**
- 823.10** Mr Cassidy reported on the 2014 Safety Plan:
- Contains 10 risks in strategic plan
 - LRA added
 - Have put in timeframes against actions
- 2038 Safety plan - Summary to say owners in place. Add in speed restrictions** **JC**
- Transactions for Sealing and Signing**
- 823.11** It was agreed to recommend the following to the board:
11. Transactions for sealing and signing
 12. Stakeholders survey results
- {Mr Culligan, Mr Meade, Stack, Carmichael, Lynch and Reynolds left the meeting}*
- IM**
- 824.1** Mr Cunningham reported:
- Finances – cost YTD €1.7m better than budget.
 - Payroll – budget did not include a/l accrual or unachieved expected payroll savings
 - Collision – is train on train
 - TSRs dropped to 56 from 66
 - On limit Cork road
 - Wrongside failure – Red
- 2039 Dwell times – JM and DC to discuss if accurate** **DC JM**
- Report**
- 7 incidents with serious potential
 - 2 near misses XM240
 - Pearse roof – has protocol in place – closure was in accordance with protocol
 - LTAs 2 in period – rear ended and grit in eye
 - Slip trip fall, struck by are 60% Remain on Duty incidents
 - LTAs now being treated as serious prompt reporting
- 2040 Replicate LTA reporting initiative in RU** **JC**
- Capital – 2013 claim €140.8 includes additional €2.8m
 - VAT liability could increase because not as much in capital
- 2041 Jude and AC to review impact increased VAT due to MAC not capital** **Jude**
- Network rationalisation Waterford Kaisen event today
 - C Mangan to attend LRA meeting in UK
 - Flooding – way forward agreed with DLR
 - Clare – meeting with heritage – want An Bord Pleanala to adjudicate
 - Notice serve to treat Kissogoe with consent NTA who have agreed to fund liability
 - CIS feasibility is moving along
 - DU RO – we will appeal
 - Points heaters installed
 - Will include photos of incidents
- 824.2** It was agreed to recommend to Board
- Capital Expenditure**
13. CCRP Phase 3
 14. Drogheda Viaduct refurbishment
- Closeouts**
15. 7 x NW closeouts

ANY OTHER BUSINESS

Next meeting

- 825.1 The next board preparation meeting will be held on Wednesday 5th February, 2014 at 08:30.

**Minutes of 153rd Iarnród Éireann Executive Group Meeting
held on Wednesday 5th February, 2014
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, EU Compliance Project Manager
Mr John Cassidy, Safety Advisor
Mr Aidan Cronin, Chief Financial Officer
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr Gerry Culligan, Commercial Director
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Jude Carey, IM Finance
Mr John Stack, RU Finance
Mr Colm Reynolds, Procurement (part)
Mr John Lynch, GM Rosslare Eurport (part)
Mr Christy Maher, DM Cork (part)
Mr Michael O'Regan, DTE Cork (part)
Ms Noreen Clohessy, DM Limerick (part)
Mr Mike Shine, DTE Limerick (part)
Mr Emmet Cotter, DM Waterford (part)
Mr Brian O'Keeffe, DTE Waterford (part)

Apologies:

Min. No.

TRAIN OPERATIONS

826.1 Mr Meade and Mr Stack reported:

KPIs

- no SPADs in Period 1
- Belview Port derailment in siding - not in current KPIs
- 0-10 performance good
- 0-5 picked up - DART and commuter OK on target

Report

- Fatality in Mallow – Garda protocol worked well. 4 staff witnessed, 2 still off

2042 Consider reporting lost time due to fatalities separately JM

- Derailment in Belview – procedures will be focus of investigation.
- Run through points at Lisduff following lightening. Pointed scotched and clipped in error. Signalman failed to wait for D&A test – suspended.
- Additional LTA in CME – back hurt
- SPAD workshop took place, moving forward with DRA

2043 Incident reviews should deal with low adherence to standards JM

- Violations and errors are treated differently
- Trespass by hunts occurred twice
- Timetable review underway to help reduce delay minutes
- 4 notable CME failures
- Many passenger illnesses held up trains recently
- Weather is a factor in delays
- Fleet size is well balanced now

2044 Expand punctuality table to show target JM

- 2045 **Show budget effect of revised fleet sizes
include complaint data re fleet sizes
reference RSC report fleet sizes** JM
- NTA have retained Leigh Fisher re passenger numbers on trains
 - Update on DART couplers noted
 - Final drive failure on ICR
 - One ICR damaged while clearing route post storm – was he driving at correct speed?
- 2046 **Check driver behaviour when ICR hit tree while clearing route** JM
- Fire extinguisher audits – reviewing to check costs
 - HR – actions from Employee opinion survey underway
 - 4 A forms issued in period (not to board)
 - Revenue blitz – will rotate rota by department
- 2047 **Compile league table for revenue gained by department during blitzes** JM
- 50,000 old Soc. Welfare passes collected
- 2048 **Profile work of revenue protection in Railbrief** Jane
- 826.2 It was agreed to recommend the following to the board:
1. Capex for DRA – subject to funding
 2. CME HM – balance 27m, show effects, with revised fleet plan and service reductions
- COMMERCIAL**
- 827.1 Mr Culligan reported
- KPIs
- All revenue markers green
 - Macro economic environment improving
 - Rev 0.3% up on prior year (less 1 day of P13 makes it 4% up last year)
– 1.8% ahead budget
- 2049 **Commercial Report to cover Leap capping, Leap card in Cork** GC
- Customer calls up – weather related and telephony issues
 - Complaints still there for Intercity overcrowding
- Report
- New website in testing and due to launch in next few days
 - VSOE update in report
- 2050 **Put number carriages in timetable** JM/DC?
- Customer First workshop held
- {Mr Carey, Mr Reynolds, Mr Cunningham and Mr Lynch joined the meeting}*
- INCIDENT REVIEWS**
- {Mr Christy Maher, Mr Michael O'Regan joined the meeting for this item}*
- Millstreet SPAD**
- 828.1 Mr Maher outlined the incident and the following points were made:
- Investigation still in draft form
 - Crossing point was changed
 - Down train informed
 - Up train SPADed - wasn't informed
 - Driver acknowledged and saw amber but looked through red
 - Was preparing to stop
 - Driver was driving, 1 year 8 months service with no prior problems

- Has been helpful. Just didn't see red signal.
- Recovered – he was in shock
- Driver joined in initial review – crew helpful.
- Was most serious incident on single line to date. Risk still there.
- Can anything be done?
 - engineer out
 - Or stop two trains
- This movement saves 10 minutes
- Used 6 times a year
- Could have called driver to remind him
- Driver worked on platform previously.
 - Had done well in all tests
 - Might be worth rerunning OBC tests
- RU had SPAD workshop in January
- Drivers very aware of seriousness of situation
- SPADs brief every year
- DTEs meet quarterly – it was discussed

2051 Consider formal get together of all DTEs

JM

- Driver is on development plan – will be monitored for 2.5 years
- Teloc downloads and simulator
- Now zero tolerance on downloads
- Route knowledge questioned, Driver was Cork based, Kerry branch mostly covered by Tralee and Mallow drivers
- Now questioning whether do more on the route
- Route norms likely to change – requires roster change

2052 Implement roster change to increase route norms

JM

2053 Check if can engineer out Millstreet loop

DC

- DTEs need tools to catch soft issues
- John Cassidy suggest
 - Need to strengthen communication to DTEs on driver assessments
 - DTEs need to go through human factor assessment
 - Revised DTE training on human factors is in action plan

2054 Time scale for completion revised DTE training

JM

- Driver state of mind - on day had incident with kids left on platform. He previously had witnessed fatalities.
- Suggest more use of occupational psychologists
- TP pilot about to start

2055 Declutter notice boards

JM

Gortavogher SPAD

{Ms Noreen Clohessy, Mr Mike Shine joined the meeting for this item}

828.2 Ms Clohessy outlined the event and the following comments were made

- Station control advised 2 LXs down
- Driver told to wait at Ennis. Received call. Told EO on way to 2 CCTV crossings
- Got permission to leave Ennis. At Chipfield XC, EO was in attendance – driver followed procedure and got permission to proceed. Up to line speed – 6 miles later. Saw public lights – no signals. Went through crossing, tried to contact signal man.
- Tried again at Gort, then used lineside phone. Signaller then advised that he had passed crossing
- Was driver error – had got warnings. Conditions were bad - snow, sleet, rain.
- Was told CCTV XCings out of actions. Should have treated signals with no aspect as red
- Chipfield showed normal aspect (green) after crossing gate closed

- Driver failed to locate distant signal
- Driver had been assessed on route was conversant with route
- Went up to 111 kph
- Average over route once a month
- Driver was one of best drivers – 13 years experience
- Any other download issues? – no
- Travelled over crossing at 106 kph then dropped to 46kph for TSR
- Ask drivered what happened? – could offer no explanation just lost bearings
- Listened to tape signalman said 2 crossings, said Chipfield and one other - he offered name. Driver expected signal at Gortavogher to be working
- should driver not have been told to go to Gortavogher only ?
- also signals have reflective plates
- crossing control had blank screens
- was first time screens went blank at Mallow
- Mallow wasn't aware all signals were gone
- Systems were gone – were dependent on driver
- Looking at whether should have let train into section?
- No indication that signals were out
- Mike suggest more use of simulators for degraded conditions
 - Put all drivers through same SPAD situations
 - Don't get full feedback from simulator sessions to highlight any gaps in knowledge
- Noreen met with union reps – they asked for more on rules.
- Suggest need to check if phones were used
- DF – also concern over radio failure
- Remote access to calls still down (based in Athlone)

2056 Check issues with remote access to call recordings

DC

Waterford derailment

{Mr Emmet Cotter, Mr Brian O'Keeffe joined the meeting for this item}

828.3 Mr Cotter outlined the event and the following comments were made

- 18 wagons in Waterford Belview – containers and tanks
- Called at 18:45 to say wagons off road
- Wasn't apparent initially what cause derailment
- Spoke with gantry operator – advised difficulty lifting one of wagons
- Pins secure wagons sometimes get resistance
- No passenger interface
- Pat Roche from CME team came from Limerick
- Got D&A tests for driver, pilotman and shunter
 - Had pilotman because of degraded working
 - All tests negative
- Contacted harbourmaster and met 9am Saturday morning
- Ensured security of CCTV – reviewed
- 5th wagon was the problem - but articulated lorry blocking view
- Lifted bogie suspect that crane operator should have detected thump
- CCTV shows train leaving and derailling
- We had put in mitigations to stop wheel flats saw breeches in procedures
- Shunter hadn't walked train in from crossings
- No evidence of pins being pulled out
- Shunter should walk back against train to check wheels are turning – not done
- One pin not fully removed
- Not issued formal proceeding yet – awaiting further investigations
- Didn't inspect train prior to departure but one side may have been done by port personnel
- Now Ronan Kelly and team analysing CCTV in detail
- Driver why did he proceed without shunter go ahead
- Driver being interviewed today

- Expect driver to say under instruction of shunter
- Is local instruction – not in sectional appendix
- Brian – up to shunter to give instruction
- Assessment of shunters done by DTEs
- History of non acceptance on safety procedures by shunter in question
- Assessment on tracker system – twice a year
- Planned >500 monitorings
- Shunter was monitored in September and followed procedure when monitored
- Also, pocket wagons have no pins
- Could anything be done to strengthen process?
- Had briefed shunters on use of handbrakes
- Eg should driver receive paper to say train OK to depart ?
- New draft will ask driver to sign down on issues
- Should issue from centre – would be applicable to all ports
- Still only a few remaining shunters who haven't fully signed up to new safety procedures
- Do we share lessons with other places? – at DM forum

MINUTES OF PREVIOUS MEETINGS

829.1 The minutes of meeting held on 21st January, 2014 were taken as read.

EG Actions

- 829.2** Action 2020 Engineering planning – date required
- 829.3** Action 2024 – Own funding – to Monday 11/2/14 meeting
- 829.4** Action 2026 – IBEC stat for absenteeism - 3.6% avg in transport 2.3% small business
- 829.5** Action 2027 – A/L stats - person in place to monitor date next Monday
- 829.6** Action 2031 – Advertising contract for Group - done – note to Vivienne Jupp
- 829.7** Action 2035 – RSC sign off value delay minutes - date required
- 829.8** Action 2041 – VAT - impact in 2013 €391k – also some reclaimable under projects - close
- 829.9** Action 2022 next Monday
- 829.10** Action 1844 – Show safety gross, net and diversion - done
- 829.11** Action 1924 Pharmacy - have to decide on VS offer – do financial impact of closing without VS – to Monday EG
- 829.12** Action 1938 train hosts - in process – close
- 829.13** Action 1942 — child fares - target 28/2/
- 829.14** Action 1973 – paper on gauge corner cracking - paper to SAG Feb
- 829.15** Action 1983 – name badges - use firstname – consult with unions 31/1
- 829.16** Action 2010 - Interreg funding - approved
- 829.17** Action 2016 property opportunities - meeting re Malahide today
- 829.18** Action 2017 – costs 50/50 , rev 58/42 in our favour

Outstanding Actions - board

- 829.19** Action 137 – identify capitalised costs extra column capital papers – appendix to papers – green
- 829.20** Action 138 Premier class policy - in Commercial report
- 829.21** Action 139 – departure board - will be done where practical – and will include in Customer First programme
- 829.22** Action 140 – presentation on Customer First Programme - March / April board

- 829.23 Action 141 – in P1 report – clarify what required
- 829.24 Action 142 – use of procurement Procedure I - meeting SC tomorrow
- 829.25 Action 145 – Capping on Leap fares - P1 commercial report
- 829.26 Action 114 – Procurement review - complete

CENTRAL REPORTS

Procurement

- 830.1 Mr Reynolds presented the procurement report:

- KPIs – all on target
- One use of bus hire non compliant
- 1 derogation Romax – exceed €50k – may need to be mentioned in annual letter to Minister

Papers

- 830.2 It was agreed to recommend the following to the board:

2057 Rail supply contract extension – check if necessary

DC

3. PIS – paper with CME
4. Drogheda Viaduct Paint - Selection and award criteria
5. Plant hire framework - Selection and award criteria
6. Rail Flaw detection - Selection and award criteria
7. M&E framework - Selection and award criteria
8. Fibre Contract

- fuel hedging savings are included in 2014 budget

Finance

- 830.3 Mr Cronin reported paper on cost programme requested by P Golden

- 830.4 It was agreed to recommend the following to the board:

9. Closeout report on cost savings

EU Compliance

- 830.5 Mr Carmichael reported:

- MAC working group paper due to go to Minister
- Mac contract await Regulator costs
- Meeting Leigh Fisher on PSC 13/2/14
 - If want 92% - need more money – we will price it
- TAA, SAA, charging regimes – can start
 - Don – concern over value delay minutes – particularly 3rd parties
- Enterprise – preparing options for NIR meeting

2058 Write to thank Paul Stanley on his presentation to board on disruption management

JM

- Organisation design – meeting HQ managers this week
- Essential Functions €150K – should be less?

HR

- 830.6 Mr Masterson advised

- Lansdowne Road proposals - revised proposals being communicated by managers
- Communicate to 3700 staff. Then unions ballot
- DTEs – being managed well
- D&A – CTC tested – all clear
- Student placements placed
- Child protection policy - 1st April

- Cost containment should be part of brief – use management conference
- Look at apprenticeships and graduates

2059 Set IM and RU targets random D&A test**CM**

- Timetable 1st March payroll changes – very tight – may be manual

Rosslare**830.7 Mr Lynch reported on Rosslare Europort:**

- Revenue down €40k last year – weather
- Sailings down – lost 14 sailings Irish sea
- Build up on sand behind breakwater – approach channel building up – better view March
- Absenteeism high
- LD lines service started
- Celtic link schedule changed

Transactions for Sealing and Signing**830.8 It was agreed to recommend the following to the board:**

10. Transactions for sealing and signing

2060 Wording of Rosslare lease – should state “whichever is greater”?**BMC****2061 E-net lease should state “Subject to waiting for standstill period,”****BMC****2062 3 rock mast lease – query split of costs****DC****Safety update****830.9 Mr Cassidy reported on the 2014 Safety Plan:****EWRM Report process**

- Met with RMI – looked at alignment with best practice
- Adopted ISO guidance document
- At stage 6 of 7 part process
- Will append current risk register

*{Mr Culligan, Mr Meade, Stack, Carmichael, Lynch and Reynolds left the meeting}***IM****831.1 Mr Cunningham reported:**

- Finances for P1 not available yet
- TSR in red
- Derailment – not in KPIS as not on running line
- LTAs – one head on road collision – caused by 3rd party
- Delay RU and IM both in target
- SET behind

Report

- 3 LX incidents
- XM240 – vehicle was in position of safety
 - Will review positioning of signage
- Lisduff – train held during outage – further signal at red and required signalman to clear CTC were blind – was under ECP control
- LTA one walk on ballast
- Member of bridge gang suffered serious eye injury – had removed glasses too early
- Co Clare Bridge issue – to An Bord Planeala
- Reillys LX – complete end year
- Cork canopy – reviewing requirement
- CIS and CTC staging proposals nearing completion
- LX safety case – mid year – Independent Safety Advisor not happy with SIL
- DU hear 10th Feb

831.2 It was agreed to recommend to Board

Capital Expenditure

11. Rollout strategy paper on TPs (when finalised)

Closeouts

12. 4 x NW closeouts

ANY OTHER BUSINESS

Next meeting

832.1 The next board preparation meeting will be held on Wednesday 12th March, 2014 at 08:30.

**Minutes of 154th Iarnród Éireann Executive Group Meeting
held on Wednesday 12th March, 2014
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, EU Compliance Project Manager
Mr John Cassidy, Safety Advisor
Mr Aidan Cronin, Chief Financial Officer
Mr Gerry Culligan, Commercial Director
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Jude Carey, IM Finance
Mr John Stack, RU Finance
Ms Jane Cregan, Corporate Comms
Mr Colm Reynolds, Procurement (part)
Mr John Lynch, GM Rosslare Eurport (part)
Mr John Kennedy, Head IM HR, (part)
Athlone team
Mr John O' Brien, Infrastructure Manager Athlone
Mr Eoghan Brennan
Mr Frank Golden,
Mr Colin Hedderly STSE
Bridge Gang team
Mr Tom Ruane
Mr Paddy Mangan
Mr Paddy Maher

Apologies: Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications

Min. No.

TRAIN OPERATIONS

833.1 Mr Meade and Mr Stack reported:

KPIs

2063 **RU March report**

JM

report on what we are doing re finances
Staff numbers in whole numbers on KPIs
Check target on SPADs
say what we are doing on LTAs
report on unused Mark IVs
give analysis of fleet storm damage
refer to pay deal and its impact

2064 **Review disciplinary process for gross misconduct**

CM

- Main RU issues for CEO Report are
 - Good progress Fares – seeing results
 - Getting assistance from HSE on suicides
 - 12 staff invite to the Aras on St Patrick's day

2065 **Quantify migration to leap card**

GC

COMMERCIAL

834.1 Mr Culligan reported

- Revenue strong excl DART

- May do research on DART numbers with NTA funding
 - 2066 Check the facts re bus fares and volumes - is their business improving? GC**
 - Info calls high due to weather
 - And for seat reservations availability – due to fleet changes – sets not online correctly
 - Timetable won't show carriages until next change
 - Boards don't all have capacity
 - Online shows facilities but not number of coaches
 - 2067 Re- look at boards to see if can show number coaches JM**
 - 2068 Check KPI indicator for Car Parks revenue etc GC**
 - Leapcard in Cork update given
 - Transport for Ireland branding agreed
 - Orient Express – MoU signed
 - Lord Mayors summit – key to Enterprise route
 - Customer First to March board
 - Freight review – draft report ready
 - Station retail review – engaged Network Rail to look at opportunities
 - Fastrack pilot underway
 - 2069 Check additional revenue Fastrack pilot GC**
 - Volvo contract up for renewal

{Mr Carey, Mr Reynolds, Mr Kennedy and Mr Lynch joined the meeting}
- MINUTES OF PREVIOUS MEETINGS**
- 835.1** The minutes of meeting held on 5th February, 2014 were taken as read.
- EG Actions**
- noted
- Board actions**
- 2070 MI Reidy to progress paper on Strategic Investment projects for March board Jude**
- 2071 Organise board session on Risk BMC**
- CENTRAL REPORTS**
- Procurement**
- 836.1** Mr Reynolds presented the procurement report:
- Cost savings achieved
 - Behind on 1 framework agreement
 - RBI – 94% - two main contributing contracts were for AK O'Haire and Brightwater
- Papers**
- 836.2** It was agreed to recommend the following to the board:
1. Framework Civil & Building Works 500k to 5m
 - note restricted to 10
 - replaces existing agreement
 - will segregate out CCRP contract
 2. Selection and Award Criteria for Building and structures maintenance services
 - Discussion current on award criteria for building trades
 3. List of Derogations – include commentary – authority levels
- 836.3** It was agreed to hold
4. Disposal 38 freight wagons – will keep bogie frames

- 2072 Procurement papers** **CR**
Civils framework - update text and separate GCD award
expand list of derogations to include commentary and authority levels
Hold disposal wagons
- Finance**
- 836.4 Mr Cronin reported**
- Passenger KPI is red will go green with changed comment
 - Payroll €400k off
 - Staff numbers adverse by two
 - Fuel adverse €200k
 - Loss €1.8 against target €0.9 + storm damage
 - Journeys red due to DART issues
 - Safety dashboard – needs to be updated
 - Train derailments and collisions 2
 - Punctuality – on target
 - Reliability – cancellations due to weather
 - Finances revenue off 3rd party – budgeting matter
 - Access charges shown as budget in interim
 - PwC audit complete
 - No major issues but issues on annual letter needs to be addressed
 - Timesheet Per Way noted as good practice
- 2073 Roll out new type timesheet input to other parts organisation** **CM**
identify where applicable and order to implement
- Revenue audit may have to pay VAT at time of importation
- 2074 Pass on congrats to those mentioned in audit letter eg Timesheet team** **Jude**
- Budget risks now showing probability
- 2075 Expand revenue opportunities on budget risks table** **CR**
- Capital –funding being claimed as per 2013 but maintenance should be claimed a quarter in advance and will give comfort on where spent
 - No own funded approved other than limited list
 - GIA plan getting up to date
 - Fleet is included in cost review
 - Needs to report against period budget
 - Need targets – after John and Jude seek opportunities
 - Need to look at policy phones and iPads should be capitalised
- Property**
- {Mr Grogan joined the meeting for this item}*
- 836.5 Mr Grogan reported:**
- Received money in from e-net – programme in place to carry out works by end year
 - Engineering side did great work to get this set up
 - Network Rail survey 6 weeks review
 - Malahide and Dalkey market not great Malahide medium term only
 - Structural costs – getting estimate
 - Tara St – nothing in scheme for Iarnród Éireann - NTA confirm we can use site for commercial opportunities
 - New advertising contractor on board – new structures being put in – programme being developed
 - Contract value will depend on market conditions
 - New boards will be cleaner and likely to attract more business
 - Are Iarnród Éireann getting correct allocation?
 Ronan Gill looking at allocations

- NR review – Cork and Limerick not good – SPAR in Cork only being reopened now
 - They likely to recommend Boots
 - Could we help signage to Connolly pharmacy or spot prizes
- Looking at fast food unit for Connolly
- Also see if waiting area could be opened up
- May use Belfast lounge as commercial opportunity

2076 Invite Niall Grogan to report back June

BMC

INCIDENT REVIEWS

XX024 PO van

{Mr John O' Brien, Mr Eoghan Brennan, Mr Frank Golden, and Mr Colin Hedderly joined the meeting for this item}

- Scene after accident described
- Slightly overcast
- Gave power point presentation to drivers on LX developments
- History of misuse at crossing
 - Have been prosecuted
 - 5 houses plus farm land on down side
- 3 problem crossings in area
- O and OP type crossings are most problematic
- Try to maintain views according to vehicle types
- Designed V(egetation) boards for sighting for Per Way staff
- Sourced stainless steel mirrors
- Could assist in bringing line speed up after rerun risk model
- Improved signage for drivers – show LX number
- Signs agreed with RSC – on trial
- Better road markings
- Future traffic light system
- Discuss LXs fortnightly with ops
- Behaviour – push for prosecution – 2 cases in hand
- With gates tied open – we just shut it and report
- With particularly dangerous behaviour – we call to users
- Have had mixed results with legal route
- Could push for penalty points for misuse

2077 Jane to follow up with Network Rail re media campaign LXs

Jane

Bridge gang injury

{Mr Tom Ruane Mr Paddy Mangan and Mr Paddy Maher joined the meeting for this item}

- Bridge close to Broombrige – repair in advance of painting
 - Over Royal Canal – staff on scaffold under bridge
- Process – cut head off bolt and remove with compressor
- Put in high tension rivet bolt
- Patrick Quinn was in house staff member under Iarnród Éireann supervision
- Had cleaned and removed bolts and stepped away
- He moved up eye glasses but unfortunately as he walked away – piece of steel hit his eye
- Still a piece of steel lodged in eye
- He was taken straight to Eye and Ear hospital
- Method statement says eye protection to be worn for duration of task
- Suggestion that goggles may have fogged up
- Have very good goggles
- Have to remove to demist – looking at others
- Have a good safety culture
- Maybe method statement needs revision – bridge area is a site
- Alert sent out post incident to all departments within a day

- 2078 **Tom Ruane to follow up if alert was distributed to all gangs** JC
- Looking at new goggles with uVex and maybe make Portlaoise glasses zone so may need procurement help
- 2079 **Improve process for misuse of level crossings** JC
- EU Compliance**
- 837.1 Mr Carmichael reported:
- Regulator and Essential Bodies functions – awaiting legislation
 - MAC – progress being made next draft should encapsulate all issues raised
 - PSC still slow pace – looking at extended KPIs
 - Drafted letter on NFE
 - 4th railway package going through EU parliament
 - Include separate legal entities IM and RU
 - IM coordination committee
 - Jim and Don have set up meetings other RUs quarterly
 - Our network size requires only one PSO contract
 - Enterprise meeting set up for 19th March
 - AIMS go live Q3
- HR**
- 837.2 Mr Masterson advised
- Staff numbers to be updated on KPIs
 - A/L are P1 figures
 - Targets for IM and RU set up
 - Cost proposals to labour Court - SIPTU and NBRU to attend
 - D&A all areas now tested at least once
 - Replied to IA reports
 - Employee survey following up
- 2080 **Need to follow up other items raised in employee survey and put out posters** CM
- 2081 **Role for internal communications** BK
- Rosslare**
- 837.3 Mr Lynch reported on Rosslare Europort:
- Letter received from Minister
 - Rosslare H&S policy noted
- Corporate Communications**
- 837.4 Ms Cregan reported:
- CSR statement – will go on website
 - Will issue e-news to public reps
 - Fol officer in place working on guidelines
- {Mr Franks left the meeting and Mr Cronin chaired the remainder of the meeting}*
- Safety update**
- 837.5 Mr Cassidy reported:
- New Dashboard discussed
 - Actions from last incident reviews noted
- Operations review**
- 2082 **Comments on Operations Review to Bidina today** all
- Transactions for Sealing and Signing**
- 837.6 It was agreed to recommend the following to the board:

5. Transactions for sealing and signing

{Mr Culligan, Mr Meade, Stack, Carmichael, Lynch and Reynolds left the meeting}

IM

838.1 Mr Carey reported:

- Gross income quoted on Dashboard – will revise
- Staff numbers to be finalised to reflect move of DTEs
- Safety stats to be revised
- Finance – include materials, labour and overhead
- Removing 4 points ends
- Have claims XG002
- CCRP – implementation plan for 1&2 developed, then work 3&4
- Drogheda viaduct – need commitment on funding for 2015 before commencement
- Network rationalisation noted

838.2 It was agreed to recommend to Board

6. 16 x NW closeouts
7. Advisory paper on Gauge corner cracking
8. Advisory paper on TP strategy
9. Advisory paper on Storm damage funding
10. Capex – DART expansion €400k

2083 Include internal costs analysis (TP Strategy and DU papers)

Jude

ANY OTHER BUSINESS**Next meeting**839.1 The next board preparation meeting will be held on Wednesday 9th April, 2014 at TBC.

**Minutes of 155th Iarnród Éireann Executive Group Meeting
held on Wednesday 9th April, 2014
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr John Cassidy, Safety Advisor
Mr Aidan Cronin, Chief Financial Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Jude Carey, IM Finance
Mr John Stack, RU Finance
Mr Colm Reynolds, Chief Procurement Officer
Mr John Lynch, GM Rosslare Europort

Apologies: Mr Cal Carmichael, EU Compliance Project Manager

Min. No.

TRAIN OPERATIONS

840.1 Mr Meade and Mr Stack reported:

Safety P3

- Fatality at Sallins 2nd March
- SPAD at HK196 14th March

Performance

- PSO targets achieved
- Ballycar – Mid May opening at earliest
- Fleet changes bedded in well
 - Made alterations for weekends – working well
 - Are analysing online bookings to predict loadings
 - Alarm raised at 40% pre-bookings – then train likely to fill
 - Fri-Sat changes – no increase in fuel – just moved sets around

2084 Need update on sand boxes on fleet for LRA

JM

- Revenue - February survey on revenue protection results noted
 - Previous survey was June when there were more travellers around

Finance

- Overbudget €100k – pay deal related
- Fuel usage is good – realising savings
- Enterprise refurbishment started and must take place before end 2015
 - project to be run in a way to minimise risk to funding
- new 29000 green livery started
- some problems found with 2600 and 2800 gearbox shaft retaining nuts – not a safety issue

2085 RU Report

JM

Check number of RPI staff

Any update on prosecutions for ticket evasion?

Highlight spot price for fuel and how we benefit from hedging

Check cost of no overtime v rest day working

2086 succession planning - presentation to May meeting

CM

COMMERCIAL

841.1 Mr Culligan reported

P3 KPI's

- Revenue over target
- Marco economic trends better
- Intercity poor again – Cork route volumes ok but fares discounted, Limerick poor – bus competition
- Web sale will kick in at Easter
- Commuter and DART both good
- Capping effect still estimated at €400k pa
- Freight good period
- Complaints – most relate P2
- Seat reservations remain at a low level
- Graph trends better

Report

- Easter campaign planned for DART
- Major campaign planned P5
- Advert tender due back
- WiFi – capturing customer data now
- Child tickets now available Dublin Short hop zone
- Leap card – project manager appointed
 - Risk to development timescale
- Scholar fares – NTA may extend child age to 18 – we will seek shortfall
- Will present Customer First to NTA Board
- Orient Express now called Belmond – now at draft haulage contract stage
- Giro – starts in Belfast in May – special put on for return
- Lord Mayors summit – went well
- Google train – we pick up at GCD on Fridays
- Sail rail meeting held in Cardiff
- CRM – tender now gone out
- NTA – will fund minor things like bike racks
- Interim smartcard to be phased out

Freight

- Intermodality report attached
- Volvo reverted to seek load sharing options
- Navigator – legal proceedings may commence with former Navigator haulier
- Network Rail station survey – trip to UK organised
- Northside works planned for Easter Sunday

2087 Check impact on revenue of Easter Sunday works (and if in plan)**GC**

- Plans are in place to let children know about new child tickets

2088 Look at pricing and yields for Cork route**GC****2089 Consider options to attract new DART business****GC***{Mr Carey, Mr Reynolds, Mr Cunningham and Mr Lynch joined the meeting}***MINUTES OF PREVIOUS MEETINGS**842.1 The minutes of meeting held on 12th March, 2014 were taken as read.EG Actions

- Action 2079 LX user misbehaviour – at O type crossings – getting register of people revised process to next EG meeting
- Action 2077 – UK LX ad campaign – will have info shortly
- Action 2073 – Payroll timesheet rollout - Ann Fraughen should be asked
- Action 2064 – DAT - will be closed out this week

- Action 2067 – number of carriages on boards - crashes boards – will check options for DART
- Action 1983 – close

Board actions

- noted

CENTRAL REPORTS**Procurement**

843.1 Mr Reynolds presented the procurement report:

- Cost – behind in recurring contracts – most concern is ballast framework – IM procurement checking if any non-compliance
- Internal post service – out of contract again

2090 Finalise Internal Post arrangements**CM**

- RBI over in IM due to OTM contract – no PO set up
- Rosslare – 4 txns €11k – vessel tracking system

2091 Check Rosslare Reqs Before Inv over due to vessel tracking system**JPL**

- Revenue – timeline in place to get contract in place June

2092 Employee Assistance – staff welfare help line – to cost committee**CM**

- WiFi – lack of resource to progress
- Standard contracts – now moving
- Benchmarking report being finalised
- Legal instructions for new contracts – process underway
 - DF prefers discipline to ask for spec up front

Papers

843.2 It was agreed to recommend the following to the board:

1. Fuel Purchase Cards
2. Customer First Contract Award Criteria – talk off line

2093 Review Customer First Contract Award Criteria**DF CR****Finance**

843.3 The CFO report was taken as read and noted

EU Compliance

843.4 The EU Compliance report was taken as read and noted

HR

843.5 Mr Masterson advised

- Labour Court hearing 7th April, recommendation due Friday 11th
- Bus unions claim for pay rise
- Cost Management Committee initiatives noted
- 10 D&A tests carried out
- DAT – position noted
- Employee survey – getting messages out
- Breakfast with Mgr going well
- Equality & diversity census complete
- Transport against racism initiative being supported
- No VS to date in 2014

2094 VS terms proposal to Exec**CM**

- Cost containment expect recommendation Friday
- Ballot result 15th May

- If positive implement 12th May
- Other – will have period of consideration
- Exec conf to be organised for Monday 14th April.

Rosslare

843.6 Mr Lynch reported on Rosslare Europort:

- Revenue recovered after 1st 2 periods of bad weather and an additional ship
- Passenger vehicles down, foot and freight up on last year
- Carried out bathymetric surveys
- Absenteeism high – 2 long term illnesses
- Stena bought out Celtic link – smooth takeover
- Sand bedding down – need to get dredging prior to next winter

2095 Report on Indecon progress in Rosslare reports**JPL****Safety**

843.7 The Safety update was taken as read and noted:

843.8 Mr Cunningham advised that the issue over where to record track defects was yet to be resolved.

Transactions for Sealing and Signing

843.9 It was agreed to recommend the following to the board:

3. Transactions for sealing and signing

{Mr Culligan, Mr Meade, Stack, Lynch and Reynolds left the meeting}

IM

844.1 Mr Cunningham reported:

- Costs will recover – will alter commentary
 - Will also note pay deal
- Delay minutes good
- Network rationalisation – rethink on Balgriggan
- LX technical solution – with solicitors
- BAM claims coming in
- CCRP – funding held PAS not signed

2096 Note on CCRP phase III P&L impact**DC**

- CTC staging proposal near ready
- DART expansion – DoTTAS – study not sufficient – may need to increase scope
- MAC contract – still to be finalised – internal charging to be agreed
- Will note risk assessment underfunding
- Will note stagnation of IT support

844.2 It was agreed to recommend to Board

4. Pearse roof – scope change to cover roof over signalling area
5. 17 x NW closeouts

Building Maintenance strategy

- Propose bring paper back with a range - OK

ANY OTHER BUSINESS**Funding**

845.1 Mr Cronin advised that the DoTTAS are seeking information for 5 year capital review

Next meeting

845.2 The next board preparation meeting will be held on Wednesday 14th May, 2014 at TBC.

**Minutes of 156th Iarnród Éireann Executive Group Meeting
held on Wednesday 30th July, 2014
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr John Cassidy, Safety Advisor
Mr Gerry Culligan, Commercial Director
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Lorraine Cullinane, Minute Secretary,
Mr Jude Carey, IM Finance
Mr Cal Carmichael, EU Compliance Project Manager
Mr John Stack, RU Finance
Mr Colm Reynolds, Chief Procurement Officer
Mr John Lynch, GM Rosslare Europort
Mr David Graham, Financial Controller Operations
Mr John Kennedy, Head of IM HR

Apologies: Ms Bidina McCabe, Assistant Company Secretary
Mr Aidan Cronin, Chief Financial Officer
Mr Don Cunningham, Director IM

Min. No.

ACTIONS

846.1 The actions arising were as follows:

2097	Comprehensive statement on ATP / CAWS Project	JM
2098	Internal Leadership Training Plan proposal for cross company	JM
2099	Look at terminology in disciplinary documentation; in line with rule book.	JM / CM
2100	Cash flow split by business and explanations of variances included.	AC
2101	Review of safety management systems in Rosslare.	JL
2102	More detail required on the potential closure of the St Nazaire route.	JL
2103	Update on storm damage impact.	DC
2104	Risk Assessment for short fall in funds.	JC

Capital Expenditure

846.2 The proposal to install handrails on DARTs was considered. It will be considered at the TAG prior to going to board.

ANY OTHER BUSINESS

Next meeting

847.1 The next board preparation meeting will be held on Monday 11th August, 2014 at 08:30.

**Minutes of 157th Iarnród Éireann Executive Group Meeting
held on Monday 11th August, 2014
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, EU Compliance Project Manager
Mr John Cassidy, Safety Advisor
Mr Aidan Cronin, Chief Financial Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr John Stack, RU Finance
Mr Colm Reynolds, Procurement
Mr John Lynch, GM Rosslare Europort
Mr John Reville, TO

Apologies: Mr Jim Meade, Director TO

Min. No.

OPENING REMARKS

848.1 The Chief Executive advised that Mr Carmichael would be leaving this month and he thanked him for his valuable contribution to the Company, particularly for the successful restructuring project. Handover arrangements are to be made

IARNRÓD ÉIREANN BOARD ACTIONS

849.1 207 – procurement strategy for public transport equipment - on agenda for CIE Group procurement committee, then to NTA and Luas

2105 Board action 210 - 5 year plan update with NFE - will be done today **AC**

2106 Board action 213 – Free travel scheme - Gerry Culligan to comment and progress – agenda item – Commercial paper **GC**

849.2 214 – NFE figure to be updated for kids and child fares - done

2107 Board action 180 – communications to drivers – to be included in TO report **JR/JM**

TRAIN OPERATIONS

2108 IM report to include Autumn preparedness including vegetation, sandite, track cleaning, gel, sanders, driver briefings, etc **DC**

2109 TO report to include item on funding shortfall for HM – fleet impact, what doing with NTA **JM/PS**

COMMERCIAL

2110 Board action 200 – CG to check with Niall Grogan and cover in commercial report **GC**

2111 Freight – look at max Freight train lengths **GC**

2112 Rosslare may be considered for Biomass **JPL**

PROCUREMENT

2113 Procurement report to state no new non compliant contracts **CR**

852.1 It was agreed to recommend the following to Board:

1. Road Fleet Hire Services Framework Selection and Award criteria
2. Supply of P&C Selection and Award Criteria
3. Electrical systems contract
4. Piling and boundary wall works at Broadstone

- 2114 Electrical systems contract - clarify initial contracts and comment on amount CR
FINANCE
- 2115 Give YTD position v Forecast in Finance (for Cash and P&L) AC
HR
- 2116 HR report to include Pharmacy closure – what, when, alternate arrangements CM
2117 HR report to include man power plans for drivers, gatekeepers etc CM
ROSSLARE
- 2118 Check if any sanctions can be applied to fishing boats JPL
CORPORATE COMMUNICATIONS
- 2119 Corporate Communications Report to refer to board briefing document and
Flooding at Ballycar BK
EU REPORT
- 857.1 The following handover arrangements were agreed
- Rail Regulator – MI Reidy will follow up
 - EFB – proposal to be in CIE, Colm Costello leading. MI Reidy to watch
 - MAC – in train. Future MI Reidy
 - PSC – Gerry leading in talks with NTA. Must to work with MI Reidy
 - 4th Railway package – will take 2-3 years – Iarnród Éireann need to watch. Funding opportunities needs a closer watch. Need to interface with Irish Government reps in Brussels.
- 2120 Don, Jim, Aidan and DF to meet and agree interface with Irish Govt. reps in DF
Brussels
- TAA and SAA – can be signed off internally. – MI Reidy.
 - Network statement – will need a small redraft when legislation finalised. MI Reidy
 - Enterprise agreement – Gerry Culligan.
 - AIMS – next is to load historical data. John Cassidy
 - Printing costs – Colm Reynolds
- 2121 Brief Connolly users this week on printing proposals CR
SAFETY
- 2122 Safety Dashboard to be updated wrt OTDR text, CTE training days – red or green, JC
Training and assessment comments required
- 858.1 It was noted that the Safety review summary is to be by request only in September. Was distributed for action plan only.
IM
- 2123 IM Report to include
paragraph on hybrid TP,
Network Rationalisation – any major savings ,
LX technical solutions (intend to bring to November board),
Reilly's crossing – update,
Kent station entrance – tender amounts. Rescoping underway. Potential 6 month delay.DC
- 859.1 It was agreed to recommend the following to Board:
5. Close out XC006
 6. Closeout Tkt Val package 8
 7. Adv paper ATV status
 8. CTC Building Refurbishment capital
 9. Foynes capital
 10. Rosslare capital
- 2124 Confirm ATVM plan with NTA GC

- 2125 CTC Building refurb paper to refer to need for this work DC
- 859.2 It was agreed to close out the Phoenix Park study project
- 2126 Give update on cost mgt committee for August Chief Executive report CR
- ANY OTHER BUSINESS**
- Next meeting**
- 860.1 The next board preparation meeting will be held on Wednesday 10th September, 2014 at 08:30.

**Minutes of 158th Iarnród Éireann Executive Group Meeting
held on Wednesday 10th September, 2014
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr John Cassidy, Safety Advisor
Mr Aidan Cronin, Chief Financial Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Colm Reynolds, Procurement
Mr Paul Bonar, for Rosslare
Ms Jane Cregan, Corporate Communications

Apologies: Mr Barry Kenny, Manager Corporate Communications
Mr John Stack, RU Finance
Mr John Lynch, GM Rosslare Europort

Min. No.

TRAIN OPERATIONS

2127 Look at stopping southside diesels in Tara st and run through Pearse to GCD JM

- Check prior incidents of lady who fell in front of train in Raheny was boarding and alighting incident

2128 TO Report : JM

a) Report on assault on member of staff at Bray

b) Expand paragraph on apprentices

Check if anything planned on PIS this year

2129 P Muldoon to Maintain and distribute ranked pipeline of capital projects that Iarnród Éireann wish to proceed with should funding become available. List to be revisited at budget and 5-year plan revision time DC

2130 Look for innovative and operations ideas that might be suitable for IRO awards JM

COMMERCIAL

2131 Plan required to deal with seat reservations problems GC

- Issues include – WiFi not working in stations
- Set configurations
- Overcrowding

862.1 It was reported that Cash impact of stoppage was €900k

2132 Look at compiling blended overall company satisfaction score GC

2133 Commercial Report 2.1 should say NFE "Will be revised" GC

862.2 It was noted that a formal application for 6% fares increase was issued yesterday

862.3 There was a discussion on the value to Iarnród Éireann of Belmond contract. We take out a loan from them and pay back over three years. They are looking for guarantee or bond for money they put into loco overhaul.

2134 Put requirement to maintain locos in working order as part of lease agreement on Risk Register JC

2135 Cancel bid to do carriage overhaul work JM

2136 Monthly review of Customer Call contract to see if we need a person in Clonakilty GC

2137 Gate pass solution required post Interim Smartcard GC

{Mr Reynolds, Mr Bonar, Mr Carey and Mr Cunningham joined meeting}

MINUTES AND ACTIONS

863.1 The minutes of the meeting of 11th August were taken as read and noted.

863.2 Action 2111 – GC to give date

863.3 Action 2120 – check with Barry as part of stakeholder plan

863.4 Action 2073 –

- Could be useful to Per Way and ME Rail
- Do out matrix of timescales

863.5 Action 2101 – Due 5th Oct

863.6 Board action 182 – Jim leading discussion re Ballycar.

PROCUREMENT

864.1 Potential non-compliances at Drogheda noted and extension of CCE contract being investigated.

2138 Find out detail of potential procurement non-compliance at Drogheda JM

2139 Find out detail of potential procurement non-compliance for extension CCE contract DC

864.2 It was agreed to recommend the following to Board:

Selection & Award Criteria

1. DMU Engine Repair and Overhaul
2. Supply of Rail

Contract Award

3. Print Management
4. Global System for GSM-R phase 2
5. Expansion of Integrated Communications System ("ICS") for the GSM-R Project Phase 2

2140 Give full background to GSMR contract papers CR DC

Disposal

6. Disposal of Scrap

FINANCE

- Cash flow by business reported now
- Adverse to budget at end P8

2141 Audit reports need close dates AC

- Note that road accidents up – persons brought for corrective coaching or in some cases discipline

2142 Cost management committee to look at road vehicle accidents CR

HR

2143 HR Report – Disciplinary items - distinguish those under new guidelines CM

ROSSLARE

- Sand build up – Foreshore licence now with Minister for consideration

CORPORATE COMMUNICATIONS

2144 Don to go on Phoenix Park Tunnel with JOC 24th September DC

868.1 It was agreed to recommend the following to Board:

7. Transactions for Sealing

- 2145 Ask Niall Grogan is consideration is given to gasses and flammable materials for garage in Robert Street BMC

{Mr Meade and Mr Culligan left the meeting}

IM

- 2146 SPAD at Bray by BB driver – get more detail on signal and driver JC

- 2147 Wrongside side failure at Pearse due to block joint failure – more detail required DC

- 869.1 It was agreed to recommend the following to Board:

Capex

8. Portmarnock Car Park extension

- 2148 Get pricing for decking Portmarnock Car Park DC

Closeouts

- 9. Kildare Accessibility
- 10. Sallins Accessibility
- 11. Newbridge Accessibility
- 12. UBC 247 Multeen River
- 13. Points Heaters

- 2149 Check unforeseen ground conditions Points heaters DC

- 869.2 It was agreed that the Chief Executive should sign off on

- 14. Capex - Limerick Junction Down Platform
- 15. Capex - Balbriggan Transport interchange

ANY OTHER BUSINESS

Next meeting

- 870.1 The next board preparation meeting will be held on Wednesday 15th October, 2014 at 08:30.

**Minutes of 159th Iarnród Éireann Executive Group Meeting
held on Wednesday 15th October, 2014
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr John Cassidy, Safety Advisor
Mr Aidan Cronin, Chief Financial Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Colm Reynolds, Procurement
Mr John Stack, RU Finance Mgr
Mr Paul Bonar, for Rosslare
Mr Jude Carey, IM Finance Mgr

Apologies: Mr John Lynch, GM Rosslare Europort

Min. No.

TRAIN OPERATIONS

871.1 Mr Meade reported:

- 2 safety incidents, SPAD and trespasser struck at Greystones

2150 Check marginal costs / profits with recent campaign on Limerick - Galway GC

- Have started standing down sets due to wheel damage

2151 Check if possible to retain existing timetable on Enterprise service through use of Mark IVs JM

2152 Set up KPI on fleet availability and reliability JM

- CME speaking at IMechE conf. in UK

2153 Report how can we escalate bearings issue JM

- Final stages apprentices

2154 CEO to have opportunity to welcome new apprentices and see induction programme CM

SAP HCM

2155 Set out background to SAP HCM and how new process will work CM/JM

- Mark IV reintroduction

2156 Reword Mark IV paper to reflect seeking additional €2m spend on HM JM

COMMERCIAL

872.1 Mr Culligan reported:

- Revenue is growing, +€5m v 2013, only €0.2m behind forecast
- Many complaints on seat reservations programme in place
- Customer First and Belmond papers to board
- Working group around longer freight trains

{Mr Cronin joined the meeting}

2157 Commercial Report

GC

Summarise action plan on WiFi

Note start/end period for relaxed fares

Refer to customer journey increases

Round Freight figures on dashboard

Refer to Customer response 95% level is continuing in P11

Give more detail on action plan with dates for seat reservations

Take out paragraph on financial effect of dispute as was given to last board

Marketing metrics on KPIs

*{Mr Reynolds, Mr Bonar, Mr Carey and Mr Cunningham joined meeting}***MINUTES AND ACTIONS**873.1 The minutes of the meeting of 10th September were taken as read and noted.EG Actions

- 2127 – is being considered
- 2128 – nothing to report on PIS
- 2134 – Risk register being put on new system. Has to be quantified – O/S
- 2137 – gate pass - keep action open
- 2138 - Drogheda procurement investigation – complete
- 2142 – Road fleet – Joe Beardmore looking at costs outside standard lease. New driver programme being introduced this month. – complete
- 2143 – DAT reporting – complete
- 2146 – SPAD at Bray - investigation complete
- 2073 – only applies to CME payroll and will be complete by

Board actions

- 232 done
- 233 – will be presented to November ARG
- 235 – in hand as part of reorganisation
- 239 – will be included in 2015 KPIs
- 240 – agenda item
- 244 – take out “on behalf NTA”
- 245 – Circulate today – final version circulated 15/10 and distributed
- 189 – BK to present – briefing material to October board
- 216 – agenda item
- 230 – advanced – done

HR

- Increase in retirement age proposed

2158 What is aggregate score pay ballot passed by

CM

- EAT ruled in favour Iarnród Éireann re former employee
- High Court case over alleged bullying
- Another difficult catering case
- Review of payroll processing noted

2159 HR Dashboard to include overtime

CM

2160 Claims to be recorded on 2015 Dashboard with split TO / IM

AC

*{Mr Masterson left the meeting}***PROCUREMENT**

875.1 Mr Reynolds reported:

- One non-compliance – red
- On volume RBI

2161 Procurement Dashboard

CR

Non-compliance to be shown as red

Refer to “lunches” for training

- Risk workshop held on D Orr report
- Revised std contracts complete
- Revised procurement policy on target February 2015
- Hedged 2015 fuel requirements and part 2016 – may close out 2016

875.2 It was agreed to recommend the following to Board:

Contracts

1. Customer First Contract award, subject to business case

2162 Elaborate who are in consortia for Customer First, are they the lowest operational cost? Are there any avoidable IT costs? Why did 4 companies drop out? **CR**

2. Labour services framework – Selection and award criteria
3. Security services – selection criteria

2163 Security contract to be 3 + 1 + 1 years **CR**

4. Building maintenance
5. Track welding services contract award

2164 Clarify Derogation for EI Graduate replacement programme – who gets paid? **CR**

6. Retrospective approval EI derogation
7. GSM-R Phase 2 contract award

FINANCE

876.1 Mr Cronin reported:

- 2013 capital audit received “substantial” rating

2165 Respond to AC on IA suggestions by Fri 17th Oct **All**

- Audit – Exec payroll, social media, complete
- Audit Rosslare – observations document issued – meeting set up
- 2015 budget to October board

ROSSLARE

877.1 Mr Bonar reported:

- P9 – 3 VS not realised
- P10 result follows P9 pattern
- Slightly ahead 2013 in volumes
- Approval in principal received for Foreshore License and the project team liaising with State Solicitors Dept
- VTS = radar system

2166 Check all Rosslare accidents in Company totals **JC**

2167 Rosslare report **PB**

Check Car Park barrier at Rosslare

Check Rosslare incidents under investigation – are these complete

Note Indecon happy to be consulted but will not sit on Steering Cmte

CORPORATE COMMUNICATIONS

878.1 Mr Kenny reported:

- Company response to Strategic Framework document being finalised and will be briefed
- Stations awards well received
- FOI signed into law – could be in by mid April 2015
- Expanded twitter coverage during LRA season
- Stakeholder publications noted

SAFETY

879.1 Mr Cassidy reported:

- P10 stats noted
- Employee lost time – just moved into red
- 3rd party looking at accidents
- Enterprise Risk Register - contacts from team to take place

2168 Update on Risk Register in CFO Report

AC

879.2 It was agreed to recommend the following to Board:

8. Transactions for Sealing
9. Corporate Governance
10. Timetable 2015

2169 Business expenses policy – we will bring our own to Iarnród Éireann board and ARG, taking into account overarching policy

CM

- January and March meetings may change

2170 Need to seek derogation on accessibility now that funding stopped

GC

{Mr Meade, Mr Stack and Mr Culligan left the meeting}

IM

880.1 Mr Cunningham reported:

- 2 Set incidents – Howth Junction Points and Sallins Axle counter
- SPAD, person hit

2171 Incident at Limerick – run through to wash road – was it a SPAD?

JC

- RSC super training started
- Network rationalisation underway
- LRA water jet runs have gone into North
- CCRP – property deal concluded
- Foynes – re survey complete
- CTC staging – report to December
- Phoenix park – change of scope
- Fibre on target
- Widening of N63 – demolition Tuam-Athenry section – Dept committed to fund if required

2172 CME Projects required for quarterly projects list

JM

880.2 It was agreed to recommend the following to Board:

Capex

11. Malahide update
12. Phoenix Park tunnel

2173 Show what recommendations still open Malahide

DC

Closeouts

13. CCRP advance purchase

ANY OTHER BUSINESS

Next meeting

881.1 The next board preparation meeting will be held on Wednesday 19th November, 2014 at 08:30.

**Minutes of 160th Iarnród Éireann Executive Group Meeting
held on Wednesday 19th November, 2014
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr John Cassidy, Safety Advisor
Mr Aidan Cronin, Chief Financial Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr John Lynch, GM Rosslare Europort
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Colm Reynolds, Procurement
Mr John Stack, RU Finance Mgr

Apologies: Mr Jude Carey, IM Finance Mgr

Min. No.

TRAIN OPERATIONS

- Met with Gardai re different approach taken to fatalities
- They agree that we can light scene for them to take photos and return with 2 hours

2174 RU Report

JM

Add SPAD text into Dashboard
Combine paragraphs on fatalities
Expand text on LRA
Spell out acronyms in CME text
Graph fleet reliability with 5 minutes and benchmarks
Graph fleet availability
Leave out Belmond and WiFi (to Commercial)

COMMERCIAL

- DART Performance strong so affects average fare
- Call answer rate now green
- Relaxed fares and Student campaigns gave good return
- Looking for derogation on Rail passenger rights re accessibility and refunds – most Europeans seek this also
- Proposal for longer Freight trains before end year
-

2175 Commercial Report

GC

Include 4G WiFi
Set Seat Reservation to green
Set WiFi Support to green
include comment on process in Heuston on Friday to monitor reservations
include tables with detail on students and taxsaver campaigns
show that autumn relaxed fares higher than spring

2176 Organise briefing session for exec team on 2014 census in December

GC

883.1 It was agreed to recommend to board of Iarnród Éireann

1. Capital expenditure Leap in Cork (updated)

2177 Update Cork Leap paper to shown previous expenditure / approvals

GC

2178 Revision on PSO contract (multi annual)

GC

{Mr Reynolds, Mr Lynch and Mr Cunningham joined meeting}

MINUTES AND ACTIONS

884.1 The minutes of the meeting of 15th October were taken as read and noted. Corrections:

- Jude Carey present
- Minute 878.1 "could be by April 2015"

EG Actions

- 2151 Done
- 2152 done
- 2153 – done
- 2167 – will report next week
- 2171 – looking like it will be a SPAD

Board actions

- 248 – ATP will have override but bring train to stop. Running release still there for abnormal use. May consider seal.
- 249 – sensitivity level is set. Will take off automatic close for heat conservation.
- 250 – actively pursuing TENS-T funding
- 254 – Balfour Beatty missed the e-tender notice. We are enhancing our procedure for known suppliers.
- 256 – get date and green
- 258 – 31/12 – "during December"
- 239 – green Feb 2015

PROCUREMENT

- Red item for Electrical reporting equipment – will update ARG
- Procurement legal resource starting Inchicore Monday

885.1 It was agreed to recommend the following to Board:

Contracts

2. ~~Print Management~~ – (NOT to board – value too small now)
 3. Credit Card Merchant Services (revised format)
 4. Security – award criteria
 5. Fencing Framework selection and award criteria
- Will remove small printers next week

2179 Report savings on recurring contracts

CR

HR

- Engagement arranged to discuss funding future as per LRC proposals

2180 Update text on funding review with unions and set procurement process in place CM

- 2 High Court cases re former employees settled after much time and cost
- Breen case – lessons learned will be brought to next Exec conference. Legal costs not available yet
- Norton case – we are challenging LRC decision
- EFT – 260 paid by cash – proposal put to unions
- Increased Retirement age – proposal to Unions
- Female mentoring - training to exec team
- CME D&A testing took place

FINANCE

- Storm damage funding pending – Dept will not fund Rosslare
- Payroll on forecast
- €32.6m MAC funding to spend in P12 and P13
- €45m not counted in P11. F/C to spend €5m this year

- 2181 CFO Report** **AC**
 Clarify €5m of €45m spend this year
 Show change in Cash Flow F/C P11 and P12
 Include table 5.3 capital
- 2182 Show pro-forma 2015 dashboard at January meeting** **AC**
- 2013 NTA audits complete with “substantial” ratings
 - VAT settlement down to €28k
 - Ratings from audits show improvements in processes
 - Budgets Risks now positive
 - Audits – revised observations issued 17th November
- 2183 Audit report to be closed out in advance of ARG** **JM**
 Revenue audits **DC**
 Nationwide Stock count **BK**
 Social Media review
- ROSSLARE**
- 3 reds in period – YTDs are positive
 - Traffic up on 2013
 - Will meet original but not revised revenue forecast
 - Man jumped ship during deportation – we assisted authorities
 - Some trip incidents – removed curb
 - Absenteeism down
 - Dredging to commence 30th November
- 2184 Rosslare Stakeholder meeting to be set up** **JPL**
CORPORATE COMMUNICATIONS
- FOI Reference book to be issued Friday
 - SFILT response sent out
- 2185 Consider KPI for social media** **BK**
- Belmond – in contact for media event
 - Revenue protection – €5.5k case publicised
 - Samaritans initiative – signage at platform ends
- SAFETY**
- LTAs affected by increase in fatalities (will be shown separately in 2015)
- 2186 Match action plans to identified actions in Safety Plan** **JC**
2187 Analyse data to see if that prompt other actions **JC**
- SPADs generally positive
- 2188 DRA – consider when can switch on (with clarity in when to use)** **JC JM**
- LX’s initiatives took place and planned
- 2189 Put LX tech solutions on agenda safety exec meeting** **JC**
- Broombridge initiative a great success
 - LRA caused no SPADs to date this year
 - Platform Interface
- 890.1** It was agreed to recommend the following to Board:
6. Transactions for Sealing
- 2190 Check 250 years terms and value** **BMC**
{Mr Meade, Mr Stack and Mr Culligan left the meeting}
IM
- Finance on forecast

- Safety – cumulative targets to be updated
- Performance – LRA and start CTC papers

2191 IM Report

DC

Update comments re inquiries**Update on signalling failure**

- LRA delay minutes down
- CTC contingency plan being developed
- DU business plan now standalone – feeders may be put back in
- E-net 95% and 87% now complete

891.1 It was agreed to recommend the following to Board:

7. LX Technical Solution
8. CTC Strategy

2192 CTC Strategy - Check if additional staff requirement

DC

9. DU business Case
10. Fingal Study
11. Possession management

2193 Fingal study – list all 6 options

DC

ANY OTHER BUSINESS**Next meeting****892.1** The next board preparation meeting will be held on Wednesday 14th January 2015 at 08:30.

**Minutes of 161st Iarnród Éireann Executive Group Meeting
held on Wednesday 14th January 2015
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr John Cassidy, Safety Advisor
Mr Aidan Cronin, Chief Financial Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr John Lynch, GM Rosslare Europort (part)
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Colm Reynolds, Procurement (part)
Mr John Stack, RU Finance
Mr Jude Carey
Ms Sinead Clair, Programme Mgr IM (part)

Apologies:

Min. No.

MINUTES AND ACTIONS

893.1 The minutes of the meeting of 19th November 2014 were taken as read and noted.

IE Board Actions

- 260 – Increased passenger numbers - paper on revenue and passenger numbers to complete this week.
 - “The financial impact has been assessed and the next impact is “ Action
Gerry
- 261 – brief T McGee on Rail Review - “meeting took place Tues 20th “
- 262 – Use Rail Review to direct where money should be spent – Add in “2015 5 year plan will also be prepared on this basis”
- 263 – reword
- 265 – in Go Rail and Stakeholders newsletter
- 266 – June – Portlaoise
- 267 – Possessions Management regime will be part of safety campaign launch

TO REPORT

- | | | |
|-------------------|---|----|
| 2194 | TO report - Suggested changes include:
Safety KPIs – expanded comments required rather than duplicate in report
Summarise performance KPIs
Put in additional NTA targets
Need reliability KPI
Include train cleanliness KPI
main features for report are LRA, Minister involvement in launches, CCTV on fleets, revenue protection, Golden Whistle awards,
revise text on closing force on ICR doors | JM |
| 2195 | Provide staff numbers graph | CM |
| COMMERCIAL | | |
| 2196 | Commercial report suggestions:
Put in marketing measures quarterly – coordinate with bus companies
Key issues NTA/DDTAS matters (Leap) | GC |

- Put KPI for Leap card matters
One paragraph to be included on 2015 marketing campaigns – link to revenue
- 2197 Board paper required for Belmond bond – to go into Admin section GC
IM
- 2198 General report matters SC
All reports to include 2014 summary
use one decimal point rounding on KPIs
use crisp wording eg replace “believed to be” with “initial investigations indicate”
Consider seasonal KPIs eg LRA
Financial reporting all
– report initially against budget to first forecast review
– then against forecast at time of 5-year plan,
then forecast revised at budget time.
- 2199 IM Report DC
spell out MID = minutes in dispute
Key items - Reillys, eNet, CTC failures, apprentices, SAP HCM, (some on project report)
Include SET accident – where hit from behind
Include paragraph on graffiti
Expand text on wrongside failures on dashboard
KPI on competency should show out of competence on safety critical role
LRA – report on lessons learned after year end
Include text on investment plans for CCE
Key Projects are Customer, ATP, GSM, CCTV, DRA, Acoustic bearing monitoring, (possibly include Enterprise and Drogheda viaduct)
{Ms Clair, Mr Reynolds and Mr Lynch joined meeting}
- PROCUREMENT**
- 2200 Include 4 proposed procurement KPIs for 2015 – into draft IE report SC
 - Only issue is integration of procurement – resource requiredContracts
- 897.1 It was agreed to recommend to the board of Iarnród Éireann:
 - User Worked LX
 - OHLE maintenance and repair Selection Criteria
 - Remote Monitoring Inf Assets – Award Criteria
 - Derogations for supply CME materials – with more background, 27m
- HR**
- 898.1 Mr Masterson advised:
 - LRC proposals – DoTTAS to meet unions
 - 29b – awaiting confirmation of SI
 - Retirement age – unions agree to recommend acceptance of ballot proposal
 - 2 pending High Court cases, D Smullen case settled
 - Per Way – LRC advisory service to review, may result in training
- 2201 Key HR items – Executive leadership, 29b financial consequences for company pension contributions CM SC
HR KPIs – staff numbers, absenteeism (with clarity on measure) , Annual leave exceptions – at year end, VS as seasonal measure?
 - Weekly payroll to Monthly – reviewing next steps
 - Check absenteeism figure vs individual reports
- 2202 Clarify definitions of long term illness CM
ROSSLARE
 - €10m revenue achieved

- VS exits not achieved in P13

2203 Rosslare report JL
Propose safety KPIs in dashboard eg depth water, LTAs, security measure,
Explain Freight unit

- Rosslare stakeholders meeting kicking off today

2204 Rosslare Capex - Review with CEO in context of whole year plan JL

- 899.1** It was agreed to recommend to board
5. Disposal berth 4 (in procurement section)

COMMUNICATIONS

2205 All invitations to attend local authority (formal elected members meetings) to be advised to Corporate Communications. All

- Social media measures noted
- Reilly's – P Muldoon to meeting residents on Friday, then CEO and Minister to follow up

SAFETY

- Safety plan 2015, key area safety culture, investment, launch safety programme,

2206 Add paragraph on safety campaign to Safety plan 2015 JC

- 901.1** It was agreed to recommend to board
6. Docs sealing and signing

IM CAPEX

- 902.1** It was agreed to recommend to board
7. New CTC Capex (with minor wording changes)

REPORTING

- Dashboard – expand text to give explanations
- Separate out NTA targets
- Order is
 - Safety
 - Common KPIs
 - NTA KPIs

ITEMS FOR COMMUNICATION

- SPAD numbers over full year,
- LRA improvement
- DRA installation
- Golden Awards
- Ballast cleaning
- Cost Committee review
- Ministers visits
- Revenue protect full year stats
- Marketing
- Graffiti
- LRC rule 29b and mentoring
- eNet
- Reillys

ANY OTHER BUSINESS

Next meeting

- 905.1** The next board preparation meeting will be held on Wednesday 11th February 2015 at 08:30.

11th February

**Minutes of 162nd Iarnród Éireann Executive Group Meeting
held on Wednesday 14th January 2015
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr John Cassidy, Safety Advisor
Mr Aidan Cronin, Chief Financial Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr John Lynch, GM Rosslare Europort (part)
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Colm Reynolds, CPO (part)
Mr John Stack, RU Finance
Mr Jude Carey, IM Finance

Apologies:

Min. No.

MINUTES AND ACTIONS

- 906.1** The minutes of the meeting of 14th January 2015 were taken as read and noted.
- 906.2** The EG and draft Iarnród Éireann board actions list were taken as read and noted with the following comments made:
- Paper on NTA Transport strategy to go to Feb Board
 - Customer first – report will be ready Mar board
 - Leap Breakdown of €300k – ready this week

2207 Projects dashboard – give a measure on spend to date Cost Performance Index, Scheduled Performance Index

DC

2208 Dashboard on Agenda ARG

BMC

- Advise 8 sites LX trial to Tommy Wynne – done
- Board invites to RSC (Sept) and RAIU (June) – underway
- Near Miss reporting – part of safety programme – give clear guidelines eg golden rules
- Luas Cross City – gearing up to communicate with customers

FUNCTIONAL REPORTS

TO

2209 Circulate sample Key issues report

BMC

2210 Change RU references to TO (where not part of safety structure documentation)

All

- Enterprise – will use NIR DMU for 4 weeks, no catering
- We may need to run auxiliary from Drogheda to meet capacity
- Mark IV not gauged yet
- Driver and DTE workshop planned March
- DRA to be fitted to all ICR end P3

2211 TO Report

JM

**Expand on delay to Enterprise overhaul
Consider revenue impact of using NIR DMU in place of Enterprise
Ballast Cleaning – mention contingency plan
Reword DRA paragraph**

Put SPAD details on Dashboard

Delay minutes should be green, summarize causes

Check if Dwell is the actual cause – eg could be awaiting gates etc

Note. SPAD ranking 0-19 and >=20

CME Service Affecting Failures – target?

Commercial

- Seat sale planned post Easter

2212 Commercial report

GC

Reword key matters to focus on next steps

Check if student campaign should get an award

Customer measures are Q4 2014

- Ronan Murphy looking at replacement to staff barrier pass
- Freight strategy is clarification of approved strategy
- Mystery shopping scores on
- Customer Service Course was provide to those dealing with complaints

IM

2213 Consider making Enterprise red on dashboard

DC

2214 All to use * in left column on Dashboard for items that go to board

all

- Sections 1.2, 1.4, 1.5, 1.7 for CEO Report

Finance

- New look P&L
- Rosslare – cancelled sailing
- Claimed less enhancements than budget, capitalising less
- Cash Flow should match cash usage
- Audit O/S
 - Rosslare – this week
 - Sutton and Malahide to be closed
 - Rail Ops Waterford
 - Limerick Travel Center

Rosslare

- Revenue loss due to storm not shown due to rounding

2215 Rosslare report

JPL

Consider how/when to report depth measures

Tug Master incident should not count in our stats but should be reported

Adjust revenue figures on dashboard to match financial report

HR

- 29b SI planned to take effect 1st April
- Will write to affected staff
- €0.3 to €0.6m cost likely
- Meeting Dept on VS terms
- Retirement Age, CIE may not agree with Iarnród Éireann policy
- Development programmes moving forward
- Pharmacy, complying with PSI procedures for closure
- Focus Group – CIE led

2216 Gather cost of release to Women's focus groups

CM

- List of mentors in place for unconscious bias training
- D&A test held after P1

2217 Clarity unit for D&A testing

CM

2218 Set improved target for absenteeism

CM

HR

- Stakeholder meetings set up

- Transport Ireland Conference – Jim to speak
- Airport link – public meetings set up by politicians
- Cycling event getting good interest
- Language – automated announcements – could revise to shorter announcements
- Social media measures – revising

{Mr Reynolds joined meeting}

PROCUREMENT

- Recurring contracts target should be zero
- Stock Materials procedures
- Opportunity to move to new arrangements

Contracts

908.1 It was agreed to recommend to the board of Iarnród Éireann:

1. Security Services
2. Derogations
3. Supply of Rail
4. Remote monitoring CCE Assets

2219 Forward business case remote monitoring CCE Assets to DF

DC

5. Labour Services
6. Fencing Framework

2220 Ensure geographical spread fencing framework

CR

7. OHLE services
8. Disposal Scrap

SUBMISSIONS

909.1 It was agreed to recommend to board

9. CME HM 500k (if closeout)
10. CTC Workstation
11. Phoenix Park Tunnel Business Case

2221 Presentation on Phoenix Park tunnel business case on board agenda ½ hour and consider Aecom attendance

DC BMC

12. Phoenix Park Tunnel Design & Construction
13. Connolly Platform 6/7 lift
14. Rosslare Berth 1 Linkspan (CEO)
15. Rosslare Berth 3 Linkspan (Own funded)
16. Transactions for Sealing / Signing

Track access

- Track Access for freight discussion paper noted

2222 Internal review of freight charges to be undertaken

GC AC

2223 Suggest to NG to attend next CIE Board re station retail

GC

- Notes to staff
 - SPADS
 - Ballast cleaning
 - Student
 - Reillys
 - 29b – anticipating signing off SI
 - Airport link
 - North Dublin

ANY OTHER BUSINESS

Next meeting

- 910.1** The next board preparation meeting will be held on Wednesday 11th March 2015 at 08:30.

**Minutes of 163rd Iarnród Éireann Executive Group Meeting
held on Wednesday 11th March 2015
at Connolly Station**

Present: Mr Aidan Cronin, Chief Financial Officer (Acting Chairman),
Mr John Cassidy, Safety Advisor
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr John Lynch, GM Rosslare Europort
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Colm Reynolds, CPO (part)
Mr John Stack, RU Finance
Mr Jude Carey, IM Finance

Apologies: Mr David Franks, Chief Executive Officer

Min. No.

MINUTES AND ACTIONS

911.1 The minutes of the meeting of 11th February 2015 were taken as read and noted.

EG Actions

- 2101 Rosslare safety underway - will complete end April
- 2176 Census done
- 2178 – Review of PSO end April

2224	Copy revised PSO to MI Reidy and Copy revised MAC to John Stack	JM DC
2225	Start cross charging on a variable basis Q4 2015	JS Jude

Board actions

- 279 – update on plans for Seat Reservation etc - GC will provide for ARG 20th May
- 281 – Passenger Journeys on CEO objective's - correct number on corporate Dashboard
- 283 – Phoenix Park tunnel - DC to provide update
- 284 wooden sleepers – not many in stock piles

KEY ISSUES

TO

- 1 low ranking SPAD
- Speed checks OTDR – will revisit target
- D&A should be green
- Axle bearing hope to complete programme by August
noted that this was picked up prior to failure
- Cash used – should be closing balance

2226	Process for completing Dashboards to be reviewed	DG
	DG to be informed if areas cannot comply with EG timetable	All
2227	Issue of CTC and desk to be included in 10 min DART paper	JM

Commercial

2228	Draw down funds from Belmond for loco overhaul	JS
	<ul style="list-style-type: none"> • Expect NIR to struggle to meet deadline for NIR timetable for Belmond • Iarnród Éireann representing public transport on Council for Irish Tourism Federation 	

IM

- Small increase absenteeism
- SET compliance – not critical
- Projects – Enterprise refurbishment behind
 - Lineside acoustic – end date is 2019 due to 5 year guarantee
- Essential Body Function – still needs to be ironed out how it will operate

Finance

- Revenue ahead
- Overall (€1.8m) v budget (€3m)
- Audit concluded with no issues
- Issue at CIE level is deficit on pension fund
- Risks and opportunities – Rule 29b effect on pensions, better farebox and car park revenue
- Risk register – to ARG 20th, CIE Exec and Iarnród Éireann board
- What is Iarnród Éireann view of risk register?
 - risk register is based on aviation industry standards. Understood should condense all 7 CTC risks into one.
 - Need to sense check the register
 - Prefer to see this at a higher level as getting too bogged down with detail
 - Ideal is to meet for 1 hour once a quarter
 - now have a completely different set of risks as to when last presented to board.
 - presentation should bring out costs and resources required and Iarnród Éireann should own and run process from now on

2229 Put presentation together on Risk Register and circulate

AC

Rosslare

- Will review targets for safety incidents
- Security now includes unlawful acts. Incidents include hauliers tampering with others vehicles.
- Trading – losses (weather in P1) recovered P2
- Tourist traffic down on budget but main season starts May
- Appointing advisor to assist business case for investment

HR

- 2 VS exiting this month
- 29b Attorney General requesting additional information. Will have to go back to Iris Oifigiúil

Corporate Comms

- Annual report will be central release
- FOI – 2 levels training to be introduced
- Will have a decision maker in each team. Appeals officer likely to be senior manager in each dept.

PROCUREMENT**CPO Report**

- Recurring contracts – both rate and volume reduction
- Org SVP 23rd March
- Large number derogations – these are below €2m

913.1

It was agreed to recommend to board

1. Ballast contract update – April board
2. Supply of points and crossings
3. Rail Flaw Detection
4. Derogations – April board

2230 Consider hedging Navigator income for Sterling portion of P&C contract

CR

PROPOSALS**Capex**

- 914.1 It was agreed to recommend to board
- 5. Phoenix Park Tunnel
 - 6. Rosslare Europort paving – April board
 - 7. Transactions sealing and signing

2231 **Ask NG to ensure no flammable materials held under arches**

BMC

Issues to note

- Galway SPAD
- Operation risk workshop
- Customer First office set up
- Ballast cleaning
- Women's Day

ANY OTHER BUSINESS**Next meeting**

- 915.1 The next board preparation meeting will be held on Wednesday 15th April 2015 at 08:30.

**Minutes of 164th Iarnród Éireann Executive Group Meeting
held on Wednesday 15th April 2015
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman)
Mr Aidan Cronin, Chief Financial Officer,
Mr John Cassidy, Safety Advisor
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr John Lynch, GM Rosslare Europort
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Colm Reynolds, CPO
Mr John Stack, RU Finance
Mr Jude Carey, IM Finance

Apologies:

Min. No.

MINUTES AND ACTIONS

916.1 The minutes of the meeting of 11th March 2015 were taken as read and noted.

Board actions

- Action 283 – delete f)
- Action 286 – May
- Action 288 - Done
- Action 270 – Risk Pilot - check what required.

2232 Review requirement for reporting on Risk Management pilot and adjust comment 270 in board actions **AC**

- Action 272 – reviewed by ARG and no changes necessary
- Action 273 – done – no changes needed
- Action 277 – reword

2233 Revise comment on board action 277 re Iarnród Éireann plans relating to Luas Cross City Works at Broombridge **GC**

KEY ISSUES

TO

2234 TO Report: **JM**
Expand on LTAs
Put SPAD info in Dashboard
DRA KPI to include other fleets
Vehicles outside wheel turning KPI should be red
Safety critical staff out of competence – why 2?
Safety non-compliance – more comments required
Report on Train Protection as well as DRA
Highlight revenue protection issues

- The Chief Executive recommended that if find misused Social Welfare card, confiscate and send back to Dept. of Social Protection

Commercial

- 2235 **Commercial report:** GC
 Why revenue ahead economy?
 Comment on clamping revenue
 Leap card KPIs are repeated
 Is target on complaints correct? Should refunds be included?
 Customer Measures KPI should not be included as is
 Consider launch 10 minute DART and other service changes

IM

- 2236 **IM Report :** DC
 What are we doing about LX incidents?
 include more info on wrongside failure
 signalling compliance check – comment further
 1 decimal places on performance KPIs
 Minutes in dispute target?
 ‘No advice given’ KPI should be green
 Ballast cleaning is repeated – will show what is planned
 Expand on EU regs

Finance

- More clarity given on cash flow
- Risks and opportunities - +ve balance

Rosslare

- Attempt to bring fire arms on ship reported in comments

- 2237 **Rosslare: Include text on % increase revenue in KPIs – Dublin vs Rosslare** JPL

HR

- We will bring judicial review of Martin Norton case to High Court which we hope to reverse Labour Court Recommendation

Corporate Comms

- Highlight regulation of lobbying

- 2238 **Include paragraph on lobbying in section on legislation** BMC

Safety

- Report noted and OK for board

PROCUREMENTCPO Report

- KPI missed 3 non-recurring contract renewals

- 2239 **CPO Report – should include comment on RSC correspondence** CR

918.1 It was agreed to recommend to board

1. Supply and Delivery of Ballast Contract Award Update
2. Points and Crossings Layouts Contract Award
 - a. CIE CFO says stick with Euro for tender
3. CCRP Phase 3 Contract Award
4. Treatment of Surface Rail Defects Selection Criteria

- 2240 **Include sections of Surface Rail defects advisory paper in Selection Criteria paper** DC CR

5. Kent Station Interchange Contract Award
6. Contract Cleaning Services Contract Award
7. Traction Motor Overhaul Award Criteria
8. Coupler Overhaul Contract Award / Derogation
9. 2014 Derogations For Noting
10. Disposal of Berth 4 Linkspan Gangway Walkway

PROPOSALS**Capex**

- 919.1 It was agreed to recommend to board
- 11. DART Underground – protection of Railway Order and route – scope change
 - 12. Cork Kent Interchange – additional funding
 - 13. Accessibility Programme 2015
 - 14. Scope change Cork remediation (if required)

- 2241 **Check if Cork remediation scope change paper requires board approval at this stage**

JM

- 15. Closeout Rosslare Europort Emergency dredging
- 16. CCRP Phase 2 transfer to NW

Advisory Notes / policy papers

- 17. Customer First Programme
- 18. Impact of increase in passenger numbers

- 2242 **Append fleet strategy to Increase in Passenger Numbers advisory & give scenarios**

GC

- 19. 10 minute DART timetable plan

- 2243 **Reference relaunch DART in 10 minute plan**

JM

- 20. MAC
- 21. DART Underground Business Case
- 22. Phoenix Park Tunnel Update

- 2244 **Phoenix Park Tunnel Advisory note - Comment on next phase and letter from NTA**

DC

Other

- 23. Transactions for approval

- 2245 **Disposal of surplus engine materials to go through proper procurement procedures**

JM

- 24. Re-org presentation

- 919.2 It was agreed to recommend to CEO

Capex

- 25. Docklands Station planning application-
- 26. Rosslare Europort pavement renewals
- 27. Purchase and installation of Track Gel applicators
- 28. Small Plant
- 29. Connolly Wash
- 30. Portlaoise Wash
- 31. Connolly Arches remediation – additional funding
- 32. Locomotive re-power specification
- 33. Rosslare Vessel Traffic Service Upgrade
- 34. Rosslare Tractor

Advisory note

- 35. Longer Freight Trains advisory note

ANY OTHER BUSINESS**Next meeting**

- 920.1 The next board preparation meeting will be held on Wednesday 13th May 2015 at 08:30.

**Minutes of 165th Iarnród Éireann Executive Group Meeting
held on Wednesday 13th May 2015
at Connolly Station**

Present: Mr Aidan Cronin, Chief Financial Officer (Acting Chairman),
Mr John Cassidy, Safety Advisor
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Colm Reynolds, CPO (part)
Mr John Stack, RU Finance
Mr Jude Carey, IM Finance
Ms Sharon O'Rourke, HR (part)
Mr Paul Bonar, Rosslare (part)

Apologies: Mr David Franks, Chief Executive Officer
Mr Ciaran Masterson, Director Human Resources
Mr John Lynch, GM Rosslare Europort

Min. No.

MINUTES AND ACTIONS

921.1 The minutes of the meeting of 15th April 2015 were taken as read and noted.

EG Actions

- 2101 – Date for completion of Rosslare Safety review to be provided
- 2178 – revised PSO - NTA advised that draft will be ready by August
- 2222 – in next 5 weeks
- 2224 – draft available August, so revert in September

Board actions

- 291 - Docklands locals and CCRP - Project Mgr will liaise with Jane Cregan to address any concerns
- 292 - D&A stats as advisory paper, liaise with JC
- 293 – possessions management - update to August IAG, Sept SAG,
- 295 – agenda item
- 297 – paper to board to include business case arrangements and letter from NTA etc
- 298 – adjusted paper for CIE Board included legal and property costs
- 278 – paper being prepared on WiFi issues and seat reservations
- 286 – agenda item
- 289 – board advised that only CAWS available through Phoenix Park tunnel - done

KEY ISSUES

Train Operations

- Staff numbers red – planned VS hasn't happened
- 1 x 29000 vehicle outside planned exams, was escorted back to depot with no issues
- 2 minor issue picked up in Laois depot and dealt with
- Key areas – customer strategy, fare evasion survey, Belmond
- Fares – Intercity – good level of compliance
- Belmond – critical path is refurbishment

Commercial

- call centre slightly behind target in P4 – no concern

- complaints higher than target – mostly relate to seat reservations
- Seat Res availability below target – action plan in place
 - Some areas no WiFi, some no CME availability or actions not completed by train hosts
- Cork Dublin Express – to start 25th
 - We gave NTA 2 weeks notice but they objected, then relented
- 3 marketing awards achieved
- Summer promotion for July and August
- Oranmore – local promotion during road works
- Customer First fully resourced and discussions commenced with suppliers
- Tax saver – opportunities being taken to sell at upcoming business conferences

IM

- Finance – payroll fissure affected by reduced works on CCRP and Drogheda
- Performance measure all OK
- Foynes costings to be discussed at IAG
- DART straps - - over value

2246 Check if retrospective approval needed for DART Straps overspend JM

- Kent decontamination – no activity for a number of years, now being restarted
- Remote diagnostics – outside time
- OB3 at Fassaugh Road (for Luas cross city) - time moved
- Key issues
 - RAIU LX Reports – unachievable recommendations, and they apportioned blame
 - LX technical solutions – presentation on Monday at IAG
 - Submission for capital – DoTTAS to announce Capital Programme in June
 - MAC – holding until wording agreed on Capital / Renewals.

Finance

- €1.9m better than budget
- Revenue favourable, 3rd party income down, received addition CAN and property income
- Cash flow +ve, but €8m to reverse in 2015
- McClure Watters audit completed, no issues

Rosslare

- Payroll adverse – 1 long term ill, 3 should have gone VS
- Passenger and freight numbers on trend
- Safety training – damage caused by unaccompanied freight – are training up staff further
- Marine safety audit to commence
- Paving – CEO to visit to see problem
- IA have commenced pricing strategy review
- Other audit matters closed out
- Staffed to be briefed on Indecon report

2247 Split absenteeism on Rosslare dashboard into long term/short term PB**HR**

- Executive leader programme – preferred vendor advised
- Succession planning – new sessions to be set up
- VS – 1 exit in P4
 - Meeting took place with DoTTAS, will now progress with over 60's exits
- Productivity – discussions commenced under auspices of LRC
- Cost Management – attended conciliation, targets could change. Milestones may be set
- Increase in retirement – unions will ballot all members during June
- Employment Appeals – 2 cases live. 1 settlement reached
- Martin Norton Review – may be helped by increase in retirement age
- Contributory PRSA's for part time staff, may have to set up scheme

- Could maybe then take out 5% stored value
- Unions query that CMO does all fitness to work medical. Unions looking for discussion on those that fail

2248 Need to formulate policy on those that fail fitness to work medicals CM/JM/DC

- Equality – 2 disability complaints – likely to settle
- 2 workplace investigations
- Transport against racism launched
- Diversity leadership – good presentation attended in Transport for London
- Cost containment – if we don't agree a target, unions could claim we reneged

Corporate Comms

- Social media – red – a lot of activity about overcrowding
- A wheelchair user got stranded on a train in Connolly last weekend and this is the subject of a lot of comment on social media
- Stakeholder survey
 - Most groups say we are improving
 - Action plan to be developed
- Annual report – likely to be brought to Cabinet and published after bus disputes resolved
- Yeats 150 to be supported on DART
- Complete savings – complaints will arise from time to time

PROCUREMENT

CPO Report

- Recurring contracts – 7 delayed YTD. All to be delivered by P6
- Revised procurement procedures under review
- Development of a category management structure underway
- No non-compliances reported
- PO compliance – 2 items where retrospective PO sought
- Maintenance Diesel engines – tender out, delay was getting spec in place
- Expired recurring contracts – started process of implementing SAP contracts. Limits when POs can be raised against contract. Approx. 95 set up on SAP to date

PROPOSALS

924.1 It was agreed to recommend to board

Capex

1. Phoenix Park tunnel construction

Advisory Notes / policy papers

1. Colbert station Limerick, for NTA
2. Fleet benchmarking
3. Risk Management
4. Seat reservations (when available)
5. Drugs and Alcohol test results

Other

6. Transactions for approval

Issues to note

- Revenue protection stats
- Customer service strategy
- Cork express
- Court cases misuse crossings
- Overspeeding
- Driver reporting on van as close call
- Theft wire

ANY OTHER BUSINESS

Next meeting

- 925.1** The next board preparation meeting will be held on Wednesday 10th June 2015 at 08:30.

**Minutes of 166th Iarnród Éireann Executive Group Meeting
held on Wednesday 10th June 2015
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman)
Mr Aidan Cronin, Chief Financial Officer
Mr John Cassidy, Safety Advisor
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr John Lynch, GM Rosslare Europort
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Colm Reynolds, CPO (part)
Mr John Stack, RU Finance
Mr Jude Carey, IM Finance

Min. No.

MINUTES AND ACTIONS

926.1 The minutes of the meeting of 13th May 2015 were taken as read and noted.

EG Actions

Board actions

926.2 The actions lists were taken as read and noted.

KEY ISSUES

Commercial

- | | | |
|-------------|--|------------|
| 2249 | Dashboards should be against forecast | All |
| | <ul style="list-style-type: none"> • Complaints up due to train failure 23rd April and seat reservation problems • Seat reservations are at same level – most actions in place from P6 <ul style="list-style-type: none"> – If manually processes working, should be 100% • Summer campaign started with online links to local attractions • Relaxed fare €0.7m uplift. Next sale Autumn • Customer First commenced <ul style="list-style-type: none"> – Programme advisory group meeting today • Revenue protection - getting addition systems to process fixed penalty fines <ul style="list-style-type: none"> – Ultimately can pay online • Cotif changes to be made and will affect Enterprise agreement <ul style="list-style-type: none"> – Discussions taking place with Dept. over whether Ireland should ratify Annex B re dangerous goods | |
| 2250 | Commercial report | GC |
| | Update section on European legislation
Key focus areas – word in present and future tense
Include piece on NFE submission
Comm KPI to include Customer satisfaction
Put note on fares elasticities in Key Focus Areas | |
| 2251 | Dashboard 4 heading Quarter 2 | AC |
| 2252 | Advisory paper on Fares elasticities – still work ongoing – HOLD | GC |
| 2253 | Advisory paper on Intermodal Connectivity – include financial backup (not required Iarnród Éireann board) | GC |

TO

- 2254 Review SPAD process for drivers on 3 SPADs JM
 2255 Review operations at Bray because of number SPAD incidents there JM
 2256 TO Report JM

Report on Seat reservations
 Expand comment on 3rd party incidents
 Speed checks KPI should have (2)
 Leadership training Q4
 Overdue audits – try to close out or expand comment
 Safety tours red
 Mention that working with commercial on re-launch DART
 Reduce data in appendix and cover in dashboard

- Enterprise on varied fleets working well. Materials are in place for refurbishment programme.
- Little confidence that refurb'ed set ready August
- Graffiti work in progress

IM

- Train collision Waterford yard – collisions KPI does not distinguish running lines
- 2257 IM Report DC
 will include actions being taken in crossings KPI and note all CCTV
 Employee LTA – give detail manual handling
 update D & A comment
 round numbers overtime and ballast cleaning
 change 'no advice' to 'no explain'
 Note on fencing contract

- Financial red –
- Access charges red due to booked train
- Overtime up due to ballast cleaning
- TSR boards trial likely to start on Cork route
- Emphasis to Dept. was that plans were untenable, limited investment and appropriate in order of funding options

- 2258 Need to close off queries for D&A test eg false negatives etc CM

Finance

- 2259 Corporate dashboard AC
 Axle bearing should be 0 - 0 green with no comment
 Customer journeys needs note on why ahead target
 Average fare off - Leap card volumes?
 Change comment on cash balance
 GIA - 3 responses to be sorted prior to papers being sent out
 Station timetable leaflets target 90%

- 2260 Corporate Dashboard (HR) CM
 Check (a) forecast staff numbers and (b) Absenteeism target

- 2261 CFO Report AC
 State what overall forecast improvement is
 Revise comments on MAC funding
 Revise comment on DART electricity – under investigation

- 2262 Include MAC in transactions for sealing BMC

Rosslare

- 927.1 Branding launch next week

- 2263 Rosslare Dashboard JPL
 Put in figures for payroll and non payroll costs
 Review long term v short term absenteeism

HR

2264 HR DASHBOARD CM

D&A - separate figure contractors
Remove 'to be confirmed' comment on VS exits
Review employee survey figures

2265 HR Report CM

List o/s contractor/ employee claims cases (to DF)
Update on DAT
Update on Pharmacy closure plan

Action 2248

- Fitness to work list unresolved issues and plan to deal with them CM

Corporate Comms

927.2 Lobbying – all bodies must register activity

2266 Policy on Lobbying BK

2267 Consider LX awareness media campaign BK

Safety

2268 Safety update JCass

Include LX publicity
Refer to RAIU report and what we will do
Slip trips analysis of 3 years data

PROCUREMENTCPO Report

- Making progress into recurring contracts
- Focus on category management structure

2269 CPO Report – note Fencing non-compliance in P6 (potentially) CR

928.1 It was agreed to recommend to board

Procurement

1. Phoenix Park Tunnel Civils
2. Lease of cars and vans

2270 Circulate note on fleet numbers CM

3. HVAC and Toilet systems

PROPOSALSAdvisory papers

4. Driver Simulator (change to advisory paper)

2271 Driver Simulator - change to advisory paper JM

2272 Test market for driver simulator CR

5. Locomotive repower

2273 Locomotive repower advisory - clarify payback, include benefits and procurement costs, use estimated costs JM

6. Weedspray

2274 Weed spray include optical detection with option 1 DC

Capex

7. Field work management

2275 Field work management (expand to include other areas) Jude

8. Rosslare traffic management and signage
9. OBB026 Malahide road widening

Other

10. Transactions sealing

LAG Advisory paper on per Way Drivers

2276 Put forward proposals to address driver shortages for Per Way trains JM

Staff note

- 3 SPADs
- Enterprise
- Graffiti
- CCTV LX incidents
- TSR boards
- Trial by route TSR notification
- Rosslare consultants for Indecom recommendations
- Procurement savings
- Seat reservations
- Apprentice recruitment

ANY OTHER BUSINESSNext meeting

930.1 The next board preparation meeting will be held on Wednesday 15th July 2015 at 08:30.

**Minutes of 167th Iarnród Éireann Executive Group Meeting
held on Wednesday 15th July 2015
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman)
Mr Aidan Cronin, Chief Financial Officer
Mr John Cassidy, Safety Advisor
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr John Lynch, GM Rosslare Europort
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Colm Reynolds, CPO (part)
Mr John Stack, RU Finance
Ms M Finnegan, Commercial Department

Apologies: Mr Gerry Culligan, Commercial Director
Mr Jude Carey, IM Finance

Min. No.

MINUTES AND ACTIONS

931.1 The minutes of the meeting of 10th June 2015 were taken as read and noted.

931.2 The actions lists were taken as read and noted.

EG Actions

2277	SPADs reviews (drivers with 3 incidents and Bray) to be presented to SAG	JM
2278	Closeout report for pharmacy to be compiled	CM

- Action 2248 – 4 individuals refuse to attend

Board actions

- Action 307 note that Level Crossing costs do include loss revenue. Future reports should include value of claims of Level Crossing incidents
- Action 265 set date for rescheduled Portlaoise visit
- Action 282 CEO Objectives - agenda item
- Action 294 London Underground report on slips, trips and falls, JC to confirm if pilot programme can be run here
- Action 301 – Risk Auditor – specification being finalised for auditor
- Actions 299, 300 target August agenda items

KEY ISSUES

TO

2279	Period 6 safety data to be used for training – Correct KPIs	JC
	<ul style="list-style-type: none"> • Wrongside train doors – now better visibility with test procedures • Overdue action audits – will catch up P7 • DRA – will set target all fleets • Traction motor and ICR transmission failures • Driver mentoring starting 	

2280	TO Report	JM
	Check wording for “Customers on direct debit” and check target	

Check progress against target penalty fares
 Say more about speeding at Skerries
 Include mentoring in list of issues for 10 minute DART
 DRA – have KPI for number of checks and its use

- Good progress meeting with Gardai
- LRA – looking to getting defensive driving techniques imbedded in advance
- Sanders for 2600s – for 2016 season
- Enterprise carriages – 4th set must start programme 3rd week august, may not have other set back in time
- Acoustic bearing – nearly ready to start installation

Commercial

2281 Commercial Report **MF**

Include Marketing for 10 minute DART in next report
 Expand on what is driving commuter revenue growth

- Seat reservation availability still not meeting target. Now recording more data. More session taken place on how to record problems, including manual intervention.

2282 Revise seat reservation KPI if figure does not include success after manual intervention and include data from P7 **JM**

2283 Move August EG to Friday 14th so that all can include period 8 data **BMC**

- WiFi working better on 3G
- Customer Satisfaction remains high and DART/Commuter figure has been restored
- Revenue protection – no. valid DART ticket increased. Have a lot of detail.

2284 Give summary of revenue protection data by time of day to DF **MF**

- Summer campaign has kicked off

IM

- LX – will use CCTV to assist prosecutions
- One contractor accident – he took off PPE during grit blasting and was hit in face
- 4 LX near misses vs target 2
- training cycle for competence has caught up
- Ballast on target at P7
- TO minutes in dispute – will be cleaned out quarterly
- Budget for move from TO to IM for 4B and 4C to be sorted out
- Need to start planning for ballast cleaning with contractor soon
- Expect injection of cash again this year
- OTM performance update to be given to August board

2285 Comment on BB margin in OTM report to August board **DC**

- XX024 – judge ruled could not prosecute because on private road. Are seeking advice on next steps.
- Graffiti blitz started

2286 Check if Lansdowne and Dun Laoghaire could be included in graffiti blitz **DC**

- TSR boards workshop taking place today. Also looking at other boards.

Finance

2287 Check staff numbers target **AC**

- Revenues favourable
- MAC €700k behind forecast
- Overall €1.6m loss vs forecast €2.3m
- €5m ahead budget
- Tara Mines are not producing the volume of ore but we can claim a rebate
- no internal audits outstanding

Rosslare

- Traffic up on budget but not on forecast
- Doing refresher safety training
- Marine safety audit took place 25/26 June – no major non-compliances
 - Complimentary re use KPIs
- Procurement underway for concession
- Capital expenditure berth 1 to tender
 - Berth 3 mobilizing
- On track dredging licence
- MDS transmodal will assist indecon

2288 Show timeline for Indecon actions progress

JPL

HR

- VS – confirmation that DPER support our terms

2289 HR Report

CM

Check Staff numbers – differs from Corporate KPI

Long term absenteeism should be red

2290 Distribute Protected disclosure policy to staff

CM

Corporate Comms

- Awards – Journeys on Us best chance
- 1916 preparations underway and will include schools programme
- Phoenix Park tunnel reaction being monitored
- Received very good reports on radio show about long distance commuting

PROCUREMENTCPO Report

- All KPIs green
- Impedence bonds – increased to €50k
- 3 issued found in PO compliance checks
- Reorganisation – when complete SMS process, DF will inform RSC
- Preparation for possible works if funding becomes available would be helpful
- Issue of Rosslare Steering Group and participation in concession discussed
 - Could be addressed at first meeting and minuted

2291 Justification for size of Road Fleet o be provided as background to August board paper

DC

ANY OTHER BUSINESSNext meeting

934.1 The next board preparation meeting will be held on Monday 17th August 2015 at 08:30.

**Minutes of 168th Iarnród Éireann Executive Group Meeting
held on Monday 17th August 2015
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman)
Mr John Cassidy, Safety Advisor
Mr Aidan Cronin, Chief Financial Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Jude Carey, IM Finance
Mr Paul Bonar, Rosslare
Mr Sean Walsh, HR
Mr Louis Gilvarry, Procurement (part)

Apologies: Mr John Lynch, GM Rosslare Europort
Mr Ciaran Masterson, Director Human Resources
Mr John Stack, RU Finance
Mr Colm Reynolds, CPO

Min. No.

MINUTES AND ACTIONS

935.1 The minutes of the meeting of 15th July 2015 were taken as read and noted.

935.2 The actions lists were taken as read and noted.

KEY ISSUES

TO

- Absenteeism – holding attendance workshops
- This is training for managers to perform back to work interviews
- 3rd party only 1 required ambulance but not serious
- SMS audit will complete P8
- Enterprise risk is no 4th service for a week
- Final report will include 1st August incident

2292 TO Report

JM

Explain Absenteeism Workshops

SPAD at Fairview – take out jargon and fill out to show what the risks are

High value component failures – any risk or cost?

Review comment on dwell time

Comment on Enterprise refurb financial exposure, incl. drawdowns

Change heading re 10 minutes to Driver pay claim

Comment on monitoring DRA use

Commercial

- Avg fare down due to increase use DART – summer campaign
- Freight revenue on target overall
- Southwestern call issue corrected
- Complaints – 1st Aug, track at Monasteravin and seat reservations

2293 Commercial Report

GC

Review WiFi support calls KPI

Review title DART 10 min service

**Mention Belmond's progress with fleet upgrade and Grey Water
Expand on Satori data breach**

IM

- Finances – some underspends – release of provisions

2294 IM Report

DC

**Complete comments on KPIs, D&A, bridge strikes etc
rename Per Way KPI – Driver Turns requested
Review comment on LX tech solution**

- Delay minutes over
- GSM-R – over due to shortages SET resources

2295 Cable theft – put message out about charge with endangering life

DC

- Accessibility – timing not an issue

Finance

- P7 Revenue ahead. Board report will be P8

2296 Include additional funding in board report

AC

- Only 1 IA report outstanding response which will complete today

Rosslare

- Safety tours late due to illness
- Concession – evaluating responses
- Indecon – initial meeting held – on track

HR

- 8 – 10 trained in Cahill process – looks at regrading

2297 HR Report - spell out "Cahill Process"

SW

- message is no regradings etc during cost containment - applications can still be made

Corp Comms

- P8 KPI targets achieved
- Lobbying – takes effect 1st September
- Phoenix Park tunnel photo shoot planned

Safety

2298 Safety KPIs

JC

Check if SMS Audits will be complete in P9

Link KPI on safety audits to RSC audits

Comments to give information from P6-P8 for major items like SPADs

PROCUREMENT

- Reportable non-compliance – fencing still to be sorted out
- PO compliance check found issue in IM where order split – manager informed
- Procurement – re-org – DF to write to RSC saying ready to implement

Contracts

937.1 It was agreed to recommend to board

1. Leasing of cars and vans with expanded explanation, showing trend
 2. Supply of ballast
 3. Revenue Settlement system
 4. OHLE Maintenance
- OHLE Maintenance – potential retendering not likely to take place quickly. We could ask for 2 years + 2

2299 Procurement proposals

LG

Revise van & car paper to include info from advisory paper, splitting out detail on cars,

highlight improvements made
 Ballast – revise wording on 2m limit
 Revenue “Settlement”, expand section 8, term of contract?
 OHLE Maintenance – go for 2 year contract

BOARD PROPOSALS

938.1 It was agreed to recommend to board

Advisory papers

5. Organisation Design Steering Committee
6. Regulation of Lobbying Act
7. Half yearly report to the Minister on Commercially Significant Events
8. Payroll system
9. OTM Contract Progress

Capitals

10. Procurement of replacement Track Recording Vehicle
11. Weed Spray Vehicle
12. New National Control Centre
13. Commercial
14. IT Phase 4 – rollout of Leap nationwide

2300 Check EU funding for NCC

DC

2301 Check if Bus Éireann also have Leap rollout paper

GC

Admin

15. Transactions for sealing and signing

ANY OTHER BUSINESS

Next meeting

939.1 The next board preparation meeting will be held on Wednesday 16th September 2015 at 08:30.

**Minutes of 169th Iarnród Éireann Executive Group Meeting
held on Wednesday 17th September 2015
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman)
Mr Aidan Cronin, Chief Financial Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Director IM
Mr John Lynch, GM Rosslare Europort
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Jude Carey, IM Finance
Mr John Stack, RU Finance
Ms Jane Cregan, Corporate Comms
Mr Colm Reynolds, CPO (part)
Mr Ronan Glynn, Risk Management (part)

Apologies: Mr John Cassidy, Safety Advisor
Mr Barry Kenny, Manager Corporate Communications

Min. No.

MINUTES AND ACTIONS

940.1 The minutes of the meeting of 17th August 2015 were taken as read and noted.

940.2 The actions lists were taken as read and noted.

EG Actions

- 2277 - SPADs – next SAG
- 2178 - PSO – end of year
- 2222 - Freight charges – Dec '15

Board actions

- 308 – Sept board
- 309 – Sept board
- 310 – Lights on advance warning boards for TSRs - have gone to market, Jim Meade agree with advance board light.

2302 Decision to be made promptly on whether we can commit to install lights on TSR advance warning boards **DC**

- 312 – line based approach requested for IM reporting - Comment that this will be put to IAG instead of paper to be prepared to IAG to consider
- 314 OHLE maintenance – procurement have met with Neopul. Is driven by labour costs. Best change would be 1-2% reduction

2303 Team to be put together to check market for OHLE maintenance **DC DF**

- 315 – report on Rosslare audit to be put to October ARG
- 293 – done
- 300 – agenda item

KEY ISSUES

TO

- Overtime costs up driver by overtime
- Speeding incident was reported professionally
- Doing analysis of dwell time

- Enterprise 4th set out of service. Oct completed set
 - Operational risk workshops planned expect good feedback
 - Bearings being monitored RSC now expressing concern
 - Drogheda derailment was not checking of facing points critical
 - Looking at dampers for fuel pipe leaks
- 2304 TO Report JM**
- Amended forecast to be used for board reports**
Commentary on absenteeism to be updated
Leadership target zero
Safety maintenance compliance checks – reset target
Comment on delay minutes
Axle bearings should be red
Enterprise - Project plan to bring back to service, explain 4 teams etc
Comment on RSC interest in bearings
Focus areas: - Fleet performance – look at trend, Pay deal for drivers
Comment on yellow plant maintenance
- Commercial**
- All revenue green except avg fare due to high DART and commuter volumes
 - Answer rate red but with 5% abandonment rate
 - Complaints include no 1st class Belfast
 - Marketing campaign for GAA, Tax saver, students, relaxed fares
 - Commuter satisfaction is very high, biggest challenge is non users
 - Belmond safety certs progressing, carriages slightly behind
 - Customer First – requirements spec on target
 - RPU back office deployed – next online payment in October – supplied by Dovetail
 - RPU officers now refusing to sign fines
- 2305 Commercial report GC**
- Take out prior year column from dashboard**
Show UK figures for customer satisfaction
- IM**
- LX accidents over target – CCTV cameras with reg. number reading capability being installed at 4 busy crossings
 - 2 D&A failures on contractors in Mullingar
 - SMS audits – resources
 - Bridge strike – Gardaí chasing 1 prosecution
 - Finance spend down €3.1m
 - External income comment €700k due to efficiencies, €300k stock transfer, timing €1.5m, RPA delays is 3rd party
 - 4 incidents accounted for 50% delay minutes
- 2306 Graph of IM spend vs budget for Monday review Jude**
- 2307 IM Report DC**
- Revise comment SMS audits**
Split IM external income comments into MAC /. Enhancement / PSO
Table of LRA report recommendations vs our plan
expand on 26th August fire in relay room
Expand on SET wrongside failures
- Finance**
- 2308 Overall KPIs - Absenteeism, title Summer, Safety leadership training AC**
- Pass rev, car parks and Materials betterment – €300k
 - OHLE contract
 - Note that near €2m loss per period
- 2309 Enterprise refurb risk value to be clarified JM**
- 2310 Enterprise project and pay claim / industrial action on risks/opportunities AC**
- IA disposal of assets to be resolved this week
- Rosslare**
- 2 reds
- 2311 Rosslare KPIs - Take out illness incident JPL**

	<ul style="list-style-type: none"> Foot passenger revenue impact 3k 	
2312	Check out reason for fall in foot passenger numbers in Rosslare	JPL
2313	Explore tourism funding for marketing Rosslare <ul style="list-style-type: none"> Berth 3 gangway €275k - not being progressed Concessions timeline end November report 	JPL
	HR	
2314	Check y/e staff numbers	CM
	<ul style="list-style-type: none"> Pay claim likely to go for industrial action 	
2315	Cost management note in CEO report	DF
	<ul style="list-style-type: none"> NTA – discussion with unions not taken place to date 	
2316	Set up committee for scenario planning re industrial action	DF
	<ul style="list-style-type: none"> 7 VS to date Leadership planning 19th October Protected closure policy will be revised 	
	Comms	
	<ul style="list-style-type: none"> Freedom Info 14th October, training days set up 	
2317	Ramp up training for Fol, eg include PAs	Jane
	<ul style="list-style-type: none"> Taking part in Science and Tech in Action programme Graffiti publicity Journeys on Us campaign underway Ploughing Championships LX safety Photo call suicide prevention Writer on board services – looking for media partner Cultural exchange Shanghai metro Tullamore station disquiet on standards Social media – most relate to failures 	
	Safety	
	<ul style="list-style-type: none"> Noted 	
2318	Response to RAIU on SPADs – in time for board	JM
	PROCUREMENT	
	<ul style="list-style-type: none"> Recurring €16k cost increase this period Roll out SAP contracts continuing New coding POs Single tenders list noted Neopul will respond today with 1 year contract 	
2319	Arrange DF / DC to meet CEO of Neopul	CR
2320	Supply paragraph on OHLE contract to Don for IM report	CR
2321	Include single tenders > €2m (not already reported) in CPO board report <ul style="list-style-type: none"> D Orr report – update to CIE Audit committee Revised Proc policy out to IA and legal for comment 	CR
	Contracts	
942.1	It was agreed to recommend to board	
	<ol style="list-style-type: none"> Traction motor overhaul Overhaul of Diesel engines – 	
2322	Overhaul Diesel engines contract - put variant in decision sought and better explanation decision scoring	CR
	<ol style="list-style-type: none"> TRV selection criteria 	
942.2	It was agreed to hold	
	<ol style="list-style-type: none"> Surface Rail defects award criteria 	
	BOARD PROPOSALS	
943.1	It was agreed to recommend to board	

Advisory papers

5. Half yearly report
6. LX strategy

Admin

7. Transactions for sealing and signing

Capitals

2323 IT Capital proposal to be put in mix for 2016 capex AC

RISK REGISTER

- Review principle risks and changes and new risks arising
- Speed restriction risk has fallen
- Loss of CTC – no. of incidents increased

2324 Check when Risk Register next required BMC

2325 Consider Enterprise refurb. Risk – does it warrant inclusion on risk register? JM

2326 Comment on procurement process and timescale, and auditor IE only RG

8. Quarterly Risk update

ANY OTHER BUSINESSNext meeting

945.1 The next board preparation meeting will be held on Wednesday 14th October 2015 at 08:30.

**Minutes of 96th Iarnród Éireann Executive Group Meeting
held on Wednesday 12th January, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman) (part),
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Don Cunningham, Director New Works,
Mr Tom Devoy, General Manager, DART
Mr Ciaran Masterson, Acting Director Human Resources
Mr Phil Verster, Asst. CEO (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary, (part)
Ms Teresa O'Sullivan, Marketing

Apologies: Mr Paul O'Kelly, Manager Marketing

Min. No.

ANNOUNCEMENT

- 578.1** The Chief Executive stated that Mr Verster would act as deputy CEO at times where he himself is unavailable.
- 578.2** He also advised that the Chairman has written to the Minister seeking a 5% fare increase for non-smartcard fares. If the fares increase application is granted, there is a possibility that Iarnród Éireann could break even in 2011 with favourable revenue returns and tight cost controls.

MINUTES

- 579.1** The minutes of the meetings of 17th November, 2010 were taken as read and noted:

Outstanding actions

- 579.2** The list of outstanding actions was taken as read and noted.

Action 1326 - deployment 57 ICRs

- 579.3** On track for presentation to Feb board

Action 1349 - Pearse station plan

- 579.4** Painting contractor to start work immediately but rest of work is awaiting funding clearance

PROGRESS REPORTS**Safety**

580.1 Mr Cuffe reported:

- SAG meetings reset for February and April and Mr Perry wants to see a Corporate Safety Plan and will then report to board on progress against that plan
- Mr Perry also raised concerns that risks of SPADs and LXs are not reducing and he wants to see a strategy for ETS
 - Mr Verster commented that 23 asset strategies are being produced and train protection will be included
- SPADs have reached a plateau
 - There is a rise in technical SPADs
 - SPADs at sidings are increasing too
 - Mr Verster added that one of the new EI recruits is looking at sidings
- Incidents in the period include damage to roof of train shed at Heuston and ambulance delayed in getting to station because of road congestion during snow.

Marketing

580.2 Ms. O'Sullivan reported:

- Revenue rose during December
- Overall Galway, Cork and Limerick revenues suffering due to competition from motorways
- But fuel prices rises in 2011 and less support for regional airports will present opportunities
- Message for 2011 will focus on comfort factor
- Also heavy emphasis on web with new website due in 2011
- Increased number of TVMs
- Fare increase applied for
- Taxsaver is more attractive now and to date 2011 is up on 2010
- €0 fare replaced with €1 fare.

580.3 Mr Devoy commented that DART would have broken even in 2010 if had fare increase. The Chief Executive added that the feeder bus has been withdrawn but the subvention may also reduce accordingly.

Corporate communications.

580.4 Mr Kenny reported:

- Good positive coverage received during snow
- Increasing emphasis on social media as means of communication
- New website gives more potential
- Only negative coverage was for no services on 26/12 – TD to check data
- Bikes initiative received good coverage
- WiFi was featured as was draft timetable
- Planned coverage includes Navan RO hearings and Taxsavers with 3rd parties.

Finance

580.5 Mr Cronin reported:

- Period 13 headlines likely to be
 - Operating loss €15m
 - Net deficit €35m
 - Business is losing €1.5m a month

- Losses in 2011 will be effected by fares increases and revenue levels
- VS payback is 1.8 years and €10m reduction in payroll
- Forecast €7m - €10m loss in 2011

580.6 The Chief Executive stated that the benefits of VS must be banked and costs must not be allowed to creep where savings have been made. Process must be followed if any positions need to be filled and HR must be involved.

580.7 It was agreed that a list of positions be compiled centrally and distributed to all areas.

580.8 Mr Cronin added that limited accruals for VS can be made for 2010 but any VS in 2011 requires prior board approval.

Engineering

580.9 Mr Verster reported :

- €1m better than target for 2010
- Stocks levels reduced by €17.4m (21%)
- 1 km slab track replaced
- Controls room are a success with staff
- ISO projects progressing
- LTAs dropped by 50%
- 900 employees met for communications sessions – positive feedback received.

Intercity and commuter

580.10 Mr Carmichael reported on progress in the InterCity and Commuter businesses:

Safety

- Hope to see improvement in SPADs in 2011
- LTA have levelled off

punctuality

- Below target during bad weather but does not affect NTA stats
- NTA are seeking to increase targets for commuters to 95% 0-10 and InterCity to 92% by route by quarter

Revenue

- revenue boosted in December – cooperation between sections was exceptional
- freight revenue 5% better than budget
- car park revenue up
 - pay by phone pilot underway
- Costs show €450k betterment in the year

Other

- New uniforms ready
- Headcount better than budget at year end
- Draft timetable Kildare route issued and feedback received

DART

580.11 Mr Devoy reported;

Safety

- 20 incidents occurred

- Reduction in vandalism but increase in anti social behaviour
- LTA reduced

Punctuality

- Overall delays due to weather and slab track TSR
- Very good job done on track over Christmas and southside times improving
- North side suffering due to delays at Laytown

Revenue protection

- Revenue protection – 2,207 fined

other

- Cleanliness 80% satisfaction
- Mabway 79.4% trained
- Events – 4 Nations matches to boost revenue
- Exit validation now in Sydney Parade, Booterstown and Sandymount

580.12 It was noted that there were 2 sad incidents to report: a DART driver lost his life whilst on service and revenue protection officer in Limerick died after shift completed, RIP.

Human Resources

580.13 The HR report was taken as read and noted.

580.14 Mr Masterson reported:

- 225 staff left on VS in 2010, thanks to CIE pensions dept. for all their help
- 101 random D&A tests done
- HR IT spec drafted and will meet ITSG on 20th Jan
- NVQ awards achieved
- SET negotiations going to monitoring committee and labour court in parallel
- Paper drafted for train hosts
- List of surplus staff being compiled
- Rosslare – trade cars up.

580.15 The Chief Executive thanked the HR team for the progress made in 2010 with VS.

New Works

580.16 Mr Cunningham reported;

- KRP – down slow 60% complete - scheduled finish March 2011
- DART Upgrade – still tidy works being done at Tara St
- Clonsilla Turnback – design underway
- Oranmore planning submitted, Crusheen ready soon
- Navan RO – value engineering exercise to be presented to Feb EAG and then NTA
- Maynooth – Reilly's application submitted
- Malahide – operating approval extended to May
 - Walkway held up by Wildlife – is a Fingal project
- Heuston Fuelling and valetting and drivers' depot is complete
 - Laois drivers' depot on schedule for June
- Car Parks – Marsh Road commenced
 - Have resubmitted Maynooth
- Accessibility – awaiting funding for Kildare, Newbridge, Sallins
- Ticketing – all TVMs ordered
- Strategy

- NTA draft strategy issued

Actions

- | | | |
|-------|---|----------|
| 1336. | PJ to check causes of technical SPADs | PV |
| 1337. | Alter safety report to say Ambulance delayed due to snow | PC |
| 1338. | Compare Taxsaver revenue with previous years, like-for-like | POK |
| 1339. | Check travel figures for 26/12 in other Public Transport bodies | TD |
| 1340. | Call pre-board WiFi meeting (DF, PV, CC, POK, BK) | DF |
| 1341. | Compile central list of vacancies | Chairman |
| 1342. | Normalise stats for Eng LTAs | PV |

BOARD PROPOSALS

- 581.1** It was agreed to present the following Contracts Award papers to board:

1. Fuel services
2. Navigators x 2 in a single paper
3. OTMs
4. Thermit Welding note
5. Steel Rails

- 581.2** It was agreed to present the Disposals to board.

6. Rail and Sleepers

- 581.3** It was agreed to present the following papers to board:

7. Property papers
8. Temporary re-engagement of former employee
9. Transactions for Sealing/Signing (check no.3 for consideration)

ANY OTHER BUSINESS**Date of next meeting**

- 582.1** The next board preparation meeting will be held on Wednesday 9th February, 2011 at 08:30

**Minutes of 97th Iarnród Éireann Executive Group Meeting
held on Tuesday 26th January, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. Chief Executive (Operations)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Don Cunningham, Director New Works,
Mr Tom Devoy, General Manager DART,
Mr Ciaran Masterson, Acting Director Human Resources
Mr Paul O'Kelly, Manager Marketing
Mr Phil Verster, Asst. Chief Executive (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary
Ms Jane Creegan, Corporate Communications
Mr Ronan Gill, Chief Procurement Officer(part)

Apologies: Mr Barry Kenny, Manager Corporate Communications

Min. No.

OUTSTANDING ACTIONS FROM PREVIOUS MEETING

583.1 The list of outstanding actions was taken as read and noted.

Action 1336 – Technical SPADs

583.2 Mr Verster advised that he had consulted with Pat Casey and agreed that although 4 technical SPADs occurred in November, no increasing trend was emerging.

583.3 Mr Devoy also carried out enquiries and noted there were 21 technical SPADs in DART area in 2010 but there were also occurrences outside of the DART area. It was agreed that further analysis was required.

Actions 1341 - Compile central list of vacancies

583.4 Mr Masterson advised that the list has been compiled and agreed and is to be distributed to all functions. Will concentrate on Sligo line first.

Actions 1342 Normalise stats for Eng LTAs

583.5 Mr Verster advised that LTA stats are being normalised to hours worked.

Action 1332 Customer charter

583.6 Mr O'Kelly advised that having received comments he will redraft the document now.

BOARD REPORT

584.1 The Chief Executive reported on issues raised at the previous board meeting:

- 584.2** The Iarnród Éireann Chairman advised that given the political uncertainty, it is unlikely that there will be any restructuring of the CIE group or appointment of new chairpersons for a number of months. In the interim, he requested that all companies prepare their own development plans based on business needs, with modest expenditure and medium timeframe.
- 1343. DF to consult colleagues on 5 year development plan** **DF**
- 1344. DF to write to NTA re fares increase applications** **DF**
- 1345. POK CC TD DF to consider strategies to increase passenger numbers** **DF**
- 584.3** It was noted that there is an increased awareness at board level of need for safety compliance for on track machines. Mr Verster outlined Iarnród Éireann's strategy including requirement for thorough specification, an independent check and RSC certification.
- 1346. All areas to list out of date contracts (incl. where no contract in place)AC**
- 1347. review policy for salt stocks at stations for difficult areas** **CC TD**
- 1348. prepare for Iarnród Éireann own stories if/when fares increase** **JC**
- {Mr Cronin left the meeting}*
- 1349. Pearse station plan** **DC**
- 584.4** The Chief Executive reported that Mick Cullen raised the issue of some dissatisfaction with uniform choices, particularly at Limerick. Mr Carmichael added that it was important to enforce consistency with the range of choices.
- 1350. Check concerns with uniforms at Limerick** **CC**
- {Mr Gill joined the meeting}*

PROCUREMENT UPDATE

- 585.1** In response to the Chief Executive, Mr Gill advised that the telephone contract had gone out to tender and it is likely to include ways to restrict phone usage by groups of users and impose restrictions ranging from internal numbers only to unrestricted usage limited to a quanta of calls or no restrictions.
- 1351. RG to liaise with PV DC CC TD CM on options prior to signing new phone contract** **RG**
- 585.2** The Central Procurement Services Period 13 report was distributed and noted.
- 585.3** Mr Gill outlined the report and the following items were discussed:
- Have brought in central tracking of overdue contracts or those in pipeline
 - 2 overdue contracts awarded in period 13 – Credit card services and heating oil
 - Aged analysis of tender activity shows 93 contracts worth a total of €121m are due to be tendered within the next 6 months
 - 10 tenders are regarded as overdue but are utilising the 1 year rollover period permitted for revenue contracts
 - Navigator not included on this list as procurement process finished and recommendation put forward
 - These reports do not include Engineering contracts
 - Compliance monitoring is in place and of 99 PO's checked, 15 issues remain to be closed off
 - Process is being drawn up for recruitment of agency staff
- 1352. DF to remind his reports that any external recruitment has to be cleared through him first** **DF**
- The analysis of requisitions before invoice compliance was discussed

- Mr Verster noted that Louis Gilvarry has been requested to explore sanctions for non-compliance
- Mr Cunningham advised that New Works made good progress in this area through monitoring
- Systems are being developed for
 - P2P – process flow for invoice certification
 - Tender tracking.

585.4 Mr Verster added that the legal approval process should be included in reports. Mr Gill advised that some progress is being made with the creation of standards Terms and Conditions and standard contract modules.

{Mr Gill left the meeting}

DART UNDERGROUND UPDATE

- 586.1** Mr Cunningham updated the meeting on DU progress:
- RO process to continue until end Feb
 - NTA taking view that no major construction work to start until 2015 and a revised programme is being drawn up.

ANY OTHER BUSINESS

H&S implementation plans

- 587.1** Mr Cuffe reported that the IE Corporate Health and Safety Policy was noted by the board and the next stage is implementation.

1353. Peter Miller to propose plan to rollout H&S policy

CM

Kent station Decontamination

- 587.2** Mr Cunningham advised the meeting that a late paper from CIE Group Property was presented to board seeking CIE funding for decontamination project in Cork, to be managed by New Works.

Date of next meeting

- 587.3** The next board preparation meeting will be held on Wednesday 9th February, 2011 at 08:30.

**Minutes of 99th Iarnród Éireann Executive Group Meeting
held on Wednesday 23rd February, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. Chief Executive (Operations)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Don Cunningham, Director New Works,
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Acting Director Human Resources
Mr Paul O'Kelly, Manager Marketing
Mr Phil Verster, Asst. Chief Executive (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Cormac Downes,

Apologies: Mr Tom Devoy, General Manager DART,

Min. No.

BOARD REPORT

- 592.1** The Chief Executive reported on issues raised at the previous board meeting:
- 1364. DC to document criteria that NTA are using to re-evaluate Navan Line business case** **DC**
- 592.2** Mr Perry made a presentation to board on the overall risk profile and the corresponding RSP spend. He concluded that the overall spend was well matched to risk but highlighted two areas where more focus was required; train protection and level crossing risk.
- 1365. 5 year plan to include full train protection for outer suburban, train stop for other trains passing over DART area and a solution for passing points on single line track** **DC**
- 1366. review current status of level crossing programme** **PC**
- agree remit with stakeholders in advance
- 1367. benchmark IE website vs other transport operators** **POK**
- include some independent checks and present April board
- 1368. set yield targets** **POK**
- 1369. prepare case for keeping tax saver rise to 3%** **BK POK**
- 592.3** it was noted that there were fall downs in the ticketing collection arrangements at Cork station. Mr Carmichael advised that a review of the situation had taken place and actions taken.
- 1370. Definition of production – particularly 1st class** **POK**
- 592.4** It was noted that a board Marketing Advisory Group is to be formed.
- 1371. Formulate further sales/promotions ideas** **POK**
- 1372. reconsider options for concrete sleepers** **PV**
- 592.5** Mr Cunningham advised that the DU Railway Order hearing was taking more time than expected There have been over 250 written objects and each has to be given a chance to speak. He added that although an extension to the

consultants contract was approved, a further extension will be required shortly.

- 1373. Mr Cunningham to check if wind power generation could be developed on CIE land (liaise with PV on talks with Siemens) DC**

Post board budget meeting actions

- 1374. Each area to achieve a 5% cut in expenditure over 2010 levels All**

OUTSTANDING ACTIONS FROM PREVIOUS MEETING

- 593.1** The list of outstanding actions was taken as read and noted.
- 593.2** Action 1355 – Cherry Orchard inquiry chair - Chief Executive has been advised.
- 593.3** Action 1358 – Laytown - Worst case 8th April to 25mph, Best case mid March.
- 593.4** Action 1363 – Thermit welding contract – paper to be revised to show need for night time welding.

DART UNDERGROUND UPDATE

- 594.1** Mr Cunningham updated the meeting on DU progress:
- RO process to continue until 1st week March
 - Revised plan being drawn up at request of NTA showing what works can be completed with a conventional funding allocation of approximately €300m pa.

ANY OTHER BUSINESS

Contractor sanctioned

- 595.1** Mr Verster advised that evidence was brought to his attention of a contractor drinking on a worksite and the person will be banned from any future work in Iarnród Éireann and the contractor will be fined.

Leadership courses

- 595.2** Mr Verster thanked his colleagues for their input into the leadership courses which now have a 1/3 non engineering input which improves the balance on the courses.

Date of next meeting

- 595.3** The next board preparation meeting will be held on Wednesday 16th March, 2011 at 09:00.

**Minutes of 98th Iarnród Éireann Executive Group Meeting
held on Wednesday 9th February, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman) (part),
Mr Barry Kenny, Manager Corporate Communications
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Don Cunningham, Director New Works,
Mr Tom Devoy, General Manager, DART
Mr Ciaran Masterson, Acting Director Human Resources
Mr Paul O'Kelly, Manager Marketing

Attended by: Ms Bidina McCabe, Assistant Secretary, (part)
Mr John Kennedy, Engineering,
Mr John Reville, ICCN

Apologies: Mr Cal Carmichael, Asst. CEO (Operations)
Mr Phil Verster, Asst. CEO (Engineering)

Min. No.

MINUTES

588.1 The minutes of the meetings of 12th and 26th January, 2011 were taken as read and noted:

Outstanding actions

588.2 The list of outstanding actions was taken as read and noted.

Action 1346 – out of date contracts

588.3 Mr Cronin is to circulate the list of out of date contracts.

Action 1353 – H&S policy - Medical Fitness Certification

588.4 It was noted that the ~600 level 1 staff (Drivers) have been tested. Level 2 (signalmen) and level 3 (infrastructure staff) number ~3,000. CMO will test level 2 and start selective testing of level 3. A working document has been drafted to manage the process and deal with those who fail the tests. Policy document is to be distributed by March meeting.

PROGRESS REPORTS

Safety

589.1 Mr Cuffe reported:

- SPADs remain at the same level
- Mr Perry has been raising the issue of the risk levels of SPADs and LX's not falling despite the RSP spend

- Mr Reville noted that the impact of the simulator on SPADs will not be evident for some time
- Level Crossing near misses are up
- Collision with objects numbers up – detail to be checked
- Incidents include broken rail in Carlow
 - Tamper damaged points near Sallins
 - All clear given after possession near Cherry point despite tamper in section (controlled by axle counter) – is subject of a joint investigation
 - CME driver overran signal at Drogheda.

589.2 Mr Cunningham stated that he would make suggestions regarding after incident testing.

Marketing

589.3 Mr. O'Kelly reported:

- 3% Fares increase permitted from March but limited to fares under €25
- Tax saver fares also to increase by 3% from May
- Yield of €3.5m-€4m expected
- Chip and Pin sales increases will lag behind
- Tax saver sales have held up well but are dependent on banks and large employers and there is a risk to revenue if any of these lay off staff
- Are ahead of target now with call answering
- Advertising activity for next 3 months noted
- Petrol pump advert. noted.

Corporate communications.

589.4 Mr Kenny reported:

- Some coverage of fares increase
- Press noted planning applications for Oranmore and Crusheen
- Navan line public meetings held
- Galway business networking event took place on train
- Teen travel card being pushed – aimed at older scholars.

Finance

589.5 Mr Cronin reported:

- Revenue is 4.5% up on budget which is based on 7.5% reduction
- 2011 budget not finalised – does not break even yet.

589.6 The Chief Executive stated his concern over not seeing the benefits of VS. He asked all managers to ensure that they were not reversing the savings made in 2010.

Engineering

589.7 Mr Kennedy reported :

- Laytown TSR is biggest contributor to delay minutes
- 24 asset plans have been identified
- Snow – good lessons learnt and a very good working relationship with others lessened the impact
- Asset risk report will be ready in March
- 57 vehicles are on track for delivery, to be rolled out from May and into service July-August.

Intercity and commuter

589.8 Mr Reville reported on progress in the InterCity and Commuter businesses:

Safety

- Are focussing on LTA's but a lot are due to fatalities
 - Mr Devoy noted that previously affected drivers were asked to return as 2nd drivers
- Communications training now being undertaken inhouse
- 3 over due audit recommendations now closed out

Other

- Period 1 stats not good
- Uniform on trial and ready for launch
- 10,000 customer feedbacks during 2010

DART

589.9 Mr Devoy reported;

Safety

- 11 incidents occurred
- LTA's have reduced

Punctuality

- P1 below target, northside affected by Laytown
 - Mr Reville commented that it might not be a good time to introduce a new timetable on the northern line when it is affected by TSRs
- SET and CME delay minutes are both low

Finance

- Revenue down €1.29m against budget for 2010

Revenue protection

- Revenue protection – Brian Paton has compiled a report on revenue protection which raises issues for many areas

other

- Cleanliness – have agreed new times for cleaners to work at stations
- Exit validation in Dun Laoghaire and Sydney Parade end February
 - Raheny, Killester, Bayside and Howth Junction gone to tender.

Human Resources

589.10 The HR report was taken as read and noted.

589.11 The Chief Executive confirmed that Mr Masterson had been appointed to the position of Director HR.

589.12 Mr Masterson reported:

- Costs – are going to LRC this week concerning a number of issues such as mileage payments and allowances
- Also LRC talks taking place with Loco Drivers on a cost neutral base
 - It was emphasised that drivers must accept new links including weekend working
 - No progress with mentoring
- HR IT system – held reengineering workshops and will bring in outside expertise to assist
- Surplus staff - 27 in ICCN and 11 in Engineering – progress being made with 3 ICCN
- D&A tested 7 in Limerick – no issues to date
- Freight to move to Oriel St and free up Dun Laoghaire accommodation

- Tender gone out to prepare offices in Connolly for Abbey St staff, then Iarnród Éireann will have no interest in Abbey St building.

New Works

- 589.13** Mr Cunningham reported;
- KRP – patrolling of section handed over to Division
 - NTA have asked for opening of Kishogue
 - Oranmore – 1 objection received
 - Dunboyne – Still 1 property issue to resolve re Hansfield
 - Navan RO – value engineering exercise to be presented to Feb EAG
 - Maynooth – Reilly's application submitted
 - Next Porterstown and Barberstown
 - Malahide – tidying up
 - Laois drivers' depot on schedule for June
 - Car Parks – Marsh Road commenced
 - Accessibility – DoT looking for submissions
 - Ticketing – TVMs to be delivered end Q2
 - Connolly upgrade being finished off
 - Pearse painting to commence this week
 - Strategy
 - 5 year plan being developed
 - DU are revising plans.
- 589.14** Mr Reville commented that the Heuston Drivers facility which is being opened this week is of a very good quality.

Actions

- | | | |
|--------------|---|-------------------------|
| 1354. | Analysis of stats for collisions with objects | PC |
| 1355. | Advise Chief Executive as to who is chairing Cherry orchard axle counter possession hand back enquiry | PC |
| 1356. | Include graph of call answering in board report | POK |
| 1357. | DHR to check with Dr Whelan re policy of gradual return to work after trauma | CM |
| 1358. | Distribute programme of works for Laytown to Operations to facilitate planning new TT northern line and hold TT publication until after review | JK PV
JR BOM |
| 1359. | After Iarnród Éireann has moved out of Abbey St and Dun Laoghaire, Glen Carr to inform Group Property | CM |

BOARD PROPOSALS

- 590.1** It was agreed to present the following Capital Expenditure papers to board:
1. OTM Heavy Maintenance – with checks
 2. SET Stores improvement x 2 - to EAG and Chief Executive (with checks)
 3. RSP – after review meeting
 4. IT – to Chief Executive
- 590.2** It was agreed to present the following Selection and Award criteria papers to board:
5. Pre Cast concrete
 6. Supply of wheels and axles
- 590.3** It was agreed to hold

7. Thermit Welding

590.4 It was agreed to present the following closeout to board.

8. 071 exams

590.5 It was agreed to present the following papers to board:

9. Transactions for Sealing/Signing

Actions

1360. Capitals

1) OTM Heavy Maintenance

JK PV

- check if whole fleet covered and what level expenditure over coming years and note if any labour savings

2) SET Stores Improvement x 2

- to EAG only and check if payback not counted twice

1361. Capitals

3) RSP – to be reviewed prior to board

DF

1362. Capitals

4) IT Paper – to Chief Executive only

AC

put in funding source

Use original job title

1363. Contracts

a) Thermit Welding

JK PV

- hold and check if any work is covered by projects and check if work can be covered by in-house crews until new tender completed

b) Selection criteria - Supply of wheels and axles

- include sentence on when existing contract runs out

ANY OTHER BUSINESS

Identification of Bike locations on ICRs

591.1 It was noted that the bike locations on ICRs should be marked more clearly.

Date of next meeting

591.2 The next board preparation meeting will be held on Wednesday 9th February, 2011 at 09:00

**Minutes of 100th Iarnród Éireann Executive Group Meeting
held on Friday 11th March, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. Chief Executive (Operations)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Don Cunningham, Director New Works,
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Acting Director Human Resources
Mr Paul O'Kelly, Manager Marketing
Mr Phil Verster, Asst. Chief Executive (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Roger Tobin, DART
Mr Michael Reidy
Mr Tom Finn
Mr Brian O'Meara (part)
Mr John Finnegan, Goodbody,
Mr Bernard Feeney, Goodbody,
Mr Alan O'Brien, Aecom

Apologies: Mr Tom Devoy, General Manager DART,

Min. No.

STRATEGIC PLAN

- 596.1** The Chief Executive introduced the presenters adding that the Department of Transport had requested Iarnród Éireann to look at a longer term strategy and Goodbody's were commissioned to perform the study.
- 596.2** Mr Reidy added that this was a follow on to the Strategic Rail Review performed by Booz & Co and it will inform the post T21 plan. The mandate is to review InterCity and Regional services as the NTA are performing their own study for the Greater Dublin Area. The NTA study recommends the DU but not the airport link.
- 596.3** Mr Feeney commenced presentation of the findings:
- Objective – to help establish economic objectives for future investment for InterCity services
 - Also looked at options to appraise new lines but not favourable results
 - Approach
 - Needs of economy
 - Evidence based
 - Development of tools
 - Government objective setting
 - Legislation sets operational objectives only and government policy does not direct clearly
 - Vision
 - Economic development needs
 - Export led growth
 - Inward investment

- Tourism development
- Agglomeration benefits
- Analysis tools
 - found usage by tourists low.
 - Partially due to lack of airport link.

596.4 Mr O'Brien continued

- requirement to map all rail movements.
- Looked at passenger accounting statistics and rail census.

Rail assignment

- first mapped rail demands, based on 2010 demand.
- Allows understanding of trips taken as opposed to just routes travelled on

mode share

- allocate demand between rail bus and car.
- Shows demand affected by car journey time.

596.5 In response to Mr Carmichael's query as if it was a dynamic model, Mr O'Brien replied that a number of models were being amalgamated to form a dynamic model.

596.6 In response to Mr Verster's query regarding sensitivity analysis, Mr O'Brien stated that they have an understanding of impacts on demand.

Forecast patronage

596.7 Mr Feeney continued.

- Estimated population growth of 750,000 by 2030
- fuel price rise to double price, adds 10% to patronage.
- Road improvements are mainly completed.
- Bus competition is affected by government policy and depends on liberalisation of service.
- Private buses are non-stop, so compete with rail.
- Competition from air may decrease

InterCity passenger demand

- expect population growth from 2016 of 2% per annum.

Other data

596.8 Mr O'Brien reported.

- Have tracked route speeds using GPS.
- Cork and Limerick performed well.
- Galway service was slow
- population catchments for service matching shoulder perceived imbalances.
- Potential to improve Galway speed is there.

General deficiencies.

- Not competitive on Galway route, e.g. total in-vehicle time.
- Variability in service quality.
- Blending of InterCity and commuter services, e.g. Limerick.
- High dependence on concession travellers.

Route summaries

- Cork, successful
 - clock face timetable has benefits.
 - Good efficiency.
 - No interchange

- Belfast similar catchment, but low patronage.
 - The low proportion of first class travellers.
- Galway, lots of short of trips taken
 - train split can cause problems.
- Limerick, many full trips taken
 - service from Limerick Junction to Limerick is a barrier.
- Waterford low speeds, good rolled competition.
 - Volumes short of potential
 - direct service attractive
- Tralee - long trip, but slow by road too.
 - Many concessions.
- Sligo good patronage, but helped by outer commuter.
 - Has more trains than Westport, but less demands to Sligo itself.
- Mayo lines, concessions under tourism
 - some demand for Ballina
- Wexford Rosslare, poor patronage for a full trip.
 - Road competition good
- Galway Limerick Waterford Port patronage for full trip.
 - Long journey.
 - Good catchment area for Waterford, e.g. Clonmel.
 - Little demand Galway to Limerick or Limerick to Waterford for trips.
- Have compared with NRA data, and not much demand for city to city traffic.
- Confirms that Dublin is the dominant InterCity route
- this prompts looking at demand for eg Ennis or Gort to Dublin services

Opportunities

596.9 Mr O'Brien continued.

- Experience of Cork route improvements shows benefits of investment.
- Rising fuel costs for motorists
- Dart Underground potential.
- Traffic congestion in city areas.

596.10 Mr Verster queried, if we can take advantage of the better roads. Mr O'Brien responded every city wants a park and ride facility as many regional cities are developed around ring roads, but it may not be of benefit to the railway to have outer stations everywhere.

Measures for consideration.

- Journey times -- standardise to two hours for Galway, Limerick, Waterford, Belfast and 2 ½ hours Cork.
- Standardise stopping patterns.
 - Dublin Thurles, Mallow, Cork.
 - Dublin, Tullamore, Athlone, Ballinasloe, Athenry, Galway.
 - Dublin Portlaois, Ballybrophy, Thurles, Limerick.
- Twin tracking. Portarlinton, Athlone.
- Looked at Athlone-Mullingar but too costly to re-open
- looked at electrification of Galway Limerick and Cork route.
 - Galway may warrant it, as has many stops.

Service patterns

- direct services for InterCity e.g. Limerick.
- It was noted that this has not proved economical in the past
- consideration could be given to doing changover at Thurles rather than Limerick junction.
- Consider increasing Westport services to 5 per day.
- Consider hourly Galway service.

- Consider increasing no. Wexford services.
- Consider increasing services into Waterford on Waterford Limerick route.
- Need to improve facilities at interchange stations
- Potential to increase services from Nenagh and Roscrea to Dublin.
- Little demand for Cork to Limerick.
- Galway via Mullingar not progressed.

596.11 Mr Cuffe suggested that services from Thurles could serve Portlaoise

- looked at a connectivity to airport - potential InterCity demands via Dart Underground with check in at train stations.
- Present a strong case for heavy rail to airport.

596.12 Mr Verster added that the rolling stock lends itself to conversion for electric services

- Dublin city Parkway,
 - consider a stop outside the M50 today to provide access to the airport.

596.13 The Chief Executive noted that Fonthill Road station could be used in the interim.

Customer service

- InterCity rolling stock preferable
- Wexford station has potential.
- Need to upgrade the major inter change stations.
- Business travel need a premium service

appraisal

596.14 Mr Feeney, advised

- have put the options through a cost benefits analysis.
- There is a good rate of return where we have existing patronage.
- Electrification is a high cost item and is longer term.
- Double track to Athlone is also a longer term project.
- At Waterford could consider upgrading walking environment to station

Maintenance and Renewals

- progress made under phases one and two of RSP noted
- future needs, average annual expenditure of €331 million per annum.
 - €100 million more than current expenditure.
- This is close to industry average for renewal expenditure.

Fares policy

- overriding objective should be revenue raising.
- Typical InterCity passenger is an infrequent travellers.
- Walk on fares are complicated.
- Single fares are high, with a high return fare discount.
- But fares are available near departure time.

Fare types and pricing

- it's an issue for customers.
- It varies by route
- advance fares are very low
- walk on fares compare well to other European countries with only the UK having higher fares, and we are at low for advance fares and discounts are high compared to other European countries.
- Also, we are a high-cost country.

{Mr Carmichael left the meeting Mr O'Meara joined the meeting}

- no off peak walk on fares available.

596.15 The Chief Executive acknowledged that we need to take action on fares but it must remain cost neutral.

596.16 Mr Finnegan added that Iarnród Éireann is not doing itself justice if the NTA are focusing on single journey prices

- Web site is complicated.
- Suggestions include
 - reduce discount walk up return fares.
 - Amalgamate flexible returns
 - ensure walk up return is higher than single.

Freight

596.17 Mr Feeney continued.

- Business has fallen to 1% of overall freight carriage
- major traffics like cement have been hit by the recession
- some good news concerning container traffic and timber traffic.
- Customers know doing all handling.
- Business yields a surplus

596.18 Mr Verster added that Stobart Rail see an opportunity in small unitised high-value traffic particularly with firms who want to promote the green agenda.

- Opportunities/issues include
 - Usually financial aid to green businesses.
 - Could win back traffic.
 - Pallas Green port
 - Biomass and waste
 - some capital requirements
 - specialised wagons
 - some height restrictions
 - many gantries dismantled.
 - Future is niche markets

596.19 Mr Reidy noted that the report quotes three phases

1. consolidate
2. respond to long term growth.
3. Vision is electrification of rail network.

596.20 The Chief Executive noted that the Chairman's briefing document called for €115 million per annum as a base renewal cost to keep the railway rolling.

596.21 Mr Finnegan noted that many of the projects stack up to an economic appraisal.

596.22 It was agreed that if an executive summary would be written when the detail has been finalised.

596.23 The Chief Executive added that the next step is for the final draft to be distributed to the executive team and he will consult with the Chairman before final publication.

ANY OTHER BUSINESS

Date of next meeting

- 597.1** The next board preparation meeting will be held on Wednesday 16th March, 2011 at 09:00.

**Minutes of 102nd Iarnród Éireann Executive Group Meeting
held on Wednesday 29th March 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. Chief Executive (Operations)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Don Cunningham, Director New Works,
Mr Tom Devoy, General Manager DART,
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Acting Director Human Resources
Mr Paul O'Kelly, Manager Marketing
Mr Phil Verster, Asst. Chief Executive (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary

Apologies:

Min. No.

BOARD REPORT

- 602.1** The Chief Executive reported on issues raised at the previous board meeting:
- 602.2** Pay by text – Mr Carmichael clarified that as each new station is rolled out, posters are put up and flyers are distributed stating the code for the station.
- 1382. Check what actions Network Rail have taken to prevent cable theft** **PV**
- 1383. Consider part price rise on Sligo route to increase web yield** **POK**
- 602.3** It was noted that a review of the Galway service is underway
- 1384. check if RAIB report on LX incident is available** **PC**
- 602.4** It was noted that a letter appeared in Irish Times re drinking on DART
- 1385. Report on fuel/ electricity usage/cost for 2010 & 2011 and forecast cost 2012 based on 2011 usage** **PV AC**
- 1386. investigate if possible to extricate Iarnród Éireann from S&B for software development** **AC**
- 1387. check if there is a set of standards for software re encryption** **AC**
- 1388. ensure have NTA subvention for increase in Kildare services prior to introduction** **CC**
- 1389. benchmark ticket reliability figures** **CC**
- 602.5** It was noted that the Signalling Simulator paper was approved. Mr Carmichael advised that its usage was covered by existing pay deals.
- 602.6** It was noted that all contract papers should state amount on title.
- 1390. Consider service levels to Woodlawn and Attymon after Oranmore opened** **CC**
- 1391. Pearse Stn – investigate mod. to put lift to up platform** **DC**

OUTSTANDING ACTIONS FROM PREVIOUS MEETING

- 603.1** The list of outstanding actions was taken as read and noted.
- 603.2** Action 1377 – Mr Judge is looking at interim solution.
- 603.3** Action 1378 – Labels of standard design are being considered.
- 603.4** Action 1379 – Rule 29b – the Chairman supports Iarnród Éireann's position.

DART UNDERGROUND UPDATE

- 604.1** Mr Cunningham updated the meeting on DU progress:
- RO process to continue until April
 - Still objections from residents at East Wall, Pearse and Inchicore
 - Will have to work with Grand Canal theatre re vibrations
 - Team reducing in size.

ANY OTHER BUSINESS**Business Plans**

- 605.1** The Chief Executive advised that MI Reidy is writing a 5 year business plan. Aidan Cronin will send out guidance and all areas are to submit their own contributions to Mr Reidy with the overriding principle that Iarnród Éireann must breakeven and increase the competitiveness of rail.
- 1392. Issue guidance figures for 5 year annual plan** **AC**
- 1393. all areas to forward own plans to MI Reidy** **All**
- 605.2** Mr Verster noted that it would be helpful if business drivers were issued from Marketing and Operations.

Safety

- 605.3** The Chief Executive advised that Mr Verster in his role as Deputy Chief Executive will assist in the management of safety, particularly regarding safety processes. Peter Cuffe will continue to be a member of the executive team and the SAG and will continue to report to board. It was noted that this change will have to undergo a safety validation process.

Date of next meeting

- 605.4** The next board preparation meeting will be held on Wednesday 13th April, 2011 at 09:00.

**Minutes of 101st Iarnród Éireann Executive Group Meeting
held on Wednesday 16th March, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman) (part),
Mr Barry Kenny, Manager Corporate Communications
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Tom Devoy, General Manager, DART
Mr Ciaran Masterson, Acting Director Human Resources
Mr Paul O'Kelly, Manager Marketing
Mr Phil Verster, Asst. CEO (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary, (part)
Mr Michael Reidy, New Works,
Mr John Reville, ICCN

Apologies: Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Director New Works,

Min. No.

MINUTES

598.1 The minutes of the meetings of 9th & 23rd February, and 11th March, 2011 were taken as read and noted:

Outstanding actions

598.2 The list of outstanding actions was taken as read and noted.

PROGRESS REPORTS

Safety

599.1 Mr Cuffe reported:

- there were no major SPAD incidents.
 - Yesterday, a vehicle passed a signal out of its possession area.
- Eight near misses occurred including trespass near Kilcoole.
 - Will put up fences every 100 m
- stats on unauthorised activity noted
 - helpful in showing where to fence.
 - Same reporting format can be used for other types of data

Marketing

599.2 Mr. O'Kelly reported:

- Web yield targets noted.
 - Suggest show booking office yield.
 - Will report yield to target
- customer information.
- Missed target on one day due to software failure - needs backup.
- Revenue for period 2 was strong, and it is tracking 2010 well

- first class product is under review.
- Over 15,000 smartcards sold to date.

Corporate communications.

599.3 Mr Kenny reported:

- WRC passenger numbers published.
 - Fell short of numbers in business case.
- NTA board member complaint was handled well.
- Level crossing accident received coverage.
- Engineers Ireland internship coverage.
- New government.
 - Dail committees will have more power.
 - There will be a reduced number of committees.
 - There will be an extension of the PQ system.
- New procedure to answer oral questions.
- Irish language
 - more complaints received and must comply for
 - new signage
 - ticketing,
 - leaflet drops
 - will re-tender translation contract for 24-hour turnaround.

Finance

599.4 Mr Cronin reported:

- audit complete
 - no major issues found
 - will present accounts to ARG next Wednesday,.
 - May have over accrued for insurance
 - issues to report include
 - revenue recognition
 - three-way matching switched off
 - cycle counting not so good in some areas.
- Revenue period 2 €27.8 million.
- Expenditure €54.5 million - €2 million less than 2010
- revenue is down 6.7% year to date.
 - Freight revenue up 4.5%
 - property up 3.3%.
 - Car parking down.
- Expenditure - fuel up but others favourable
- procurement
 - 10 contracts overdue in central procurement.
 - Will include others in future.
 - Compliance monitoring issues noted.

Engineering

599.5 Mr Verster reported :

- Costs in CCE and SET in line with budget
- CME small overspend.
- Performance
 - line speed progressing well.
- Delay minutes.
 - Bridge works - five shifts working at Laytown.
 - Work on preventative measures in SET.
- Incident of cable theft today.
- CME had issues but period 2 improved.

- Working on raft improvements.
- Engineering strategy compiled
- Engineering safety - prosecutions imminent.
- 1 LTA in period.
- May be prosecuted by HSA over a bridge sand blasting incident.
- Train protection asset plan drafted
- induction programme for contract management in place

Intercity and commuter

599.6 Mr Reville reported on progress in the InterCity and Commuter businesses:

Safety

- four LTAs
- 12 incidents including one locomotive derailment at Navan.
- Safety Communications - 115 to train

Punctuality

- all okay except Belfast.
- Overall 95% InterCity
- NTA approved funds for new CTC design.

finance

- Revenue new monitoring for ATVMs.
- Costs, better than budget.

Other

- Uniform on trial
- headcount is 12 better than budget
- new customer service training for staff being rolled out
- 1,630 customer feedbacks
- Heuston timetable to be introduced 9th May.
- Connolly consultation to start
 - DART input to be provided by Roger Tobin
- LRC recommendation on drivers to Heuston published.
- Maynooth Clonsilla cabins amalgamated.
- ICR draft allocation ready.
- New service from Newry next month

DART

599.7 Mr Devoy reported;

Safety

- same person had 2 incidents

Punctuality

- improved on Northern line after prompt Drogheda start and Skerries TSR gone

Finance

- Revenue 5% better than budget after two Aviva events

Revenue protection

- Revenue protection - 199 fixed penalty notices issued.
- Have responded to revenue protection report

other

- Cleanliness –had contractors in
- Mabway 94% done

- Mr Masterson reported that progress has been made on mentoring.
- Another staff fatality occurred

Human Resources

599.8 The HR report was taken as read and noted.

599.9 Mr Masterson reported:

- proposals being drawn up on unpaid statutory leave, which balances out pay
- Information Security - have found an issue with inappropriate images.
 - Have written to repeat offenders.
- Mandatory medical
 - have agreed these will be done by CMO.
 - Have agreed criteria on periodicity.
 - Will start in next three to four weeks.
- Drugs and alcohol - five tested, and 4 HQ people done too.
- Rule 29b - bus companies are not against this but progress is slow.
 - The Chief Executive stated that the Chairman backs Iarnród Éireann on this matter.
 - Mr Cronin added there is a €10.7 million accrual for this.
- HR I. T. system - process flow review under way.
 - Offices to be ready end of March.
- Medical proposal

New Works

599.10 Mr Reidy reported;

- funding
 - NTA have approved money for CTC design - must be spent in 2011.
 - Also approved funding for design of passing loops south of Greystones.
 - o Will be discussed at steering group.
 - Also capacity study Northern line
- KRP – down slow commissioned.
- Discussions are ongoing for opening Kishogue.
 - No time scale - have parking issue
- Tara Street, further work being done on steps
- Oranmore – notice of intention to grant planning permission received
- Dunboyne – no update on Hansfield
- Navan RO –NTA want revised business case
 - railway order application now June
- KRP 2 on schedule for railway order application end 2011
- Maynooth – crossing closures progressing
- Malahide – works complete
- Accessibility –no funding for Kildare stations yet
- Connolly upgrade tender out for toilet access panels.
- XS130/131. No resolution to noise issue, and no line closure permitted
- Strategy
 - preparing business case for a level crossing closure programme.
 - Briefing paper prepared
 - o includes DART to airport, Dart Underground and RSP
 - Goodbody will review final draft next Tuesday and then to April board

Actions

- | | | |
|--------------|--|--------------|
| 1375. | Check how many of original free smartcard handouts are still in use and how many smartcards have lapsed | POK |
| 1376. | All costs to be reported vs 2010 actuals | All |
| 1377. | Push for progress on CIS for Clonsilla and Greystones | PV CC |

- | | | |
|-------|---|-------|
| 1378. | Notice on DARTs that "must have ticket to travel" | PV TD |
| 1379. | Consult with Chairman on Rule 29b | DF |
| 1380. | Check that Enterprise Waiting room toilets fix are part of Connolly capital project | DC |

BOARD PROPOSALS

600.1 It was agreed to present the following Capital Expenditure papers to board:

1. Signalling Simulator
2. OTM Heavy Maintenance
3. Railcar engine retention frame
4. Data Security for ticketing

600.2 It was agreed to present the following Contract Award papers to board:

5. Security services
6. Switches and Crossings
7. Advisory paper on raft maintenance
8. advertising services

600.3 It was agreed to present the following papers to EAG only

9. Thermit Welding contract
10. Small plant 2011
11. re-railing recovery vehicle
12. Cork Oil separation

600.4 It was agreed that CEO should sanction:

13. WiFi contract

600.5 It was agreed to present the following papers to board:

14. Disposal of Machinery
15. Transactions for Sealing/Signing

600.6 The revised operations review was taken as read and noted.

Actions

ANY OTHER BUSINESS

Fuel Supply Disruption

- | | | |
|-------|---|----|
| 1381. | Contingency Plan for fuel supply disruption | CC |
|-------|---|----|

New Director

601.1 Mr Paul McGarry has been appointed as Director of Iarnród Éireann.

Date of next meeting

601.2 The next board preparation meeting will be held on Wednesday 13th April, 2011 at 09:00

**Minutes of 103rd Iarnród Éireann Executive Group Meeting
held on Wednesday 13th April, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman) (part),
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Don Cunningham, Director New Works
Mr Tom Devoy, General Manager, DART
Mr Ciaran Masterson, Acting Director Human Resources
Mr Paul O'Kelly, Manager Marketing

Attended by: Ms Bidina McCabe, Assistant Secretary, (part)
Mr John Kennedy, Eng

Apologies: Mr Phil Verster, Asst. CEO (Engineering)

Min. No.

MINUTES

606.1 The minutes of the meetings of 16th & 29th, March, 2011 were taken as read and noted:

Outstanding actions

606.2 The list of outstanding actions was taken as read and noted.

Minute 1382 – copper theft

606.3 Mr Judge is visiting Network Rail this week and will consider options including dying the cable.

Action 1383 Web yield Sligo line

606.4 Mr O'Kelly is putting in €15 fares

Action 1384 LX incident

606.5 The RAIB report is available. Lessons learned from these reports are to be brought up at the SRGs.

Action 1387 Software standards.

606.6 Mr Cronin advised that PDIDSS is industry standard for encryption and other standards are set by Business Systems and GIT&T.

Action 1388 - NTA subvention for increased Kildare services.

606.7 Mr Stack is compiling business case.

Action 1389 benchmark ticket equipment reliability figures

606.8 Are looking at NED rail and will benchmark against them.

Action 1390- service levels to Woodlawn and Attymon

606.9 Will review as part of timetable review.

Action s 1392/3 5 year plan

606.10 Planning is in hand.

Action 1386 – S&B Software

606.11 S&B software is proprietary so options are limited.

606.12 The Chief Executive advised that the ITS board wish to meet with Mattias Austiniac of S&B.

Action 1378 – Must pay stickers

606.13 Design under discussion

PROGRESS REPORTS

Safety

607.1 Mr Cuffe reported:

- 1 SPAD at wash row – is the first incident in three months involving an operational driver.
 - Mr Carmichael stated that procedures have improved and are benefiting from cab downloads
- several level crossing near misses occurred.
- 1 fire was reported
- some third-party incidents are being reported late - possibly for claims
- near miss at Hazelhatch.
- External audits 491 recommendations 5 overdue
 - RAIU, 58 recommendations 4 overdue.
 - Internal 247 recommendations 8 overdue
- Have to start application process Cert B in Northern Ireland

Marketing

607.2 Mr. O'Kelly reported:

- Revenue strong
- DART revenue very strong.
- Limerick weak vs 2010 - may be due to extra rugby last year.
- Web yield, not hitting target.
 - are reducing the number of €10 fares
- customer information.
 - Number of days below target, but > 90% average achieved
 - Roster is being changed to suit surges in calls
- Sales channel share noted
- smartcard sales noted.
 - One year old now.
- Easter family ticket sales being promoted.

Corporate communications.

607.3 Mr Kenny reported:

- After meeting with Minister, we are now pushing DU via a number of outlets including on our own trains.
 - Also pushing the airport link, railway safety programme and awareness of efficiencies delivered.
- Minister to attend best station award.
 - is opportunity for a site visit, including simulator.
- Met with Dublin Port - they want to promote extension to line in port
- Heuston timetable promoted
- KRP2 consultations started.

Finance

607.4 Mr Cronin reported:

- Revenue €42.5 million.
- Expenditure €80 million
 - deficit €5.78 million at period three.
- Revenue 9% down on 2009 and 4% down on 2010
 - freight revenue up
 - Rosslare revenue up.
 - Property revenue up
 - car park revenue down.
- Expenditure for passenger business better
 - maintenance better.
 - Fuel costs are worse.
- 30% cut in infrastructure operations cut costs, which includes benefit of de-manning
- 25 or 26 people left company in 2011
- passenger numbers are up
- procurement - 7 tenders overdue in central services.
 - Need details of overdue tenders for other areas too
 - also need up to date information for requisitions before invoice.

Engineering

607.5 Mr Kennedy reported :

- Costs
 - CCE maintenance costs are €84,000 favourable.
 - Now all own maintenance work on MS project plan.
 - And will link to work orders
 - SET costs favourable
 - CME maintenance €45,000 adverse
 - have reinstated fuel shut down on diesel engines.
 - 320 managers attended strategy days.
 - Benchmarking exercise launched
- performance
 - Laytown at 25 mph.
 - Will be 50 mph in August.
 - Line speed project progressing well
 - delays due to SET failures in period 4
 - safety risk profiles identified.
 - Asset plans developed
 - contract management standard live.

DART

607.6 Mr Devoy reported;

Safety

- incidents low apart from antisocial behaviour.

Punctuality

- 91.27% - is improving.
- SET incidents are not having big impact on Dart service.

Finance

- Revenue better than budget.
- And period 4 will be good too
 - benefiting from events in Aviva and Croke Park
- budget - costs will be saved by staff keeping stations clean.

Revenue protection

- Fines of €43,000 year to date.

other

- Cleanliness staff improved
- 94% communications trained
- absenteeism 2.03% in period three.
- Gains will be made on security costs too
- mentoring - one DART driver has taken a trainee out

Intercity and commuter

607.7 Mr Carmichael reported on progress in the InterCity and Commuter businesses:

Safety

- one SPAD in period.
- No LTAs in period three
 - four year to date related to fatalities
- five level crossing incidents and four near misses occurred.
- Safety Communications - 95 to train
- Starting enhanced training at the centre is shortly
- No audits overdue

Punctuality

- all okay except Belfast.
- Overall 95.7% NTA target reached
- NTA approved funds for new CTC design.
- using TOPS, which helps in allocation of minutes delays
- looking at revamping timetable completely.

finance

- Revenue up on budget
- freight performing well
- car park revenue better than budget, but less than 2010
- car park KPIs noted
 - 488 have signed up to pay by text.
- fare evasion rate is low at present
 - 11 court convictions in period three
 - €107,000 penalties and 92 convictions year to date.
 - Targeting over travel
- Kilcock ATVM installed

- costs 8% better for period and 4% better year to date.

People

- absenteeism of less than 3% in period
- customer complaints - are hitting targets for response and lowering target to five days.
- Uniforms on trial - will consider scheme to donate old uniforms to charity

Human Resources

607.8 The HR report was taken as read and noted.

607.9 Mr Masterson reported:

- unpaid statutory leave, will go live with proposal
- Equality decisions are being monitored, and it is important to follow procedure.
- D&A - tenderers shortlisted
- surplus staff listed
- we are drafting a proposal for regrading
- cost agenda is down to five issues.
 - 25% reduction in allowances.
 - Sunday booking office and loss of earnings
 - reducing self cert illness days.
 - No mass meetings.
 - Payments for career breaks.
- H.R IT system proposal - contracts are being drawn up and process mapping is proceeding
- medical management - to check if SAP will do
- Fitness to work - medical will start soon to meet legislative requirement.

New Works

607.10 Mr Cunningham reported;

- KRP .
 - Discussions are ongoing for opening Kishogue.
- Clonsilla – NTA looking at details – on site in May
- Crusheen planning application to be lodged next week
- Navan – modelling being run
- Maynooth –Reilly hearing 28th April
 - 3 others to progress with road plans
 - Remaining 3 require RO
- Malahide – some tidy up to do for sailing club concerns
- Pearse – 1st tender out, 2nd tender May
- Drivers facility Heuston to come into use this week
- Car Parking – notice for permission by KCC for Maynooth issued and 2 objections received by them
- DU oral hearing ended
- Funding –
 - DoTT&S will not fund demanning for branch lines
 - Awaiting letter confirming CTC design funding.
 - May fund points heaters
 - Accessibility – 11 stations to be reassessed
 - Funding could rise from €93m to €100m
 - NTA may fund customer care within new CTC

Actions

- 1394. Detail 5 overdue external recommendations**
1395. report tenders overdue for all areas

PC
AC RG

- | | | |
|-------|---|-------|
| 1396. | report YTD figures for reqs before invoices | AC RG |
| 1397. | ACEO(E) report – graphs of asset risks profiles to report current status only until meaningful trends available | PV |
| 1398. | Asset plans to go through SRGs prior to SAG | PC |
| 1399. | Consider scheme to donate old uniforms to Charity | CC CM |
| 1400. | Check completeness of list of surplus staff | CM |
| 1401. | document 5 cost agenda items | CM |
| 1402. | send out list of 11 stations to be assessed for accessibility | DC |
| 1403. | make provision for customer care in new CTC spec | CC DC |

BOARD PROPOSALS

608.1 It was agreed to present the following Capital Expenditure papers to board:

1. Pearse Stn Accessibility
2. Northern Line – additional tracks feasibility study
3. South Eastern line - passing loops feasibility study
4. Spoil containers

608.2 It was agreed to present the following advisory papers to board:

5. Advisory paper - raft maintenance
6. Advisory note on energy usage

608.3 It was agreed to present the following papers to EAG only

7. Advisory paper point heaters

608.4 It was agreed to present the following papers to board:

8. Disposal / sale 4 vans to NIR
9. Transactions for Sealing/Signing

Actions

- | | | |
|--------------|--|--------------|
| 1404. | Spoil containers | JK |
| | - Expand section on procurement | |
| | - State funding is from RSP | |
| | - Check if 2 spares are sufficient | |
| 1405. | Raft maintenance advisory | JK |
| | - Ronan Gill to Check | |
| 1406. | Energy usage - Highlight that forward projection is based on current usage and put in heading for forward actions | AC JK |
| 1407. | Disposal of Rolling stock | JK |
| | - Change decision sought to "is sought to dispose by sale to NIR" and clarify amount | |
| | - Clarify if 4 vans are to be sold give we own 2 locos each | |
| | - Expand table to show Desc, book value, Est disposal value. | |
| 1408. | Transactions Sealing and signing – check with NG re Nobber wayleave and Geashill grazing | BMC |

ANY OTHER BUSINESS

Date of next meeting

609.1 The next board preparation meeting will be held on Wednesday 11th May, 2011 at 09:00

**Minutes of 105th Iarnród Éireann Executive Group Meeting
held on Thursday 12th May, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Aidan Cronin, Chief Financial Officer
Mr Don Cunningham, Director New Works
Mr Tom Devoy, General Manager, DART
Mr Ciaran Masterson, Director Human Resources
Mr Paul O'Kelly, Manager Marketing
Mr Phil Verster, Asst. CEO (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr John Cassidy, Safety Dept.

Apologies: Mr Peter Cuffe, Chief Safety & Security Officer

Min. No.

MINUTES

614.1 The minutes of the meetings of 13th & 26th, April, 2011 were taken as read and noted:

Outstanding actions

614.2 The list of outstanding actions was taken as read and noted.

Minute 1409

614.3 The Chief Executive emphasised the importance of having all contact numbers we require to hand and ensuring that others know who to contact in Iarnród Éireann.

Minute 1410 – LX awareness

614.4 Mr Verster advised that a group discussion is to take place on how to bring this forward. It was agreed that the EU awareness video should be advertised over the summer.

1423. Run TV advert with EU LX safety video

POK

Action 1411 – Write to DoTT&S re projected losses for 2011

614.5 The Chief Executive advised that he will include this in the half yearly letter to Minister.

Actions 1414 – document facts on possibility of wind turbines on IE land

614.6 Mr Cunningham advised that reports on Portlaoise and Inchicore were under preparation and he is to include facts gathered to date in May board report.

Minute 1415 – Options to Breakeven

614.7 Options are to be summarise in CFO report.

1424. Taxsaver fares – POK to be ready for next years season ticket campaign

POK

1425. CC, TD, AC and POK to prepare options paper for Minister on OAP charges and give preferred option

POK

1426. MI Reidy preparing paper on Limerick-Waterford

MR

614.8 Mr Kenny distributed a schedule comparing fares across EU countries.

1427. Look into €5 insurance option for advance bookings

POK

614.9 It was noted that legal advice on not giving pay increments says that agreement from staff might be required.

Action 1419 – driving techniques to optimise fuel consumption

614.10 Mr Verster advised that BE staff are trained in defensive driving techniques. Iarnród Éireann are to consider similar internal training, particularly for SET staff.

Action 1420 – Hansfield

614.11 Mr Cunningham advised that NAMA have indicated that they have no objection to a land swap subject to restricted use as a car park and access road. Discussions with developer are continuing.

Actions 1421 – Goodbody report.

614.12 Mr Reidy has commenced his presentations to each department. The Chief Executive advised that the report has gone to the Department and NTA so can be released to Exec. team.

PROGRESS REPORTS**Safety**

615.1 Mr Cassidy reported:

- SPADs trend is down
- LX near misses and collisions increasing
- No fire and smoke incidents
- No derailments in last two months
- Increase in collisions with large animals and rubbish
- CAWS – 1 failure per week
- Bridge strikes are consistent
- Anti-social behaviour is mainly on DART
 - This does not tally with ICCN and GM DART figures
- Personal accidents – 17% accident to claim ratio compared to 24% for Dublin bus
- Incidents include
 - Passenger clipped at Laytown
 - Notice to be put at end of platforms
 - 2 fatalities – self inflicted
 - Gardaí called to farmer ignoring train movements
 - Cable thefts.

615.2 It was agreed to play the EU LX safety advert on TV over the summer.

Marketing

615.3 Mr. O'Kelly reported:

- Revenue 3% off 2010 figures but DART is performing well
- Web yield is below target but is climbing
- Call answering missed target on day of serious disruption
- Smartcard is 1 year old and 100-150 per week sold
 - Kids with smartcards do not have to renew in autumn
- Easter sale was very successful, will do a summer sale too.

Corporate communications

615.4 Mr Kenny reported:

- Media coverage included
 - DART to Airport
 - Easter fares promotion
 - Best station awards
 - Wind turbines at station car parks
 - Discount web fares
- Social media – high levels of activity during service delays
- Upcoming promotions include
 - Smartcard promotion in June
 - Rail extension in port in June
 - DU information campaign
- Meetings with new TDs are continuing.

Finance

615.5 Mr Cronin reported:

- Revenue is ahead of budget but 3% down on 2010
 - But DART is 1.8% up
 - Freight revenue up 10%
 - Property up 5.7%
- Expenditure is 3.5% down on 2010
 - Fuel up 16.6.% although CME maintenance costs down 11.5%
 - Rosslare is 50k favourable
 - SET marginally adverse
- Procurement
 - 6 overdue tenders in Central services
 - 9 overdue in Engineering and New Works
 - Compliance monitoring – 19 issues found and corrected
 - Reqs before invoices – HR high
 - Hotel procurement – progress being made but has met with teething problems.

615.6 The Chief Executive welcomed the fact that expenditure was tracking budget but emphasised that there would still be a €10m loss for the year and more subvention cuts are expected in 2011. He added that now is the time to consider other options and more step changes.

Engineering

615.7 Mr Verster reported :

- Costs
 - CME costs are adverse to budget, further action taken on fuel shutdowns
- performance
 - CCE is not meeting targets mainly due to effects of Laytown

- Line speed improvement to be launched
- Autumn strategy meetings have commenced
- SET had telecoms incidents with severe effects on performance
- Strategy in place to deal with cable thefts
- CME performance is close to target
 - o Locos and carriages have twice the failure rate
- 57 ICRs begin arriving soon and will substitute into fleet
- Safety
 - Structures risk profile is slow in levelling off
- Procurement
 - Are bringing in the MDs of top 25 main contracting companies to brief them on our standards.

Intercity and commuter

615.8 Mr Carmichael reported on progress in the InterCity and Commuter businesses:

Safety

- one SPAD in 2011, seven in 2010 but platform overruns worse
- using OTM download
- LTA's 14 YTD vs 11 in 2010
- No overdue recommendations
- Still 80 to train in Safety Comms
- Strategic control room set up in Inchicore
 - June EG2 to be held there

Punctuality

- all okay except Belfast; 96.1% P4, 98% YTD

finance

- freight €100k better than 2010
- car park – 1,700 on pay by text
 - will roll out over the summer
- costs 5% better 2010

People

- Uniforms due to roll out end May
- Headcount on target
- Customer training being rolled out
- Heuston Timetable implemented on 8th May

DART

615.9 Mr Devoy reported;

Safety

- 17 incidents, only increase is anti-social behaviour

Punctuality

- Not as good as previous period
 - Tree fell onto line at Sydney Parade
 - Person struck
 - Cable cut

Finance

- Revenue €500k better than budget
- Payroll ahead budget
- Materials also ahead

Revenue protection

- Fines higher
- TVMs now taking majority revenue

other

- Absenteeism 2.42% excluding long term
 - DHR to review policy
- Pearse – green shed gone
- Mentoring up and running
- Cleanliness – some trains not litter picked during day.

Human Resources

615.10 The HR report was taken as read and noted.

615.11 Mr Masterson reported:

- Cost Agenda – are taking strong line
 - 69 expressions of interest received for career break
 - Another VS launch to take place
- Rule 29b – update from DoTT&S due 13/5
- Contracts management under review
- HR IT mapping ongoing
 - Equality presented to ICCN
- Say No To Ageism week to be supported
- D&A – Waterford tested
 - Process is well embedded
 - Final tender selection done for mobile van
- Data Protection – met with Commissioner – policy accepted and will be reviewed further
- Paid Career break – 69 interested and all to go through business case
- Code of Ethics sent out to all staff on email.

New Works

615.12 Mr Cunningham reported;

- KRP – NTA gave permission to serve notice re Kishogue but we will continue to negotiate
- DART Upgrade nearly finalised
- Clonsilla – Westinghouse system not easy to change
- Crusheen planning application lodged
- Navan RO – value engineering exercise to be finalised
- TVM funding approved and installation to commence shortly
 - May not cover shelters
- Maynooth –Reilly hearing held
 - RO needs SET resource
- Car parks – Drogheda Marsh Road underway
- Accessibility – works at northern line and Salthill in progress, funding received for Kildare stations
- Clongriffin – drawing down bond
- Ticketing progressing to schedule
- Project management procedures to be presented to EAG
- Strategy – papers being prepared for Airport link and Lmk Junct-Waterford
 - Goodbody finished

615.13 It was noted that it would cost around €1.6m to install a smart card system at Cork . DC is to check if this could be accommodated in the current Ticketing estimate

Actions

- | | | |
|--------------|---|------------|
| 1428. | Check stats on anti-social behaviour as they don't tally with DART and ICCN | PC |
| 1429. | Check stats on claims (# accidents, # claims, % successful claims, annual value) | PC |
| 1430. | Consider notice at end of platforms re. dissuade access to track | PV |
| 1431. | Promote that Smartcards for kids don't have to be renewed | BK |
| 1432. | June EG2 to meet in Inchicore to see strategic control room | BMC |
| 1433. | review absenteeism policy for drivers | CM |
| 1434. | check that outer suburban trains have litter pick during the day | CC |
| 1435. | Check if €1.6m for installing smartcard system in Cork can be accommodated in the current Ticketing estimate | DC |

BOARD PROPOSALS

616.1 It was agreed to present the following Capital Expenditure papers to board:

1. TVM Design & Construct – Donabate, Sallins & Naas, Cork, Limerick, Galway, Portlaoise, Thurles & Mallow
2. TVM Phase IV – 9 GDA stations – design & tender prep
3. TVM – 12 non-GDA Stns Feasibility, Design & Tender
4. VS funding (non capital)

616.2 It was agreed to present the following advisory papers to board:

5. Line speed Advisory paper

616.3 It was agreed to present the following contract award papers to board:

6. Security
7. Plant hire framework

616.4 It was agreed to present the following papers to CEO

8. Alexander road

616.5 It was agreed to present the following papers to board:

9. Property – Cork Water St Bridge
10. Transactions for Sealing/Signing (via EAG for land lease)

ANY OTHER BUSINESS**Date of next meeting**

617.1 The next board preparation meeting will be held on Wednesday 15th June, 2011 at 09:00

**Minutes of 104th Iarnród Éireann Executive Group Meeting
held on Tuesday 26th April, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Don Cunningham, Director New Works,
Mr Tom Devoy, General Manager DART,
Mr Barry Kenny, Manager Corporate Communications
Mr Phil Verster, Asst. Chief Executive (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary
Mr Stephen Murray, Marketing
Mr Ray Pierce, HR
Mr John Reville, ICCN

Apologies: Mr Cal Carmichael, Asst. Chief Executive (Operations)
Mr Ciaran Masterson, Acting Director Human Resources
Mr Paul O'Kelly, Manager Marketing

Min. No.

BOARD REPORT

610.1 The Chief Executive reported on issues raised at the previous board meeting:

OUTSTANDING ACTIONS FROM PREVIOUS MEETING

611.1 The list of outstanding actions was taken as read and noted.

1409.	Ensure all security contact numbers are up to date	All
1410.	initiate high level public awareness campaign level crossings	PV PC
1411.	Write to DoTT&S re projected losses for 2011	DF
1412.	bring data retention policy for CCTV data up to date	P Miller
1413.	check reports that DMU shutdowns not working on Sunday	PV
1414.	document facts on possibility of wind turbines on IE land	DC
1415.	revert to May board with options to breakeven	AC
	a) rise in tax saver fares	POK
	b) investigate initial charge for OAP pass	POK
	c) put business case to NTA on loss making lines	MI Reidy
	d) get European fare level comparisons	BK
	e) compile facts on pay increments	R Pierce
	f) show options for pay cuts	AC
1416.	Keep an eye on marketing in other railways eg DB	POK
1417.	Check security costs are reasonable	MI Power
1418.	Line speed paper to May board	PV
1419.	Look at Bus Éireann driving initiative for saving fuel (for road fleet)	PV
1420.	report on progress with Hansfield car park	DC
1421.	Action plan arising out of Goodbody Report	DF
1422.	Distribute Slides and draft Goodbody report	MI Reidy

DART UNDERGROUND UPDATE

612.1 Mr Cunningham updated the meeting on DU progress:

- Public enquiry has finished
- Team numbers are being reduced
- NTA have commissioned business case comparison between DU and Metro North
- Are working on contingency plan for no PPP's

ANY OTHER BUSINESS**WiFi**

613.1 It was confirmed that no further approval was required to progress with WiFi order.

Funding 2011

613.2 Mr Cunningham advised that the NTA has requested us to budget for a reduced capital expenditure of €84m for 2011 as funds are being diverted to job creation initiatives. It is assumed that the DoTT&S funds for RSP will remain in place.

Date of next meeting

613.3 The next board preparation meeting will be held on Wednesday 11th May, 2011 at 09:00.

**Minutes of 106th Iarnród Éireann Executive Group Meeting
held on Tuesday 24th May, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. Chief Executive (Operations)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Don Cunningham, Director New Works,
Mr Tom Devoy, General Manager DART,
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Acting Director Human Resources
Mr Paul O'Kelly, Manager Marketing
Mr Phil Verster, Asst. Chief Executive (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary

Min. No.

BOARD REPORT

- 618.1** The Chief Executive reported on issues raised at the previous board meeting:
- 618.2** Dr Lynch advised that this was his last meeting as Chairman of Iarnród Éireann.

OUTSTANDING ACTIONS FROM PREVIOUS MEETING

- 619.1** The list of outstanding actions was taken as read and noted.
- | | |
|--|------------|
| 1436. Check smartcards for Directors are up to date | POK |
| 1437. Distribute link to McNulty Report | BMC |
- 619.2** Mr O'Kelly advised that Iarnród Éireann doesn't currently have apps for train times as there is no benefit to having them without a link to bookings which will come after the Journey Planner. In the interim privately developed apps are available.
- 619.3** The Chairman asked for follow up meetings and actions subsequent to the publication by the Irish Times of a 10 month old report by the RSC.
- | | |
|--|--------------|
| 1438. Discuss strategy for dealing with press re. audit reports with the Chairman | BK DF |
| 1439. Include options for Fairtrade goods in new Catering contracts | CC |
| 1440. Ensure that any non-compliances in annual letter to Minister are material | AC |
| 1441. Security contract paper to be resubmitted | CC |
| a) show price difference between top bidders | |
| b) explain that new technologies have to be explored | |
| c) explain hold up in dealing with new contracts | |
| 1442. Line Speed Improvement – develop board paper | PV |
| Work out incremental benefits | CC |
| Seek funding | DC |
| 1443. Train protection – bring forward proposal for development | PV |

- | | | |
|-------|--|----|
| 1444. | Niall Grogan to push for Kishogue car park with NAMA | DC |
| 1445. | Push moving per way compound from Malahide to Portmarnock | PV |
| 1446. | Pursue the preferred option for Merrion Gates | DC |
| 1447. | Be vigilant for fraud involving changes of payment details for contractors | AC |

OUTSTANDING ACTIONS

Action 1423 - Run TV advert with EU LX safety video

- 620.1** It was agreed that Barry Kenny should show the video to the Chairman.

Action 1424 - Be ready for next years Tax saver season ticket campaign

- 620.2** Mr O'Kelly has this in hand.

Action 1425 - options paper for Minister on OAP charges and give preferred option

- 620.3** It was agreed that Cal should outline the preferred option to the Chairman.

Action 1426 - paper on Limerick-Waterford

- 620.4** Michael Reidy is well advanced with this paper and Mr Cunningham is to advise when complete for submission to NTA.

Action 1427 - Look into €5 insurance option for advance bookings

- 620.5** There will be an online flexi ticket available soon

Action 1428 - Check stats on anti-social behaviour

- 620.6** Mr Cuffe advised that his statistics come directly from STT and so will not tally with operations stats.

Action 1429 - Check stats on claims

- 620.7** Query has been put to claims dept.

Action 1430 - Consider notice at end of platforms re. access to track

- 620.8** Mr Verster advised that a physical barrier will be installed at end of platforms.

Action 1431 - Promote that Smartcards for kids don't have to be renewed

- 620.9** Mr O'Kelly will write to customers in August.

Action 1432 - June EG2 to meet in Inchicore to see strategic control room

- 620.10** Mr Verster is to chair this meeting.

Action 1433 - review absenteeism policy for drivers

- 620.11** Mr Masterson advised that the post incident policy has been in place since 1996 and he will engage with the unions and tell them that the policy is unaffordable.

Action 1434 - check that outer suburban trains have litter pick during the day

- 620.12** Mr Carmichael advised that the cleaning schedule will be altered to accommodate these trains.

Action 1435 - Check if €1.6m for installing a smartcard system in Cork can be accommodated in current ticketing estimate

- 620.13** Mr Cunningham advised that this expenditure can be accommodated but will require a board paper.

DART UNDERGROUND UPDATE

- 621.1** Mr Cunningham updated the meeting on DU progress:
- Public enquiry has finished and awaiting An Bord Pleanala report
 - In interim team are refining design and processing claims.

ANY OTHER BUSINESS

Date of next meeting

- 622.1** The next board preparation meeting will be held on Wednesday 15th June, 2011 at 09:00.

**Minutes of 108th Iarnród Éireann Executive Group Meeting
held on Wednesday 13th July, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Director New Works
Mr Tom Devoy, General Manager, DART
Mr Paul O'Kelly, Manager Marketing
Mr Ciaran Masterson, Director Human Resources
Mr Phil Verster, Asst. CEO (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies:

Min. No.

UPDATE ON NEW CHAIRMEN

- 627.1** The Chief Executive updated the team on his meetings with the new CIE and Iarnród Éireann Chairmen.
- 627.2** Vivienne Jupp, CIE Chairman, will work mainly through the operating company Chairs
- 627.3** Phil Gaffney will have an office in Heuston, supported by Bidina, and will be there 2 days for Iarnród Éireann board meeting, 2 days for CIE Board meeting plus 1-2 other days per month. He asked to be kept informed of any major items. He will be supportive of the top team although he will act in a non-executive role
- 627.4** A new position of Commercial Director will be created and a recruitment process will begin shortly
- 627.5** Phil Gaffney and Vivienne Jupp require a briefing on emergency management
- 627.6** Mr Gaffney has also requested a briefing on the procurement process. He made it clear that he wishes all procurement to be done strictly to the letter of the law.
- 627.7** He suggested that it is to Iarnród Éireann's benefit to show more interest in Integrated Ticketing
- 627.8** He also wishes to promote sustainability.
- 627.9** He suggests Iarnród Éireann be ready for open access in 2013.

Advisory Groups

- 627.10** Phil Gaffney will not chair advisory groups himself but does see they are of benefit and may opt for special purpose advisory groups
- The EAG will split again into Infrastructure and Mechanical Engineering
 - SAG will continue
 - ARG to be chaired by Finance person on the board
 - DUAG to take it's course
 - REAG to hold as at present

Attendance at board

- 627.11** There is to be a better spread of Iarnród Éireann Exec team attendance at board

Croke Park and Aviva boxes

- 627.12** These are spread across companies and no suppliers to be invited and no hospitality to be given. Dates for Iarnród Éireann in Croke Park are 30th July, 14th August, 18th September.

Financial situation

- 627.13** Iarnród Éireann has been advised that the likely subvention reduction will be 20% over 3 years. Iarnród Éireann is to plan a budget to break even by 2014. a 3 year plan is to be drawn up. There is still no certainty over investment funding.

Location of board meetings

- 627.14** It is possible that Iarnród Éireann board meetings will be held in Connolly in future.

Actions

- 1456. Prepare brief on Emergency Management**
1457. Prepare brief on Procurement Process
1458. Promote message on sustainability

PC
AC Ronan Gill
BK

ANY OTHER BUSINESSDate of next meeting

- 628.1** The next board preparation meeting will be held on Wednesday 10th August, 2011 at 09:00

**Minutes of 107th Iarnród Éireann Executive Group Meeting
held on Wednesday 15th June, 2011
at Connolly Station**

Present: Mr Phil Verster, Asst. CEO (Engineering) (Chairman),
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Director New Works
Mr Tom Devoy, General Manager, DART
Mr Paul O'Kelly, Manager Marketing

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr David Graham, Finance
Mr Ray Pierce, HR

Apologies: Mr Dick Fearn, Chief Executive Officer
Mr Aidan Cronin, Chief Financial Officer
Mr Ciaran Masterson, Director Human Resources

Min. No.

MINUTES

623.1 The minutes of the meetings of 12th & 24th, May, 2011 were taken as read and noted:

Outstanding actions

623.2 The list of outstanding actions was taken as read and noted.

Action 1436 - Check smartcards for Directors are up to date

623.3 Mr O'Kelly confirmed that the Chairman's smartcard is up to date and he is in the process of getting the others checked.

Action 1438 - Discuss strategy for dealing with press re. audit reports with the Chairman

623.4 This has been done.

Action 1442 - Line Speed Improvement – develop board paper

623.5 Paper drafted and funding under discussion with DoTTAS. Will go to next board meeting

Action 1444 - Niall Grogan to push for Kishogue car park with NAMA

623.6 Mr Cunningham advised that legal options being pursued with High Court hearing scheduled for November

Action 1445. - Push moving per way compound from Malahide to Portmarnock

623.7 Move in hand

Action 1446. - Pursue the preferred option for Merrion Gates

623.8 Mr Cunningham advised that the NTA are taking the preferred option to DCC.

Action 1325 - Do cost comparisons on Foynes link vs Stobbart proposal

623.9 Mr Carmichael advised that a proposal was costed and reviewed with Stobbart.

Action 1332 - Customer charter – comments to POK

623.10 Mr O'Kelly advised that the Customer Charter has been redrafted and final adjustments relating to refunds are being made

Action 1375 - Check how many of original free smartcard handouts are still in use and how many smartcards have lapsed

623.11 Mr O'Kelly advised that this information is reported monthly to the NTA

Action 1410 - initiate high level public awareness campaign level crossings

623.12 Mr Verster advised that the advert is running till year end and there has been progress with the RSC on prosecutions

Action 1414 - document facts on possibility of wind turbines on IE land

623.13 Mr Cunningham advised that an advisory paper has been drafted. Only option available is for small turbines which offer least payback and relatively high maintenance costs.

Action 1420 - report on progress with Hansfield car park

623.14 Mr Cunningham advised that discussions with developers are continuing. Draft agreement has been reached with one developer and Iarnród Éireann are nearing agreement with the second.

Action 1425- CC, TD, AC and POK to prepare options paper for Minister on OAP charges and give preferred option

623.15 A range of options have been drafted which will be considered with overall funding submission.

Action 1426 - MI Reidy preparing paper on Limerick-Waterford

623.16 Paper finalised.

Action 1432 - June EG2 to meet in Inchicore to see strategic control room

623.17 Next EG2 meeting will be held in Inchicore when scheduled.

PROGRESS REPORTS

Safety

624.1 Mr Cuffe reported:

- SPADs trend is down
- LX near misses and collisions increasing
- No derailments occurred in period
- Anti-social behaviour increases over the summer

- LTA's have levelled off
 - Mr Cunningham suggested we should raise target to zero tolerance
- Incidents – increase in trespass onto track
- One SPAD in Athenry
 - Involved yellow plant – these drivers do not have full road knowledge
- Road-rail vehicle shunted into siding which was not in possession
- Overrun at Craughwell was due to brake problem
- Met with RAIU re opportunity to comment on investigation reports– they have agreed to a more iterative process.

Marketing

624.2 Mr. O'Kelly reported:

- Revenue for period 5 is poor with variances for Belfast and Cork
 - YTD Cork worse
 - Action plans in place for Limerick and Galway with a new focus on bringing people to Galway
- Web yield alteration shows benefit to Tralee, Limerick and Cork revenues
- Call answering – 1 bad week – seeing result of head count reduction
 - Average call time now longer too
- Family ticket sale to proceed over summer.

Corporate communications

624.3 Mr Kenny reported:

- Media coverage included
 - New railcar delivery
 - Smartcard
 - Online fares
 - Summer fare launch at Heuston
 - Western Rail Corridor – still an issue locally
 - Hansfield
 - Scoilnet initiative
- Social media content included cheap fares, summer fares, WiFi
- Upcoming promotions include
 - Rail extension in port
 - DU campaign is on hold
- Meetings with new TDs are continuing
 - Phoenix Park tunnel trip to be set up for Minister.

Finance

624.4 Mr Graham reported:

- Revenue for Period 5 was €700k better than budget
- Expenditure was €9m less than 2010
- Deficit is €7m, €2.8m less than 2010
- Procurement
 - 4 overdue tenders in Central services – are in hand
 - 6 overdue in Engineering and New Works – in progress
 - Compliance monitoring – issues – in progress
 - Hotel procurement – glitches being resolved
 - Need to work out how to manage on the ground.

Engineering

624.5 Mr Verster reported :

- Costs
 - CCE RSP under but will catch up at year end

- CME materials €93k adverse
- Performance
 - SET cable faults and thefts are being managed
 - CME very good performance in period
 - Graffiti attacks noted and extra security reinstated at Connolly
- Safety
 - Structures are highest risk profile - 5,000 bridges in network
 - Track at Kilcoole – not fenced – put up signage
 - SET risks are diminishing
 - CME – LTA's peaked in P4.

Intercity and commuter

624.6 Mr Carmichael reported on progress in the InterCity and Commuter businesses:

Safety

- no SPAD in 2011 ,
- platform overruns being attended to
- 3 LTAs in P5, moving to preventative approach including use of safety stations

Punctuality

- all okay except Belfast;
- YTD NTA targets 95.2%

finance

- Passenger revenue holding to 2010 levels
- Freight up
- car park revenue up
- revenue control – 33 court convictions in period
 - watching with CCTV for ATVM fraud

People

- Complaints – hitting 95% response.

DART

624.7 Mr Devoy reported;

Safety

- 15 incidents,
- 2 LTAs – all long term

Punctuality

- 89.42% to 5 min target
- 97% to 10 min target
- Sutton LX incident – had to operate manually

Finance

- Revenue €191k better than 2010 and more events planned
- Material costs worse – need to use new terms for cleaning contract

Revenue protection

- 254 fixed penalties, €67k fines

other

- Cleanliness 80%
- Absenteeism 1.72% excl long term
- Safety Communications 97.8% complete

Human Resources

624.8 The HR report was taken as read and noted.

624.9 Mr Pierce reported:

- D&A
 - Completed tender process and the revised D&A document has gone to printers
- Manpower planning
 - Have new process, lined up with businesses
- Legal claim in from former manager
- Rule 29b – needs a simple change to legislation but needs a push
- Cost agenda – will launch paid career leave – now with option to preserve pension benefits
- Contracts management – have proposed a uniform approach – will circulate to exec team.

New Works

624.10 Mr Cunningham reported;

- KRP – High Court hearing date November 2011
- DART Upgrade – ready to be closed out
- Hansfield nearing agreement, earliest Q1/Q2 2012
- Crusheen planning received, moving ahead until instructed otherwise
- Navan RO – value engineering exercise to be presented to Phil Gaffney next week
- Pearse 2nd tender due in
- Heuston drivers depot in use and Inchicore taxi gone
- Laois drivers depot nearly ready
- Accessibility – some funding available for 2011
- €1m station upgrades – Joy Rogers will recommend list of work and will present to NTA.

Actions

1448.	Prepare for yellow plant operators to be trained as drivers	PV
1449.	Consider if sidings should be included in possession areas	PV
1450.	Prepare presentation for trip by Minister thru Phoenix Park tunnel	DC
1451.	Review issues surrounding procurement and hotels	DG
1452.	Check if issue with enforcing new cleaning contract terms	CC
1453.	Circulate proposals for uniform staff contract management to exec team	RP

BOARD PROPOSALS

625.1 It was agreed to present the following Capital Expenditure papers to EAG and next board (if required):

1. Level Crossing XG002 (Reillys)
2. Remaining Network Accessibility
3. Car Park Athy
4. Car Park Boyle
5. Station Upgrade (Maynooth Line)
6. Newbridge Accessibility
7. Sallins Accessibility

8. Lift Upgrades at Clontarf & Tara Street Stations
9. Emergency Platform Lighting at Heuston, Connolly, Pearse & Tara Street Stations
10. Provide cycle racks at GDA stations
11. ICR Remote condition monitoring and WiFi
12. Points Heaters in GDA
13. Small Plant requirements 2011
14. Line speed improvement project
15. Install Passenger Information Service on Commuter fleet
16. Install on board CCTV on commuter fleet
17. WiFi on GDA Fleet

Note 1. Items 5 -10, & 15 - 17 are subject to additional funding being provided by NTA.

1454. Collate list of items for Chief Executive approval and call meeting for early July (with R Gill in attendance to advise on procurement issues)BMC

625.2 It was agreed to present the following advisory papers to EAG & Board:

18. Nenagh Branch Track Quality advisory paper
19. Navan Line RO Application (for CIE Board approval)
20. XC147 Acquisition Order (for CIE Board approval)

625.3 It was agreed to present the following contract award papers to EAG/board:

21. DMU Engine & Gen sets HM
22. Train Protection prototype
23. Framework Agreement for the provision of Welding Services
24. Framework agreement for building maintenance and small buildings works
25. Framework Agreement for the provision of Mechanical & Electrical Maintenance Services
26. Labour services selection criteria
27. Labour services contract award criteria

625.4 It was agreed to present the following closeout papers to EAG/Board

28. DART Upgrade Project
29. Small Plant 2010
30. Automation LX's Mayo line – explain variance
31. Automation LX's Kerry line
32. Resignalling Cork-Cobh line
33. CTC signalling strategy

625.5 The following is to be held for checking.

34. 30 beet containers

1455. Review beet containers closeout

CC

625.6 It was agreed to present the following papers to board:

35. Disposal OTMs

36. Transactions for Sealing/Signing

ANY OTHER BUSINESS

Date of next meeting

626.1 The next board preparation meeting will be held on Wednesday 17th August, 2011 at 09:00

**Minutes of 109th Iarnród Éireann Executive Group Meeting
held on Wednesday 10th August, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Director New Works
Mr Tom Devoy, General Manager, DART
Mr Ciaran Masterson, Director Human Resources
Mr Paul O'Kelly, Manager Marketing
Mr Phil Verster, Asst. CEO (Engineering) ,

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr David Graham, Finance

Apologies: Mr Aidan Cronin, Chief Financial Officer

Min. No.

MINUTES

629.1 The minutes of the meetings of 15th June & 17th, July, 2011 were taken as read and noted:

Outstanding actions

629.2 The list of outstanding actions was taken as read and noted.

Action 1448 - Prepare for yellow plant operators to be trained as drivers

629.3 Mr Verster confirmed that this has been arranged for the 6 drivers.

Action 1449 - Consider if sidings should be included in possession areas

629.4 Mr Verster confirmed that this will be included in the T3 possession rule book rewrite.

Action 1451 - Review issues surrounding procurement and hotels

629.5 Mr Graham confirmed that the issues are being worked through, with the hotel panel being broadened. Ronan Gill will monitor.

Action 1452 - Check if issue with enforcing new cleaning contract terms

629.6 Mr Devoy confirmed that DART cleaning being done now.

Action 1453 - Circulate proposals for uniform staff contract management to exec team

629.7 Proposals issued.

Action 1455 - Review Beet containers closeout

629.8 Cal Carmichael and David Graham to review.

Action 1456 - Prepare brief on Emergency Management

629.9 Mr Cuffe confirmed that this is in hand for presentation in September.

Action 1421 - Action plan arising out of Goodbody Report

629.10 The Chief Executive advised that strategic plans are being developed using the finding of the Goodbody Report.

629.11 Mr Verster suggested that Iarnród Éireann should write its own strategic report now. The Chief Executive added that it would be better to wait for some certainty on Exchequer funding and investment plans.

PROGRESS REPORTS**Safety**

630.1 Mr Cuffe reported:

- There were two category C SPADs trend in the period
- Derailments were up, 1 at Tara Mines and 2 at Inchicore
- ATP/CAWs good, the trend remains low
- Bridge incidents spiked in July
- LTA's are at a plateau
- Incidents –
 - woman had hand trapped in door of ICR
 - Issue of door calibration being looked at
 - Driver sight lines also being checked
 - Results of inquiry will be reported to SAG
 - Road rail vehicle went onto track in a possession but without an isolation
 - Offside doors enabled in error at Tullamore
- Reports published into fatality at Sixmilebridge
 - It recommends that Iarnród Éireann do risk assessments at level crossings (700-800 in number)
 - Are reviewing reports with RAIU
 - Also holding workshops in Train Protection and Level Crossings
- Report also received on compliance audit of competence of signalling staff at CTC
- Report in Management Information Systems
- UK reports include:
 - Derailment in Scotland – boulder inside fence dislodged
 - High speed train hit tree
 - Road/railer ran away – all our vehicles now have to be certified
 - London Underground run away

Marketing

630.2 Mr. O'Kelly reported:

- Revenue for period 7 was strong
 - DART & Commuter good, Tralee and Waterford good
 - Limerick, Galway and Belfast poor
- Web yield noted
- Call answering – down to 81% in Period 7 due to staff absenteeism

- Want to train up volunteers for bad weather
- Summer sale shows growth and may leave €10 fare in place for the rest of the year
- WiFi will be installed on entire Mark IV fleet by end September.

Corporate communications

630.3 Mr Kenny reported:

- Media coverage included
 - Dublin Port extension
 - DART to Airport
 - Summer fares promotions
 - WiFi
 - Great Railway Journeys
- Social Media – 10,000 followers Twitter, 5,000 Facebook
 - Next will develop more audio and video including a blog
- Upcoming promotions include
 - Full WiFi launch
 - Presidential visit
 - Ploughing championships

Finance

630.4 Mr Graham reported:

- Revenue at Period 7 is €100m
- Expenditure is at €185m, 5% better than 2010
- Deficit is €10.26m which is €3.7m worse than budget
- Passenger revenue is 2.3% down on 2010
- Passenger expenditure is 3% better than 2010
- All expenditure is better than 2010 except freight but that is offset by increased revenue
- Will not meet expected savings for the year
- Fuel is adverse €1.5m and there are no plans in place to achieve the target savings and some service changes are not implemented yet
- Forecast budget deficit is €9.8m with expenditure risk of €2-3m on fuel, €1m for gatekeepers and €0.5m gap in ITS budget
- Procurement – looking into hotels processes

Engineering

630.5 Mr Verster reported :

- Costs
 - CCE €203k favourable
 - RSP €7m under but will catch up at year end
 - CESET maintenance €165k favourable
 - CME €49k adverse but recovering
- Performance
 - Overall CCE figure still affected by Laytown
 - SET – train protection systems big contribution
 - CME performing well
- Safety
 - Important workshops being held with RSC

Intercity and commuter

630.6 Mr Carmichael reported on progress in the InterCity and Commuter businesses:

Safety

- 1 SPAD occurred in Limerick, use of downloads has had a very positive influence
- LTAs are increasing
- 50 yet to train in safety communications
- RSC to do SMS audit in September

Punctuality

- all okay except Belfast – local NIR issues;

Finance

- Passenger revenue is €716k better than budget YTD
- Freight and car park revenues are ahead of budget
- revenue control – low evasion rates detected
- nearing solution to train hosts checking tickets
- ticketing – visit to NEDrail planned

People

- 39 off target due to delay in achieving crossing closures but this is offset by VS

Customer

- Suburban timetable to go live 26th September
- Campaign to be launched to rename Phoenix Park Station

DART

630.7 Mr Devoy reported;

Safety

- 21 incidents, near misses on the increase with 2 very close calls at Raheny

Punctuality

- 90.5% to 5 min target
- 98.5% to 10 min target

Finance

- Revenue €339k better 2010, boosted by events
- Expenditure €308k better 2010

Revenue protection

- €85k in fines YTD

other

- Pearse – 2 shops moved and posters up
- Malahide accessibility nearly ready
- Customer complaints - 40% concern refunds with many due to people getting wrong tickets

Human Resources

630.8 The HR report was taken as read and noted.

630.9 Mr Masterson reported:

- D&A
 - New booklet issued
 - 100 tested in 2011 with 1 positive test in Inchicore
- Employee booklet to be issued by end October
- Dignity and respect policy to be issued for approval
- Absenteeism – revised attendance programme being looked at

- Paid career break: 135 expressions of interest received
 - 26 applied, 13 facilitated
- Cost agenda – LRC hearing in 4 weeks
- SAP HCM – legal documents being finalised, 36 process changes.

New Works

630.10 Mr Cunningham reported;

- KRP – Everglade settlement being advanced
- Dunboyne : - Hansfield sign-off this month for Q2 2012 opening
 - Property arbitrator final hearing 24th August
- Crusheen and Oranmore advancing
- Navan RO to August Board
- TVMs rollout to Sligo and Westport this month
- Malahide – Dr McKeogh is looking at weir levels
- Pearse 2nd tender due this month
- Laois drivers depot nearly ready
- Car parks – on site in Drogheda
- Accessibility – funding secured for Kildare, Newbridge & Sallins
- Clongriffin – Iarnród Éireann to draw down bond in 2 weeks
- Reillys crossing – planning approval received for overbridge
- DART Underground – An Bord Pleanála decision now expected end November
- Strategy – DART to Airport business case nearly ready
 - Possibility of Wayleave for a power company.

Actions

- | | | |
|--------------|--|--------------|
| 1459. | Findings of inquiry into hand trapped in door incident to go to SAG | PC |
| 1460. | Consider how to use lessons from published Safety Report | PC PV |
| 1461. | Write to Central Services managers seeking volunteers to handle phones during bad weather | POK |
| 1462. | Poll locals re. name of Phoenix Park Station | BK CC |
| 1463. | Review policy for handling refunds for tickets bought in error | DG TD |

BOARD PROPOSALS

631.1 It was agreed to present the following Capital Expenditure papers to EAG and next board (if required):

1. Level Crossing XG002 (Reillys)
2. Install Passenger Information Service on Commuter fleet
3. Train Protection System
4. WiFi on GDA Fleet
5. Station Upgrade (Maynooth Line)
6. ICR Remote condition monitoring and WiFi
7. Points Heaters in GDA
8. Install on board CCTV on commuter fleet – check VAT
9. Greystones Accessibility
10. Ticket validation Bray Platform 2
11. Remaining Network Accessibility
12. Pearse Roof renovation
13. Lift Upgrades at Clontarf & Tara Street Stations

14. Car Parks Claremorris & Drogheda
15. Heuston Car Park upgrade
- 631.2** Mr Verster commented that the sign for staff car park at Heuston Drivers depot may give a bad impression.
- 1464. Compile strategy document for WiFi** **POK**
1465. Board papers
CCTV – check if VAT included and what is timescale (Paras 5 & 6) **PV**
WiFi – check VAT and state funding source **POK**
- 631.3** It was agreed to present the following advisory papers to EAG & Board:
16. Nenagh Branch Track Quality advisory paper
17. Navan Line RO Application (for CIE Board approval)
18. XC147 Acquisition Order (for CIE Board approval)
- 631.4** It was agreed to present the following contract award papers to board:
19. DMU Engine & Gen sets HM
20. Framework Agreement for the provision of Welding Services
21. Framework agreement for building maintenance and small buildings works
22. Framework Agreement for the provision of Mechanical & Electrical Maintenance Services
23. Labour services selection criteria
24. Labour services contract award criteria
25. Security
- 631.5** It was agreed to present the following closeout papers to Board
26. Rosslare Tugmasters
27. DART Upgrade Project
28. Automation LX's Mayo line
29. Automation LX's Kerry line
30. Resignalling Cork-Cobh line
31. CTC signalling strategy
- 631.6** It was agreed to hold the following closeout papers to Board
32. Beet containers – PV and CC to check funding sources
- 631.7** It was agreed to present the following papers to board:
33. Disposal OTMs
34. Transactions for Sealing/Signing

ANY OTHER BUSINESS**Date of next meeting**

- 632.1** The next board preparation meeting will be held on Wednesday 14th September, 2011 at 09:00

**Minutes of 111th Iarnród Éireann Executive Group Meeting
held on Monday 5th September, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Director New Works
Mr Paul O'Kelly, Manager Marketing
Mr Ciaran Masterson, Director Human Resources
Mr Phil Verster, Asst. CEO (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Roger Tobin, DART

Apologies: Mr Tom Devoy, General Manager, DART

Min. No.

**CIE BOARD REPORT AND UPDATES FOR MEETINGS WITH IARNRÓD
ÉIREANN CHAIRMAN**

635.1 The Chief Executive updated the team on recent meetings.

635.2 The Chief Executives of all three subsidiaries will now attend the full CIE Board meeting. Ronan Gill to be present for all contract proposals.

Actions

1484. Brief Ronan Gill on any contract proposals to board All

1485. Prepare for Group wide budgeting session to be held on 7th October AC

1486. Prepare for Group wide HR session chaired by Kevin Bonner Chairman

635.3 Paddy Doherty to chair Group ITS committee which is to be formed when NTA takes over as ITS authority.

1487. Prepare familiarization course for non-exec Directors CM

635.4 CIE Chairman to make visits to Iarnród Éireann in advance.

1488. Send draft emergency planning briefing to PG in advance 5th October PC

1489. Prepare paper on management succession planning CM

1490. Initiate Community Involvement Programme BK

1491. Send Exec summary of RAIU/RSC reports to PG PC

1492. Prepare note to DF on involvement (or not) in international railway organisations All

1493. Liaise with Group Finance on CIE Board reporting format AC

635.5 The CIE Board backed Iarnród Éireann's proposal for DART to Airport which has now become Group policy. It was noted that there is a possibility of securing TENS funding.

1494. All papers to be sent to PG on Monday of week prior to Board BMC

ANY OTHER BUSINESS

RSC SMS Audit

- 636.1** Mr Carmichael advised that the RSC audit of the company wide SMS was due to commence with meetings scheduled from 19th September.

Date of next meeting

- 636.2** The next board preparation meeting will be held on Wednesday 14th September, 2011 at 09:00.

**Minutes of 110th Iarnród Éireann Executive Group Meeting
held on Tuesday 23rd August, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Director New Works
Mr Paul O'Kelly, Manager Marketing
Mr Ciaran Masterson, Director Human Resources
Mr Phil Verster, Asst. CEO (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Roger Tobin, DART

Apologies: Mr Tom Devoy, General Manager, DART

Min. No.

BOARD REPORT

- 633.1** The Chief Executive updated the team on the Iarnród Éireann board meeting held earlier in the day.
- 633.2** The Chairman briefed the board on his mandate from the Minister.

Actions

- | | | |
|--------------|--|-----------------|
| 1466. | Put forward people issues for the board's attention | CM |
| 1467. | Be ready to avail of additional business after cessation of Dublin – Cork/Kerry flights | POK |
| 1468. | Progress loyalty card for Leapcard | POK |
| 1469. | Per Way to move out of Malahide Car park | DC PV |
| 1470. | Consider new initiatives and industry best practice to lower LTAs | PC |
| 1471. | check out circumstances of award to teenager for loss of finger tip | PC BK |
| 1472. | Strategy paper Level Crossings to Oct Board | PV |
| 1473. | Strategy paper Track to September board | PV |
| 1474. | Reflect benefits of Lean Mgt in 2012 CCE and SET budgets | PV AC |
| 1475. | MI Reidy to investigate stats for UK passenger volumes | DC |
| 1476. | Integrated Ticketing to be reported each board | AC |
| 1477. | ICCN report to include Pay by Text stats, incl. other non-cash options | CC |
| 1478. | include options for fair-trade salt, pepper, tea, coffee in catering tender | CC |
| 1479. | calculate number of additional trips to pay for WiFi | POK |
| 1480. | CCTV data storage policy | |
| | a) Peter Miller to circulate policy | CM |
| | b) DF to call review meeting | DF |
| 1481. | MRSE-LH to be encouraged to use lean techniques | PV |
| 1482. | use term "Framework Tenders" rather than Mini Tender | AC RGill |
| 1483. | check procurement rules re extension of MRSE contract by 4 x 1 yrs | PV |

Action 1464 - WiFi Strategy

- 633.3** it was noted that this strategy should include a) options for remainder of fleet
b) details of operating cost for full use or targeted use c) options to get out of
contracts as technology changes.

ANY OTHER BUSINESS

Resignation of Phil Verster

- 634.1** The Chief Executive congratulated Mr Verster on his new appointment and
acknowledged his substantial impact on Iarnród Éireann. Mr Verster
commented how he had enjoyed his experience in Iarnród Éireann.

Date of next meeting

- 634.2** The next board preparation meeting will be held on Wednesday 14th
September, 2011 at 09:00

**Minutes of 113th Iarnród Éireann Executive Group Meeting
held on Tuesday 27th September, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Director New Works
Mr Paul O'Kelly, Manager Marketing
Mr Ciaran Masterson, Director Human Resources
Mr Phil Verster, Asst. CEO (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies:

Min. No.

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

Action 1496 – sample audit of user crossings

641.1 Mr Cuffe advised that this is to be undertaken by the Safety Audit Unit.

Action 1500 – 2030 Strategy document

641.2 Mr Kenny is to agree an abridged version with Mr Reidy

Action 1504 – Rule 29b

641.3 In hand – Ciaran Masterson to Circulate figures when compiled

Action 1455 – Beet containers

641.4 A solution has been agreed

Action 1463 – refunds policy

641.5 Mr Cronin advised that the Finance Department is working on a set of controls

Action 1499 – PIS update re Ferry etc

641.6 Mr Verster advised that this will be done in parallel with other updates

BOARD REPORT

642.1 The Chief Executive updated the team on the Iarnród Éireann board meeting held earlier in the day.

Actions

- | | | |
|-------|---|----|
| 1508. | Present CCTV policy to board (liaise with TD CC PV) | CM |
| 1509. | Check if empty Abbey St. shop could be let to charity at an affordable rate | DF |
| 1510. | Knowledge Management Systems | |
| | a) paper to clarify approach to Nobel Denton recommendations | PV |
| | b) review recommendations for Ops | CC |
| 1511. | Cork Car park – check that staff not discommoding passengers | CC |
| 1512. | Budget assumptions 2012 to October board | AC |
| 1513. | Follow up TCD anti-bullying policy | CM |
| 1514. | include KPIs in next HR report | CM |
| 1515. | Consider international experience for staff development | CM |
| 1516. | Re-introduce performance management with no bonuses | CM |
| 1517. | Consider strategy for distributing junior Rail Safety badges | CC |
| 1518. | Mark III disposals to October board | PV |
| 1519. | No more contract extensions to be entertained at board | RG |
| | - compile master contract list with renewal flags | RG |
| 1520. | Contract papers to give reassurance on the process eg who is on the panel etc | RG |
| 642.2 | Mr Leahy advised that ARUPs claims would be settled by year end | |

ANY OTHER BUSINESS**CIE Chairman's visit**

- 643.1 The Chief Executive advised that Ms Jupp would visit Iarnród Éireann on Thurs 29th September starting in his office at 10am, 10:30 to Cal and visit CTC, 12:15 with PV to Drogheda, ending at 15:00.

Port Conference

- 643.2 The Iarnród Éireann Chairman and Chief Executive are to attend an international port conference being hosted by Rosslare Europort on Fri 30th September.

International Rail Safety Conference

- 643.3 The CSSO is presenting a paper to the International Rail Safety Conference in Australia in October. During his absence, Mr John Cassidy will attend EG meetings and Sean Geoghegan will be the contact for safety incidents.
- 643.4 The next board preparation meeting will be held on Thursday 13th October, 2011 at 09:00

**Minutes of 112th Iarnród Éireann Executive Group Meeting
held on Wednesday 14th September, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman)
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Tom Devoy, General Manager, DART
Mr Ciaran Masterson, Director Human Resources
Mr Paul O'Kelly, Manager Marketing
Mr Phil Verster, Asst. CEO (Engineering) ,

Attended by: Ms Bidina McCabe, Assistant Secretary,
Ms Jane Cregan, Corporate Communications
Mr Michael Reidy, New Works

Apologies: Mr Barry Kenny, Manager Corporate Communications
Mr Don Cunningham, Director New Works

Min. No.

MINUTES

637.1 The minutes of the meetings of 10th, 23rd August and 5th September, 2011 were taken as read and noted:

Outstanding actions

637.2 The list of outstanding actions was taken as read and noted.

Action 1487 - Prepare familiarization course for non-exec Directors

637.3 Mr Masterson advised that a draft document had been prepared

Action 1488 - Send draft emergency planning briefing to PG in advance 5th October

637.4 It was noted that a preliminary meeting with Phil Gaffney would be required in advance of CIE Chairman's briefing.

637.5 The Following actions were noted as in hand or complete:

- 1459 Findings of inquiry into hand trapped in door incident to go to SAG
- 1460 Consider how to use lessons from published Safety Reports
- 1461 Write to Central Services managers seeking volunteers to handle phones during bad weather
- 1464 Compile strategy document for WiFi, including
- 1466 Put forward people issues for the board's attention
- 1467 Be ready to avail of additional business after cessation of Dublin – Cork/Kerry flights
- 1468 Progress loyalty card for Leapcard

- 1469 Per Way to move out of Malahide Car park
- 1470 Consider new initiatives and industry best practice to lower LTAs
- 1472 Strategy paper Level Crossings to Oct Board
- 1473 Strategy paper Track to September board
- 1474 Reflect benefits of Lean Mgt in 2012 CCE and SET budgets
- 1475 MI Reidy to investigate stats for UK passenger volumes
- 1479 Calculate number of additional trips to pay for WiFi
- 1481 MRSE-LH to be encouraged to use lean techniques
- 1485 Prepare for Group wide budgeting session to be held on 7th October
- 1486 Prepare for Group wide HR session chaired by Kevin Bonner
- 1489 Prepare paper on management succession planning
- 1490 Initiate Community Involvement Programme
- 1491 Send Exec summary of RAIU/RSC reports to PG
- 1492 Prepare note to DF on involvement (or not) in international railway organisations
- 1493 Liaise with Group Finance on CIE Board reporting format

PROGRESS REPORTS

Finance

- 638.1** Mr Cronin advised the meeting of the report compiled for the NTA on PSO review. It was suggested that Iarnród Éireann use finding from NTA PSO review in next fares increase claim
- 638.2** Mr Cronin reported:
- Revenue at period eight is €1 million ahead of budget
 - Expenditure is €1.4 million adverse to budget
 - Deficit is €10.6 million, including €3.8 million in exceptional items.
 - ICCN revenue is adverse to budget by €1.9 million or 2.4%.
 - DART revenue is ahead by 1.3%
 - car parking revenue is up.
 - Overall expenditure is down €11.6 million on 2010
 - Mr Verster suggested that opportunities may be found to make up to €3 million of the adverse fuel costs through more efficiency measures
 - Procurement – list of contracts completed noted.
 - A number of tenders are falling due - two in central services and three in engineering.
 - Compliance monitoring spot checks uncovered problems where three quotes are not always sought - these instances will be checked in detail.
 - Requisitions before invoice situation has improved.
 - The integrated ticketing document states that Iarnród Éireann may be in a position to implement the smartcard sooner than planned.

Safety

- 638.3** Mr Cuffe reported:
- KPI okay for SPADs - is about driver management
 - level crossing incidence correlates with collisions.
 - Concern over public road level crossings, are we keeping abreast of technology?
 - Mr Verster noted that the RAIU had put an obligation on us to check all risks at level crossings and we have challenged this.
 - Fire and smoke incident, assumed to be caused by kids, on the DART is being checked out via CCTV records
 - derailments remain low.
 - bridge strikes showing a downward trend.

- One spike is the hit on the Kingscourt line
- incidents include
 - a man climbed up a mast and made contact with the overhead wire and suffered burns.
 - A cattle hit near Rathdrum.
 - A fire on a train near Athenry where all passengers were derailed.
 - Care should be taken on decoupling trains on a hill as per recent incident at Dalkey.
 - Mr Verster added it is important to stick to the rules and if the stock changes the rules must change too
- recent reports include Noble Denton report on knowledge loss
 - 13 recommendations and for opportunities listed.
 - And Spellacy is leading the project to follow up on actions.
- Two recent UK reports at Sudbury and Oxshott are worth noting.

Marketing

638.4 Mr. O'Kelly reported:

- Revenue for period eight is behind budget with Cork the worst performer.
- There was a discussion on the journey time improvement projects, including the need with standardisation for drivers on how to drive to speed.
- Call answering have met targets.
- Family ticket sale revenue was up for August despite the lack of the Dun Laoghaire Festival.
- The WiFi advisory paper, is be ready for the October board meeting

Corporate communications

638.5 Ms Cregan reported:

- Media coverage included
 - line speed improvements
 - DART to Airport.
 - Phoenix Park station renamed to Navan Road Parkway.
 - Galway incident
- Upcoming promotions include
 - Northern line timetable changes - advise customers to check the times
 - Presidential visit, the 28th of October
 - Ploughing championships -- visual presentation for level crossings.

Engineering

638.6 Mr Verster reported :

- Costs
 - CCE behind budget, but confident will meet year-end spend.
 - Active budgeting meetings taking place and seeking more savings. The OTM contract will go to the October board.
 - CESET expenditure is favourable and targeting more savings.
 - CME would be favourable to budget, except for a fuel target
- Performance
 - SET behind target due to one off incidents.
 - Fleet is performing very well, with ICR risks reducing with the use of raft contract
- Safety
 - biggest risk is bridges with 16 restricted.
 - Level crossing risks, have a clear programme
 - SET have included additional risk at the request of the EAG.

- Local risk due to 071 maintenance programme being behind, but is now in catch up mode.
- D. M. U improvement due to allocation of fleets to single locations and better root cause analysis.
- Quality plans are being rolled out and will meet with operations.
- Mitsui claim of €21 million will be called on if bond not extended.
- Response being put together for audit report on the raft contract.
- CAF claim is forecast to be ready by Feb- March 2012.

Intercity and commuter

638.7 Mr Carmichael reported on progress in the InterCity and Commuter businesses:

Safety

- no SPADs in period eight
- no LTA's
- 15 incidents, including platform overruns which are now being treated as per SPADs.
- 4 trained in safety communications leaving 25 to do.
- No overdue audit recommendations

Punctuality

- all okay except Belfast; and Westport (TSRs).
- Overall 96%

Finance

- Passenger revenue for Cork, Limerick & Belfast down by 3% year to date.
- Freight is better
- car parking revenue better
- revenue control 1.5% evasion level.
- Tickets host checkers case to go to LRC

People

- off target due to delay in achieving crossing closures

Customer

- require covers for 140 ATVMs
- NTA have produced a draft copy of pricing paper, with most of the risk to revenue to be borne by I E.

DART

638.8 Mr Devoy reported;

Safety

- 33 incidents,

Punctuality

- 90.9% to 5 min target

Revenue protection

- €97,000 in fines YTD

other

- Customer complaints - 24% concern refunds.
- Exit validation is 70% complete.
- Two TVM is to be moved from Tara Street Sth to Pearse
- Pearse – retailers have been ruled
- cycle storage to be improved.

- Timetable - one issue with extending train in afternoon to fill the gap in the timetable

Human Resources

638.9 The HR report was taken as read and noted.

638.10 Mr Masterson reported:

- Dignity and respect issue in Cork.
- Carmona, work placement for people with disabilities to be accommodated.
- Equality tribunal - €40,000 awarded for discriminatory dismissal
- D&A - mobile unit used in Connolly
- Paid career break: five approved
- National internships to facilitate up to 200 places.
- Staff numbers 4172
- Cost agenda –seeking facilitator.
- Per way looking for independent chairman
- SAP HCM – CRS agreed and signed
- rule 29b trade unions, now agreeing to proceed

New Works

638.11 Mr Reidy reported;

- KRP –discussion on going re Kishogue
- Dunboyne : - work has commenced on Clonsilla turn back.
- Awaiting Council decision on whether SDZ change is required for Hansfield.
- Crusheen and Oranmore work has started
- Navan RO to be submitted to be NTA.
- TVMs being rolled out on the Sligo line
- Malahide –weir design ongoing
- Pearse contract paper - to this board
- Laois drivers depot - some safety issues to be finalised
- Car parks –Drogheda to be completed in October or November.
- Maynooth tender to go out in October
- Clongriffin – Iarnród Éireann to draw down bond
- Parkwest and Lansdowne Road being followed up
- Strategy – DART to Airport business case
 - business case for lightly used lines complete.
 - Input being made to master plans for a Heuston and East Wall and Bremore port
 - Wayleave for a power company. Information gathering meeting has taken place

Actions

1495.	Update board on challenge to RAIU re LX obligations	DF
1496.	Do Safety audit on sample user crossing re calls to signalman vs number of movements	PC
1497.	Attend next Journey Time Reduction steering committee meeting	DF
1498.	note in board report re. visual presentation on LX's at ploughing championship	DF
1499.	Update DART PIS to remove ref. to Ferry connection Dun Laoghaire	PV
1500.	Put 2030 Strategy Document up on website	JC
1501.	Update Chairman re Mitsui claim	DF
1502.	Push for funding for LX automation	DC
	Review list of Crossings	CC
	Check if any other staff can be reallocated to replace contracted staff	PV
1503.	Coordinate response to NTA on pricing (seeking fares increase?)	DF
1504.	Get stats on numbers seconded to positions affected by rule 29b	CM

- | | | |
|--------------|--|-----------|
| 1505. | Carl Page to ensure road signage in place for Drogheda Marsh Road | DC |
| 1506. | Check what to do with Business Cases lightly used lines | DF |
| 1507. | Sod turning Oranmore & Crusheen | JC |

BOARD PROPOSALS

- 639.1** It was agreed to present the following Capital Expenditure papers to board:
1. PC Hardware, Software and peripherals
 2. Protection for ATVMs
 3. CWR Welding machine
 4. Connolly Arches – Extraction of Free-Phase Diesel Contamination
 5. Closure of XC207
- 639.2** It was agreed to present the following Acquisition Order papers to Board:
6. CPO Approval XC197
 7. CPO Approval XC231
- 639.3** It was agreed to present the following advisory papers to Board:
- 639.4** It was agreed to present the following contract award papers to board:
8. Extension of OTM contract
 9. Extension of Thermit Welding contract
 10. DMU Engine & Gen sets HM (advisory note)
 11. Pearse Station Access remodelling
- 639.5** It was agreed to present the following disposals to Board
12. 161 old wagons
- 639.6** It was agreed to present the following papers to board:
13. Transactions for Sealing/Signing
 14. Half Yearly letter to Chairman

ANY OTHER BUSINESS

Date of next meeting

- 640.1** The next board preparation meeting will be held on Thursday 13th October, 2011 at 09:00.

**Minutes of 115th Iarnród Éireann Executive Group Meeting
held on Wednesday 12th October, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Director New Works
Mr Paul O'Kelly, Manager Marketing
Mr Ciaran Masterson, Director Human Resources
Mr Phil Verster, Asst. CEO (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr John Cassidy,

Apologies: Mr Peter Cuffe, Chief Safety & Security Officer

Min. No.

MINUTES

644.1 The minutes of the meetings of 14th and 27th September, 2011 were taken as read and noted:

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

Action 1508 -Present CCTV policy to board

645.1 It was agreed that Mr Masterson should draw up a paper on compliance with the current CIE policy and that he should also circulate a list of all policies.

Action 1510 - Knowledge Management Systems

645.2 Mr Verster advised that Ann Spellacy was doing up a paper for the board.

PROGRESS REPORTS

Safety

646.1 Mr Verster reported:

- No SPADs in five of the last eight periods
 - Step change improvement
 - Mr. Carmichael advised he is reporting on SPADs to the SAG
- Level crossings – high number of near misses
 - Have initiated prosecutions for misuse
- Fire and smoke - some vandalism has occurred
- Collisions - One runaway loco
- Anti-social behaviour remains high

- Mr. Devoy advised that the security are monitoring Howth Junction at night
- Personal injury accidents –LTA's have plateaued
 - To be benchmarked against other industries
- Incidents
 - Six of the eight serious incidents are level crossing incidents
 - SPAD – driver new to route
 - Runaway loco
 - o Running brake failed after 32 seconds and moved buffer
 - o Technical investigation continues
 - Derailment at Drogheda
- Other reports
 - RAIU report on fatality at Stanley's level crossing
 - UK RAIB report on derailment in a tunnel in west Yorkshire after ice formed under ventilation shaft.

Marketing

646.2 Mr. O'Kelly reported:

- Revenue is less than budget and down by 1%
 - Period 10 down also
- Tax saver revenue up for period 10
- Cork revenue off budget period 9
- Call answering achieved 92%, now based in Connolly
- Tax saver promotions to be held in Cork, Limerick and Galway
- Website is under test
 - Transaction errors found and slowness experienced
 - May use as demo site
- Group travel up four per cent

Fares

646.3 The Chief Executive reported that he had met with the NTA and they are keen to increase both the taxsaver fare and the short hop zone fares by up to eight per cent. This will hold a 20% differential.

Corporate communications

646.4 Mr Kenny reported:

- A charities initiative is being proposed where we will offer free trips and support to 100 groups
- Media coverage included
 - Nenagh GAA special
 - Dublin Airport link
 - Buttevant bridge
 - Western Rail Corridor passenger numbers
- Upcoming events include
 - Best stations award
 - Vision 2030 to go on website and intranet
 - WiFi – second set equipped, all by end of October
- Irish language signage 2013 deadline –gathering costs.

Finance

646.5 Mr Cronin reported:

- Revenue €1m up on budget, €0.9 million less than 2010
- Expenditure €1.9 million adverse to budget but €1.6 million better than 2010

- ICCN revenue down 2.5%
- DART up 1.6%
- Overall business adverse 1.8%
- Freight up 10%
- Rosslare profitability up
- Expenditure €1.65 million better than 2010
- Passenger kilometres up 1.5%
- Integrated ticketing progress noted
 - Go-live end of November
- Procurement
 - List of new contracts awarded noted
 - 1 new overdue contract in Rosslare
 - Three outstanding contracts in Engineering / New Works
- Budget
 - Will be complete within three weeks
 - One review meeting each business
 - The Chief Executive asked each area to flush out “what if” scenarios in advance
- Mr. Cunningham was requested to progress the level crossing closure programme

Engineering

646.6 Mr. Verster reported

- CCE costs for maintenance are €238k favourable
- RSP on target for year end spend
- SET costs are favourable but not confident will achieve sufficient savings
- CME budget marginally favourable
- CCE performance is tracking trendline but expect a less severe increase at year end
- SET has low delay minute impact
- Buttevant on track for October weekend
- Safety –SET risks now include sightings
 - CME 071 exams in catch up
- Quality plans must be passed by operations to make sure we’re doing the right thing
- Mitsui claim being pursued
- MRSE raft audit –response ready for EAG and special ARG
- RAIU have agreed that additional detailed observations will not go into the executive summary of their reports.

Intercity and commuter

646.7 Mr Carmichael reported on progress in the InterCity and Commuter businesses:

Safety

- 2 SPADs in period 10
 - Will put advisory paper to November Board
 - 29 lost time accidents year to date, 10 relating to fatalities
 - 25 incidents occurred, 13 at level crossings
 - Looking at curves on platforms
 - Safety communications training now routine
 - Awaiting draft report of RSC SMS audit.

Performance

- All routes better than target except Belfast
- Are concentrating on root cause analysis

Finance

- Revenue on Cork route is poor
- Freight performing well
- Car park revenue on budget, pay by text being promoted
- Revenue control – 391 penalty fares, 24 convictions
- Costs are at 0.3% better year to date

Customer

- Contract –EPOS trial with Rail Gourmet will be part of contract
- Launching customer service awards
- Timetable process will be used as a model going forward, but May is ideal time to introduce new timetable
- Are hosting a visit from First Group (Scotrail) re benchmarking.

DART

646.8 Mr Devoy reported;

Safety

- 18 incidents,
- Assaults up
- Vandalism down
- Anti social behaviour up with 21 incident in 2011 compared to 6 in 2010

Punctuality

- Period 10 scored 88.42% within 5 minutes
- 6 EMU failures and a DMU failure at Dalkey

Finance

- Expenditure is better than budget
- Materials worse due to the late take up of cleaning contract in early 2011
- Revenue protection -€105k collected in fines year to date

Other

- Station cleanliness 79%
- Absenteeism 2.25% excluding long term
- Refunds process –expect a solution at next meeting with Finance
- New cycle lockers installed at five stations
- Exit validation in place at Sutton, next Glenageary and Shankill
- Simulator -5 drivers nearly out of date with training and due training.

Human Resources

646.9 Mr Masterson reported:

- SAP HR –have indicative timetable
- Drivers –no inclination to move on efficiency talks
- Equality issue was settled
- Drugs and alcohol -139 tested year to date
- Paid career break scheme has been well received within the industry
- Assessment tests –individual who asked for a special treatment has passed the standard tests and standards were not watered down
- Cost agenda –Jack Nash is working on six items.

New Works

646.10 Mr Cunningham reported;

- KRP –Everglade are keen to settle
- Dunboyne :
 - Developer has yet to sign agreement for Hansfield

- Objection lodged to SDZ change
- Tender extended
- work has commenced on Clonsilla turn back
- property arbitrator is seeking his own payment and is expected to give his decision soon
- Crusheen has a small land ownership issue
- Navan RO – NTA have given verbal instruction to park this project,
 - Also to park KRP2 and Maynooth line excl. Level crossing closures
- Malahide –weir funding approved
- Pearse contract 2 – work has started
- Laois drivers depot - ready
- Car parks –Drogheda Marsh Rd to be completed in November.
 - Pitch & Putt club seeking sporting licence
- Accessibility – on site Kildare & Newbridge
 - Sallins on site by year end
 - Compiling list of what stations not done
- Strategy –
 - Glounthaune-Midleton – settlements reached with 2 landowners and with Balham over wall collapse incident
 - business case and more detailed reporting for CCRP being sought by NTA

Actions

1521.	Tara McAdam to prompt BK when LX prosecutions are being heard in Court	PV
1522.	Benchmark personal injury accidents against other industries	JC PV
1523.	Get facts on runaway loco brake failure prior to board	PV
1524.	Supply graph of tax saver sales Cork etc	POK
1525.	Review level crossing closures programme	DC
1526.	Stop motion camera Buttevant works	BK

BOARD PROPOSALS

- 647.1** It was agreed to present the following Capital Expenditure papers to board:
1. Racking & Shelving for Leased Vehicles - subject to OK by PV
 2. Engineering Dept. Lean coaching – to EAG only (RSP funding)
 3. Reallocation of capital funds on 51 ICR fleet
 4. Individual papers for €6.1m to EAG for advice
- 647.2** It was agreed to present the following advisory papers to EAG:
5. City Centre Re-signalling Project – Advisory paper to EAG
- 647.3** It was agreed to present the following contract award papers to board:
6. OTM contract – 5 years in total
 7. Fuel distribution who
 8. Hansfield – DC to check if appropriate
- 647.4** It was agreed to present the NW Closeouts x 6 to Board
- 647.5** It was agreed to present the following disposals to Board
9. BGM Locos
 10. Mark III strategy to EAG

11. Fleet strategy to EAG

647.6 It was agreed to present the following papers to board:

12. Transactions for Sealing/Signing

Actions

1527. Check Racking and shelving paper	PV
1528. Lean Coaching paper to seek RSP funding	PV BMC
1529. OTM paper to state 5 years in total and on draft board agenda	RG BMC
1530. Confirm status of Hansfield carpark contract	DC

ANY OTHER BUSINESS

648.1 The next board preparation meeting will be held on Monday 7th November, 2011 at 14:00.

**Minutes of 116th Iarnród Éireann Executive Group Meeting
held on Tuesday 25th October, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Director New Works
Mr Paul O'Kelly, Manager Marketing
Mr Ciaran Masterson, Director Human Resources
Mr Phil Verster, Asst. CEO (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr John Cassidy, Safety
Mr Cormac Downes, DART.

Apologies: Mr Peter Cuffe, Chief Safety & Security Officer
Mr Tom Devoy, General Manager, DART

Min. No.

BOARD REPORT

- 649.1** The Chief Executive outlined the actions from the Iarnród Éireann board meeting held earlier in the day.
- 649.2** The Chairman asked that the gratitude of the board be passed on to those who worked so hard to keep the service going during the floods. The Chief Executive mirrored the sentiment and acknowledged that Mr Devoy had worked through the night to ensure the continuity of the morning services.
- 649.3** The Chairman also commented to the board on his aspirations for the cross border enterprise service.
- Met with Chairman and Chief Executive of Translink
 - Resolved to have closer working relationship
 - Commitment to hourly service and strive for half hourly service
 - Focus on frequency and reliability
 - Recognition of our fleet resources
 - have asked the two companies to compare their business plans and to meet before Christmas to discuss them
 - Translink have been given funds to upgrade the Derry line
 - IE have expressed an interest in this contract
- 1531. Formulate three year business plan for enterprise service** **DC (MR) CC**
- 649.4** The of chairman also commented that Rosslare Europort is unlikely to be sold so it should seek opportunities to develop the business
- 1532. Put forward opportunities to develop Rosslare business** **DF**
- 1533. Include more promotional material in Go Rail magazine** **POK**
- 1534. Proceed with community programmes** **BK**
- 1535. Report on cross border trade performance at November Board** **CC**
- 1536. Consider critical business continuity plans** **PV DC**

1537. Forward post mortem on a response to flooding PV DC
1538. Proceed with risk sessions on knowledge management PV DC
1539. Compare autumn preparedness 2010 vs. 2011 CC
1540. meet with Railway Safety Commissioner to progress CCRP approval PV DC
1541. Report monthly on savings achieved with OTM contract DC
1542. Investigate alternatives to CIE/IE managing national strategic fuel reserve PV LG
1543. Put in exec summary to CFO report and separate out ITS AC
649.5 Mr. Leahy reported to the board of the Arup contract was expected to be closed out before the year end.

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

Actions

1544. Liability for carried forward annual leave All
a) plan to stop getting worse
b) estimate liability by department by name
c) plans to reduce outstanding leave.

ANY OTHER BUSINESS

- 651.1 The next board preparation meeting will be held on Monday 7th November, 2011 at 14:00.

**Minutes of 118th Iarnród Éireann Executive Group Meeting
held on Monday 7th November, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Director New Works & Acting ACEO (E) designate
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works designate
Mr Paul O'Kelly, Manager Marketing
Mr Phil Verster, Asst. CEO (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies:

Min. No.

ACKNOWLEDGEMENTS

- 658.1** To mark the occasion of Mr Verster's last EG meeting, the Chief Executive thanked Mr Verster for his contribution to Iarnród Éireann over the past 5 years both in Engineering and other areas where he has been of great assistance. He acknowledged his "can do" attitude and the example he has led with the introduction of new management techniques.
- 658.2** Mr Verster stated that he had enjoyed his time at Iarnród Éireann but added that had been his most difficult job to date,
- 658.3** Mr Cuffe thanked Mr Verster for his assistance in preparing his paper for the recent rail safety conference in Australia.
- 658.4** The Chief Executive then welcomed Mr Peter Muldoon to the meeting in his role as Acting Director New Works designate.

MINUTES

- 659.1** The minutes of the meetings of 12th and 25th October, and 3rd November, 2011 were taken as read and noted, with the following corrections noted:
- 659.2** Minute 646.8 should read:
- 6 EMU failures and a DMU failure at Dalkey
 - Simulator -5 drivers nearly out of date with training and due training.
- 659.3** Mr Devoy advised that the DART drivers have commenced training on the simulator.

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGSAction 1532

- 660.1** The Chief Executive reported that there are potentially 2 new customers for Rosslare Europort: 1 new company from Bilbao and LD lines may come back to the port.

Action 1540 - Meet with RSC to progress CCRP approval

- 660.2** Mr Verster reported that they had met with the RSC who are not adverse to Iarnród Éireann proposals but Iarnród Éireann must stick to the programme for submissions. The RSC for their part will take a practical approach eg there is no need to validate components.

Action 1542 – Fuel Strategic Store

- 660.3** Mr Verster advised that Louis Gilvarry is taking care of this.

Action 1544 – New Financial Reporting Standards on Annual Leave

- 660.4** Mr Cronin advised that at current levels, Iarnród Éireann must accrue nearly €18m for carried forward annual leave during 2012. In order to avoid this, we must adhere to the policy that only 5 days can be carried forward and must be used by May. This should be a CIE Group wide policy.
- 660.5** The Chief Executive added that if necessary, people should be released to use up their leave in bulk.
- 660.6** It was noted that the lists of leave are being drawn up and each department will have to address this, taking consideration of potential additional costs in covering for those away on leave. Ciaran Masterson is to co-ordinate the responses and actions in operating departments.

PROGRESS REPORTS**Safety**

- 661.1** Mr Cuffe reported:
- SPAD at Limerick Junction was a category A SPAD
 - 3 youths apprehended for lighting fires, graffiti and theft
 - LTAs proving difficult to benchmark – we report actual but BR reports based on surveys
 - Incidents
 - Train driver instructed incorrectly to proceed after hot box failure
 - He tried but failed to detect fault. Bearing failed.
 - He should have been instructed to proceed at reduced speed and to check again
 - Other reports
 - RAIU report on Knockaphunta – recommends should not be user worked so needs to be upgraded
 - RAIB report on Hallifax derailment – was similar to ours in Wicklow
 - SAG meeting on Tues 15th will discuss 2012 safety targets

DART

- 661.2** Mr Devoy reported;

Safety

- 26 incidents, only concern is anti-social behaviour
- 5 DART drivers are up to speed on training
- Bayside station damaged by floods – Fingal were not answering phones on the day
 - Mr Cunningham added that the NTA have suggested that we commission a report to recommend permanent solutions to the flooding problem

Punctuality

- punctuality 88.42% 5 mins

Finance

- revenue €176k better than 2010, Expenditure €627k better 2010
- 279 fixed penalty notices issued

Other

- Customer complaints – 26 relate to new timetable
- Pearse station works ongoing
- Aviva has received Cert A
- Dodder works – will only pay Dublin Bus for shuttle

Marketing

661.3 Mr. O’Kelly reported:

- Revenue down, particularly on Belfast
- Rate of decline for Galway is diminishing

661.4 Mr Cronin advised that Dept Social Protection have capped Belfast OAP subvention to level at period 12 2010.

661.5 Mr O’Kelly continued:

- New Website is too slow, fares information is incorrect and transactions are not completing correctly
- Graph of tax saver fares to regions distributed.

Corporate communications

661.6 Mr Kenny reported:

- Media coverage included
 - State Coach exhibition
 - Dodder bridge
 - RPU on Mooney programme
 - Social Media – discontent at signal failures
- Upcoming events include
 - Vision 2030 – ready for web – to be released to press short time after capital budget announcements
 - Pay by text promotion
 - Oireachtas meeting 29th November

Finance

661.7 Mr Cronin reported:

- Revenue graph shows revenue below budget Period 10

Engineering

661.8 Mr. Cunningham reported

- CCE, SET and CME costs below budget

- CCE RSP – catching up and may exceed budget
- Delay minutes good for period 10 but period 11 will have track circuit faults
- Safety – still road traffic incidents
- WiFi for remainder of fleet out to tender
- Mitsui claim being progressed

Intercity and commuter

661.9 Mr Carmichael reported on progress in the InterCity and Commuter businesses:

Safety

- SPAD at Limerick Junction
 - Will report on SPAD improvements to Board
- 1 LTA
- 18 serious incidents including a shunting incident at Heuston
- Are benchmarking communications with Dublin Airport
- No response to date RSC SMS audit

Performance

- All routes better than target except Belfast

Finance

- Revenue is down on 2010
- 1.7 million customers checked

Other

- Security contract delayed by objection
- 15 potential VS candidates
- 9 gone on unpaid leave
- Michael Power appointed Head Ops Strategy and Christy Maher appointed District Manager in Cork

Human Resources

661.10 Mr Masterson reported:

- Drugs & Alcohol – 42 tested in October including night shifts
- Performance Management – will set KPI's , will be based on previous system – meeting set for 17th January
- SAP HR – ready to tender and will include 100% on demand bond
- HR records – looking at system
- Per Way talks going well under Jack Nash
- Have potential solution to train hosts
- Cost agenda talks well managed by Jack Nash
- Employee handbook – ready to go to print.

New Works

661.11 Mr Mudoon reported;

- KRP – Court hearing tomorrow
 - Burris have agreed to judgement of €1.4m
 - Everglade promising €1.4m of €1.6m – agreed with NAMA
- Dunboyne :
 - An Bord Pleanala considering objection to Hansfield carpark
 - Arbitrator has made two determinations
- Oranmore ready to go and Crusheen held due to issues with developer
- Station upgrades are active
- Marsh Road to be complete in November

- Maynooth Car park funding may be in doubt if it goes into next year
- Cycle lockers work commencing
- Strategy
 - CCRP business case well advanced
 - Benchmarking against UK is underway

Actions

1550.	Safety KPIs for 2012 to be ready SAG 15th Nov	PC DF
1551.	Commission report recommending solution to flooding at Bayside	DC
1552.	Get documentation from Dept Soc Prot on OAP cap	AC
1553.	Explore if private equity available DART airport link	DF MR
1554.	Put Stop frame film Awbeg on Board agenda	BMC
1555.	Can €5.3m spent on raft maintenance be taken from retention?	AC
1556.	Check if need to alter down D&A limits	CM

BOARD PROPOSALS

662.1 It was agreed to present the following Capital Expenditure papers to board:

1. Active Monitoring Strategy paper
2. CME Heavy Maintenance – to be reviewed at CIE Group meeting
3. Closure of XT097/98

662.2 It was agreed to present the following contract award papers to board:

4. Labour contract advisory paper
5. Service vehicles

662.3 It was agreed to present the New Works Closeouts to Board

662.4 It was agreed to present the following disposals to Board

6. 305 work stations
7. Surplus CME stock

662.5 It was agreed to present the following papers to board:

8. Transactions for Sealing/Signing

Actions**ANY OTHER BUSINESS**

663.1 The next board preparation meeting will be held on Wednesday 11th January, 2011 at 09:00

**Minutes of 117th Iarnród Éireann Executive Group Meeting
held on Thursday 3rd November, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Director New Works
Mr Paul O'Kelly, Manager Marketing
Mr Phil Verster, Asst. CEO (Engineering)

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr John Cassidy, Safety
Mr Peter Miller, Human Resources

Apologies: Mr Peter Cuffe, Chief Safety & Security Officer
Mr Ciaran Masterson, Director Human Resources

Min. No.

BOARD REPORT

652.1 The Chief Executive outlined the actions from the CIE board meeting held earlier in the day.

- The ITS will have a soft launch on 14th November and full launch on 28th November

1545. Information paper on closeout reports to IE/CIE Boards **DC**

- The OTM contract was approved

1546. Consider implications of no Own Funded capital projects in 2012 AC DC PV

- Two new CIE Board members,
 - a) Helen Kealen, an accountant who will chair CIE Board Audit Committee
 - b) Aebhric McGimley, Economist with Dublin Chamber of Commerce.

REPORT FROM MEETING WITH MINISTER KELLY

- Minister Kelly keen to push new website launch

1547. Suggest preview of new website to Minister Kelly **DF**

1548. Check locked gate at Thurles **DC**

1549. Push to get works on site at Oranmore & get clarity on Crusheen **DC**

LANSDOWNE ROAD UPDATE

654.1 Mr Verster updated the meeting on progress with the Dodder bridge:

- Stone is in place
- RSC and their consultants are on board
- Concrete is being injected tomorrow
- Target Wednesday 9th to complete bridge work and re commence services Thursday 10th November.

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

655.1 Deferred until next meeting.

SCHOOLS INITIATIVE

656.1 Deferred until next meeting.

ANY OTHER BUSINESS

657.1 The next board preparation meeting will be held on Monday 7th November, 2011 at 14:00.

**Minutes of 120th Iarnród Éireann Executive Group Meeting
held on Thursday 24th November, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, ACEO (E) (Acting)
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Director New Works (Acting)

Attended by: Ms Bidina McCabe, Assistant Secretary,
Ms Theresa O'Sullivan, Marketing

Apologies: Mr Paul O'Kelly, Manager Marketing

Min. No.

BOARD REPORT

- 667.1** The Chief Executive updated the meeting on the proceedings of the CIE board meeting held earlier that day:
- 667.2** The official launch of ITS is expected to be held after 11th December. The CIE Board are insisting on a joint board with the NTA for the project.

Actions

- 1571. Check out scale of problems with Tax saver and smartcards** AC TOS
- 1572. Brief Chief Executive on savings claimed in Drogheda sidings paper** DC
- 667.3** The Chief Executive asked all managers to note the importance of providing information to queries raised by Adrian Swift on behalf of DoTTAS.
- 667.4** A senior manager training programme is to commence with one of the universities.

EU REGULATION

- 668.1** Iarnród Éireann will not seek further derogations from EU legislation post 2013. An exercise to restructure the company along Infrastructure and Operating lines is to commence led by Cal Carmichael and assisted by Colm Reynolds. It should be noted that:
- a) This is required under EU legislation
 - b) The process will be internally led
 - c) All proper processes will be followed.

COMMERCIAL DIRECTOR.

- 669.1** The new Commercial Director will take up position in January.

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

- 670.1** The outstanding actions from the previous meetings were taken as read and noted.

Action 1557 – 2030 strategy

- 670.2** It was agreed that strategies for both GDA and non GDA areas need to be updated.

ANY OTHER BUSINESS**Knowledge management**

- 671.1** Mr Cuffe advised that the session on knowledge management recommendations will now be held in January, 2012.

Pelletstown

- 671.2** Mr Cunningham advised that the design for a station at Pelletstown is to be brought to the planning stage.
- 671.3** He also noted that the NTA has queried if there are any timetable changes proposed post Clonsilla Turnback.
- 671.4** The next board preparation meeting will be held on Wednesday 11th January, 2012 at 09:00

**Minutes of 119th Iarnród Éireann Executive Group Meeting
held on Thursday 24th November, 2011
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, ACEO (E) (Acting)
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Director New Works (Acting)
Mr Paul O'Kelly, Manager Marketing

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies:

Min. No.

BOARD REPORT

- 664.1** The Chief Executive updated the meeting on the proceedings of the recent board meeting;
- 664.2** He advised that the railway safety programme funding is expected to be in the region of €105m for the year. The Chairman has requested that Iarnród Éireann prioritise its use of the funding. Mr. Cuffe added that this should be aligned to safety objectives. Mr. Cunningham added that Minister Kelly has commissioned an audit of the RSP so it needs a robust programme.

Actions

- | | |
|--|------------|
| 1557. Michael Reidy to present an updated 2030 strategy to board | PM |
| 1558. Distribute RSC presentation to board members | BMC |
| 1559. Promote M3 parkway in co Meath | BK |
| 1560. Train protection strategy paper to board
And allocate funding 2012 2013 | DC |
| 1561. Classify post trauma lost time separately from other lost time | PC |
| 1562. Agreed a new set of guidelines post incident | CM |
| 1563. Ramps up frequency of joint NIR meetings | CC |
| 1564. Report on road fleet contract in early 2012 | AC |
| 1565. Distribute Awbeg DVD to board members | DC |
| 1566. Performance management and SAP presentations to January Board | CM |
| 1567. Low rail adhesion presentation to January Board | CC |
| 1568. EAG to consider reduced heavy maintenance programme | DC |
- 664.3** Mr. Cronin summarised the budget presentation
- Shows a loss of €12.6 million compared to loss of €19.6 million in 2011
 - Budget was noted by board
 - Uses €11.5 million cash which CIE cannot afford
 - is based on a set of assumptions

- Potential for annual leave accrual exposure of €16m
- Assumes spend €3.5 million on rule 29b

664.4 The Chief Executive noted the €6.2 million stretch in operating costs and asked all to try and find opportunities and their implications. He added that the tough line needed to be taken on annual leave.

1569. Report monthly on accrued annual leave

CM

664.5 The Chief Executive noted that progress is being made on rule 29 B and that all offers of positions are to be on the basis of new terms

664.6 Mr. Carmichael high-lighted that a fares price increase was required in order to meet the projected 7.5% yield on fares.

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

665.1 The outstanding actions from the previous meetings were reviewed and comments updated.

ANY OTHER BUSINESS

Knowledge management

666.1 Mr. Cuffe advised that he will use the Campbell Booth workshop on the 15th of December to work through the recommendations of the Noble Denton report.

HR initiatives assumed in budget

1570. Distribute information on what HR conditions are to be used in budget negotiations going forward

AC

666.2 The next board preparation meeting will be held on Wednesday 11th January, 2012 at 09:00

**Minutes of 121st Iarnród Éireann Executive Group Meeting
held on Monday 11th January, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Don Cunningham, Acting ACEO (E)
Mr Tom Devoy, General Manager, DART
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works
Mr Paul O'Kelly, Manager Marketing
Mr John Reville, Acting General Manager ICCN

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr John Cassidy, Safety
Ms Jane Cregan, Corporate Communications
Mr Michael Reidy,

Apologies: Mr Peter Cuffe, Chief Safety & Security Officer
Mr Barry Kenny, Manager Corporate Communications

Min. No.

INTRODUCTION

- 672.1** The Chief Executive advised that the 2030 Railway Plan (Name to be confirmed) would be launched on 22nd February, and attended by Minister Varadkar. The Iarnród Éireann board will be updated the previous day.
- 672.2** He also reminded the meeting that the 1st meeting of the Executive Conference Group would take place in Inchicore on 18th January.

MINUTES

- 673.1** The minutes of the meetings of 7th, 24th November, and 1st December, 2011 were taken as read and noted, with the following corrections noted:
- 673.2** Minute 661.1 should read:
- Dunboyne :
 - Arbitrator has made two determinations.

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

- 674.1** The list of outstanding actions was taken as read and noted.
- Action 1559 – M3 Parkway promotion
- 674.2** It was noted that a local advertising campaign had been done. The Chief Executive asked Ms Cregan to push articles in the local papers.

PROGRESS REPORTS**Safety**

675.1 Mr Cassidy reported:

- SPAD trend is reducing
- LX – four near misses
 - Remains most significant risk
- Smoke – a number of incidents occurred
- Derailments – down
- Collisions with animals up
- CAWS –number of incidents mainly due to old equipment
- Bridge strikes – nine in the period
- Anti social behaviour – graffiti very bad
 - Same stations cause problems
 - Cost €350,000 per annum to police so have to contain
- Reportable incidents –occurring at a rate of one per week
- Significant incident –boy who fell – lost three toes
- Three fatalities occurred
- Flames on 29000 due to blocked drain hole
- External incidents noted and were reviewed at SRG
- Noble Denton recommendations to be reviewed on Friday with Campbell Booth

Marketing

675.2 Mr. O'Kelly reported:

- Revenue after period 12 is ahead of budget
- Call answering averaging 95%
- Website has two main problems which are holding up the launch
- Annual ticket failure rate is very high with the smartcard
- Short hop fares increase took effect on the 4th of January
- Family ticket sale held until 8 January

675.3 Mr. Cronin added that period 13 revenue is on budget

675.4 The Chief Executive advised that a 7.5% fares increase on intercity is expected but we may lose the transaction fee.

Corporate communications

675.5 Ms Cregan reported on Media coverage :

- Best international stations award
- Fares increase, particularly in local media
- Car parking charges but helped by fact that pay by text did not increase
- Customer services award –was in the Irish independent and Herald
- Leap card launch on 13th of December
- Best station –voting took place, including at DART stations
- Future of Lightly used lines
- Awaited introduction of 51 ICR's
- Community initiative – non-profit organizations can apply for free trips
 - will be promoted on Mooney show
- Cobh 150th anniversary on the 10th of March
- IE 25 years old on the 2nd of February
- Primetime to feature Western Rail Corridor

Finance

675.6 Mr Cronin reported:

- At period 13 expect €20m loss, operating loss €14.5 million
- Revenue €155.3 million
- Budget 2012 still projects losses and these to continue until 2015
 - €65m loss over five years which CIE cannot afford

675.7 The Chief Executive added that part of everyone's 2012 objectives will be the delivery of the budget. Any increase in fares or revenue will make a big difference to the bottom line.

675.8 Mr. Cronin noted the procurement report and that there was one overdue contract for wheels and axles.

Engineering

675.9 Mr. Cunningham reported:

Revenue

- costs below budget for the year
- RSP over claimed for CCE to make use of additional funds

Performance

- CCE 33 % reduction in delay minutes
- SET 26 % reduction (excluding unallocated disputed minutes)
- CME 27 % reduction

Safety

- Risk graphs to be simplified

Other matters

- Lloyd rails contract challenge to be heard in commercial court on the 16th of January
- Funkwerk challenge contract for radio's in court on the 31st of January but main infrastructure contract award can proceed
- Two of the 31 bridge inspectors have been certified
- WiFi installed on Mark IVs
 - DART/commuter to commence in February
 - ICR on order
- CCTV contract not cleared in time so cannot proceed. This means remote diagnostics for WiFi will not be in place.

675.10 The Chief Executive updated the meeting on the Loyd challenge and how proper procurement processes have been followed.

Intercity and commuter

675.11 Mr Carmichael reported on progress in the InterCity and Commuter businesses:

Safety

- 3 SPADs year to date verses 18 in 2010
- Platform overruns are being dealt with
- LTA's- 35 in 2011 vs 25 in 2010
 - 80% of days lost due to psychological issues
- Looking at solutions to platform gap problem
- Only two staff remain to be trained in safety communications and these are on long term absence

- There are no outstanding audit recommendations
- The RSC audit has been issued prior to the review meeting

Performance

- All routes complied with NTA targets
- 0-10 minute on Belfast line not achieved
 - Incidents are reviewed daily and have a weekly performance review with NIR

Finance

- Freight Revenue has increased 8.4% on 2010
- Car park revenue better than budget
- RPU have checked over two million tickets
- Costs show a 5% improvement over 2010
- People are 38 worse than budget, figure includes level crossing closures budgeted for but not achieved

DART

675.12 Mr Devoy reported;

Safety

- SPAD's: 1 in 2011 vs. 3 in 2010
- LX down to five from 17
- Third party incidents down to 52, including 44 slips and trips
- LTA's remained at six for the year
- Anti social behaviour is increasing
 - Trespass remains a problem at Kilbarrack and Howth Junction
 - Graffiti attacks are on the rise with some culprits caught
 - Theft of the hammers occurred
- All trained in safety communications
- City centre resignalling project –ECP needs to be manned

Punctuality

- punctuality 84.7%

Finance

- 166 fixed penalty notices issued

Other

- Absenteeism 2.48 per cent excluding long term illness
- Pearse station works ongoing
 - New booking office in operation
 - New cash offers nearly ready
 - New south bound lift in operation
- Tara St south bound lift to be replaced
- Cycle lockers in place, will charge €77.00 per annum
- Exit validation works under way at four stations.

Human Resources

675.13 Mr Masterson reported:

- Drugs & Alcohol – 185 tested in 2011
 - Mobile testing unit working well
- Performance Management – to be launched on the 18th of January
- Annual leave accrual estimate has reduced

675.14 It was agreed that policy on annual leave accrual is:

- a) Accrued to leave to be monitored and not let increase

- b) Eat into leave by local arrangement
- c) No additional payments to be made and one month's notice to be given where staff can be released
- d) Where there is a rostering problem, leave is to be reduced gradually over the years without incurring additional costs

675.15 Mr Masterson continued:

- Employee handbook – ready to go to print.
- Cost agenda documents sent to Jack Nash
- Rule 29 B:- trade unions will agree to apply new rules for new staff going forward but seeking payments for those acting
- VS – there is a change in rebate terms
- Agency staff – there are currently 18 in place and this is expected to be reduced to nine
- SAP HR –five shortlisted and SAP (Irl) to give support
- "I-can-do" skill net course is available online

New Works

675.16 Mr Mudoon reported;

- DART underground railway order granted
 - Are notifying interested parties
 - Possibility of judicial review sought by landowners
- KRP – not sufficient funding for a new car park at Kishogue but must comply with railway order
- Dunboyne : SDZ issue – objector is also seeking a judicial review
- Oranmore tender to go out in February
- Crusheen held due to issues with developer who is not expected to make his third party contribution now, so business case being drawn up
- Navan RO –ceasing work
- TVM's - no funding expected in 2012
- Station upgrades are substantially complete
- Carpark work at Marsh Road and Heuston near completed but funding not expected for existing Drogheda car park nor Maynooth
- Clongriffin –outstanding money paid
- Lansdowne road – being followed up
- NIR tender – have put in alternative tender
- Strategy
 - CCRP business case nearly complete
 - NTA are seeking business case for Pelletstown
 - NTA may fund a second entrance at Cork
- Will know required staffing levels in 2 to 3 weeks when levels of funding are known
- CTC business case under review for NTA by Jacobs' and funding for design and tender on hold until this is completed

Actions

- | | | |
|--------------|---|------------|
| 1573. | Show trail of letters re smartcard failures to Chief Executive | AC |
| 1574. | Review policy for the replacement of faulty magnetic season ticket | AC |
| 1575. | Analyse stats on magnetic tickets failures to assist root cause analysis | POK |
| 1576. | Look into 150¢ fare for Cobh 150 promotion | POK |
| 1577. | No signage for spar shop in Pearse to be permitted outside the shop | PM |

EU REGULATORY COMPLIANCE PROJECT

676.1 Mr. Carmichael outlined the general plan for the EU regulatory compliance project:

- Review models in other countries
- Present preferred model to IE board in March
- Team based in Tara house
- Will produce safety validation
- Government will have to consider independent regulatory body.

BOARD PROPOSALS

677.1 It was agreed to present the following Capital Expenditure papers to board:

1. Railway Safety & Renewals Programme
 - Include paragraph on risks identified and agreed with DoTTAS
2. CME Heavy Maintenance
 - PS to produce Risk assessment document for board

677.2 It was agreed to present the following contract award papers to board:

3. Board and Senior Management Advisors panel
4. WiFi
5. Fibre Selection Criteria
6. Carriage cleaning Selection and Award criteria

677.3 It was agreed to present the New Works Closeouts to Board

677.4 It was agreed to present the following disposals to Board

7. Scrap Rail
8. 15 wagons

677.5 It was agreed to present the following papers to board:

9. Transactions for Sealing/Signing
10. Commercial Risk Register

Action

1578. RSP - Include paragraph on risks identified and agreed with DoTTAS

DC

1579. CME HM PS to produce Risk assessment document for board

DC

2030 Vision

677.6 Mr Reidy updated the meeting on the changed circumstances since the previous update to board including the need to refresh board and bring them up to date with changes and the need to seek approval for plan.

ANY OTHER BUSINESS

678.1 The next board preparation meeting will be held on Friday 10th February, 2012 at 09:00

**Minutes of 122nd Iarnród Éireann Executive Group Meeting
held on Tuesday 24th January, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Barry Kenny, Manager Corporate Communications
Mr Tom Devoy, General Manager, DART
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works designate
Mr John Reville, Acting General Manager ICCN

Attended by:

Apologies:

Min. No.

BOARD REPORT

{There was no minute secretary present and the following actions were documented subsequent to the meeting}

679.1 The Chief Executive updated the meeting on the actions arising from the IE board meeting held earlier that day.

Actions

1580.	Safety targets are to include Staff LTAs and Level Crossing incidents	All
1581.	Benchmark CME Heavy Maintenance against similar fleets	DC PS
1582.	Risk Register – changes to be highlighted	PC AC
1583.	Fibre Optic capacity – try to securitize	AC
1584.	Promote WiFi on full fleet when completed	BK GC
1585.	Chairman to meet RSP review consultants when appointed	DF
1586.	ICCN Report to have more commentary to explain KPI movements	JR

ANY OTHER BUSINESS

680.1 The next board preparation meeting will be held on Friday 10th February, 2012 at 09:00

**Minutes of 123rd Iarnród Éireann Executive Group Meeting
held on Friday 3rd February, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E)
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works
Mr John Reville, Acting General Manager ICCN

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Roger Tobin, DART

Apologies: Mr Tom Devoy, General Manager, DART

Min. No.

CIE BOARD REPORT

681.1 The Chief Executive reported on the actions arising out of the previous day's CIE Board meeting:

Actions

1587. Formulate requirements for multi annual agreement on Fares and Capital

GC PM

681.2 Mr Carmichael noted that this could be used as part of the industry structure contract and legislation could be used to support the case for this.

1588. Chief Executive's report to CIE Board to include KPIs and financial statistics

DF

1589. Check which part of Balfour Beatty that OTM contract is with and do they meet Irish employment regulations

DC

1590. Check reports of slowness in payments for car parking by credit card at major stations

JR

1591. Commercial director to report to March IE and April CIE Boards

GC

681.3 It was noted that the action to benchmark CME HM was to be presented to the July CIE Board.

1592. Report on why MRSE contract dropped "Joint & Several" condition (to CIE Board Audit Committee and IE ARG)

DC

1593. Ensure response on Merrion Gates query is sent to members of CIE Board Safety Committee

DF

681.4 The Chief Executive reported that due to the fact that the CIE Group 5 year plan is not fully funded, we have been requested to carry out a thorough review of services, excluding closing of lightly used lines, but including proposals such as eg cut level of evening DARTs, de-man stations etc

1594. Review service levels to see if further savings can be made

All

ANY OTHER BUSINESS

- 682.1** The next board preparation meeting will be held on Friday 10th February, 2012 at 09:00

**Minutes of 124th Iarnród Éireann Executive Group Meeting
held on Friday 10th February, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E)
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works
Mr John Reville, Acting General Manager ICCN

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies:

Min. No.

INTRODUCTION

683.1 The Chief Executive advised that the Company's financial position was deteriorating and stressed the need for immediate action.

1595. Put "no waste" message in rail brief and notice board

BK

MINUTES

684.1 The minutes of the meetings of 11th, 24th January and 3rd February were taken as read and noted, with the following corrections noted:

684.2 Minute 675.9 should read:

- RSP over claimed for CCE to make use of additional funds
- SET 26 % reduction (excluding unallocated disputed minutes)
- Funkwerk challenge contract for radio's in court on the 31st of January but main infrastructure contract award can proceed

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

685.1 The list of outstanding actions was taken as read and noted.

Action 1587 - multi annual agreement on Fares and Capital

685.2 Mr. Carmichael advised that he had spoken with the NTA who are open to looking at a multi annual agreement on fares for 2013 but it will take time to build up elasticity models

Action 1589 - Balfour Beatty OTM contract and MRSE contract queries

685.3 Mr. Cunningham advised that a document concerning these contracts is being prepared for the CIE Board.

Action 1590 - reports of slowness in payments for car parking by credit card

685.4 Mr. Reville advised that it took an average of 2 minutes to pay at Connolly car park. He added that the main car parks are now moving to "pay by text".

Action 1574 - policy for the replacement of faulty magnetic season tickets

685.5 Mr. Culligan is to follow up on latest position.

Action 1584 - WiFi

685.6 Mr. Culligan will manage the commercial aspects of the WiFi contract.

PROGRESS REPORTS**Safety**

686.1 Mr Cuffe reported:

- Vandals struck trains at Ossory Road
- Offside door opened at Newbridge
 - is being investigated, only two similar incidents occurred in the past
- Loco fire on a Mark IV in Cork –fire suppression worked
- One SPAD occurred during altered operation
- Recent reports published include
 - RAIU report on accident at user worked level crossing at Murrough, Galway (XG 173)
 - o Gates had been left open
 - o Had new signage but these had not gone through the full approval process
 - o was private road but looked like a public road
 - In the UK passenger fell between platform at Brentwood, lessons to be learnt on CCTV positioning
 - UK derailment of DMU at East Langton, had a crew of five but they kept cancelling alarms, lessons in communications

Safety risk register

686.2 Mr. Cuffe advised that two additional risks have been added to the risk register concerning a) Loss of corporate engineering or knowledge and b) Employee road accidents.

Commercial

686.3 Mr. Culligan reported:

- Period 1 saw at 2.4% drop in revenue
 - Intercity volumes are causing concern and are a priority focus
- There is a differential between what was sought in the fares increase and what was granted
 - Secured 3% compared to budget of 6.5%
 - Increase not in place for period one
- Student business up 7% on 2011, will target this segment
- Business class has lost out with most corporate customers now using standard class, need to tap into the corporate market better
- DART business is holding up
- Three marketing initiatives are
 - a) Tax saver
 - b) Students
 - c) Web
- Tax saver – get long term benefit from lock in
- Web – new site has been re-launched, €10 fare needs to be raised to €15 and spread around more
- Students –proprietary card is a barrier to travel as only 40 per cent have a card; could accept student I D's
- Business development activity –more opportunities exist, needed to target events better on ICCN, will manage nationally and execute locally,

- 686.4** Mr. Reville added that it is heartening to see the attention given to the new fares at the front line and feedback will be taken.

Corporate communications

- 686.5** Mr Kenny reported on Media coverage :

- The intercity fares increase received neutral coverage
- Western rail corridor programme received a strong local response
- BBC Great Railways Journeys week was well received
- 2030 seminar, will brief staff in advance and the media
- Limerick service changes will be promoted
- Document on rail development is expected in April

Finance

- 686.6** Mr Cronin reported:

- Revenue is €373k adverse to budget
- Subvention is €945 k adverse
- Expenditure is €824k favourable
- Auditors are due on Monday
- On the going concern issue, there is a danger that the accounts may be qualified

- 686.7** The Chief Executive stressed that Iarnród Éireann needs to save €1m a month. Subvention and fuel costs are beyond our control and the multi annual contract has to take care of this. Mr. Carmichael added that there are restrictions on the control of the fare box which need to be untied. Mr. Cronin added that there is pressure on own resource capital funding and the CME heavy maintenance has been capped at €27m.

Road fleet

- 686.8** Mr. Cronin reported on the status of the road fleet

- Iarnród Éireann fleet down 15 vehicles in 2011 vs 2010
- Now use Galway Plant and Tool as supplier
- Age of fleet has decreased
- 79 accidents occurred across the CIE Group costing €115k
- Lease charges are down but fuel is up by 14%, road tolls have increased by 31%
- €501k was charged for damage to vehicles at end of life
- Speed limiters have been installed in vans.

Engineering

- 686.9** Mr. Cunningham reported:

Finance

- costs are to budget

Performance

- Good trend

Safety

- Now using LTA frequency rate

Other matters

- 4 ICR sets have been accepted
- Sets 10 and 11 are due to leave Korea in March
- Have commenced installing WiFi on ICR's
- Remote diagnostics order are placed
- Mark IV consist - to get back to all 8's soon with improved axle delivery

- Three Mark III generator vans conversions complete
- Lloyd Court hearing set for 27th of February
- GSM R –will seek a commercial court hearing
- Regarding WiFi on the enterprise, NIR to take the lead on procurement as they maintain the carriages.

Intercity and commuter

686.10 Mr Reville reported on progress in the InterCity and Commuter businesses:

Safety

- 1 SPAD at Pearse
- Two minor LTA's occurred

Performance

- All routes complied with NTA targets

Finance

- Freight revenue is better than budget,

Other

- Car Parks moving to pay by text
- Revenue control - have low detection rate
- 312 customer feedback with a written response rate of 90.5%

DART

686.11 Mr Devoy reported;

Safety

- No LTA occurred in the period
- 21 incidents were reported including three falls on escalators, one level crossing strike, five vandalism, three graffiti
 - Bringing one offender in with his parents

Punctuality

- Punctuality 90.5%, am peak could be better

Finance

- Revenue better than budget for 2011
- Cost better than budget period one
- Revenue protection fines of €1,462 collected

Other

- 68 customer contacts, mostly refunds and staff behaviour
- Absenteeism 2.44% excluding long term illness
- Pearse works under way
- Events –expect extra Malahide concerts.

Human Resources

686.12 Mr Masterson reported:

- Performance management deadlines set, workshops to be held
- Seven expressions of interest received for paid career break
- Will report annual leave position each month, may reduce leave allowance,

686.13 Mr. Muldoon added that New Works are working at enforcing taking leave with one month's notice

686.14 Mr. Masterson continued

- SAP HCM –value is in payroll and implementation but has to achieve safety objectives

- Records management exercise under way
- SMS to be introduced for central services
- Overtime costs were €293k for period one compared to monthly average of €404k in 2011.

686.15 The Chief Executive stressed that there should be no overtime in central services or in capital projects.

New Works

686.16 Mr Mudoon reported;

- DART Underground railway order in judicial review period. CIE have responded to queries and have requested the NTA to fund the process
- KRP – Everglade in receivership
 - Burris may give land in lieu of debt
- Drogheda Marsh Road steps finished
- NIR tender – not hopeful of success
- 151 excess staff, some deployed to other works and could reduce use of contractors elsewhere. Have exit plan for contract staff. Have 22 technical and clerical staff.
- Steering group set up for CCRP but no funding after phase I and scoping of phase II
- New jobs on horizon include Pelletstown study, Kent, station upgrades

Actions

1596.	Benchmark rate road fleet accidents against other companies	AC
1597.	Check if corporate deals available road tolls	AC
1598.	Energy Unit to meet those championing savings across business to achieve synergies	PM
1599.	Ops reports to copy ACEO(E) format on LTAs	JR TD
1600.	Attend meeting with NIR to push WiFi on Enterprise	GC

EU REGULATORY COMPLIANCE PROJECT

687.1 Mr. Carmichael outlined progress in the EU regulatory compliance project:

- Internal deliverables
 - 4-5 options being considered for corporate governance structure
 - Will build up risk register on options including formalisation of interfaces
 - Further sessions planned with RSC
 - Looking at internal contracts
 - Going through accounts separation
 - Communications plan has started
- External deliverables
- Industry contacts to be made
- Industry research under way

BOARD PROPOSALS

688.1 It was agreed to present the following Capital Expenditure papers to board:

1. XA008
2. Malahide to Balbriggan electrification feasibility
3. Alexander Road FAME blending and gauge

688.2 It was agreed to present the following Advisory paper to board:

4. DART Underground lessons learned

688.3 It was agreed to present the following contract award papers to board:

- 5. Labour services framework
- 6. OHLE
- 7. Traction overhaul
- 8. On board catering

688.4 It was agreed to present the New Works Closeouts to Board

688.5 It was agreed to present the following papers to Board

- 9. Transactions for Sealing/Signing
- 10. Safety Risk Register including additions subsequent to SAG

Action

- | | | |
|--------------|---|-----------|
| 1601. | Check if bus companies know about FAME blending proposal | DC |
| 1602. | Alter Labour award paper to note use of internals before contractors | DC |

ANY OTHER BUSINESS

- 689.1** The next board preparation meeting will be held on Wednesday 14th March, 2012 at 09:00.

**Minutes of 125th Iarnród Éireann Executive Group Meeting
held on Thursday 1st March, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E)
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works
Mr John Reville, Acting General Manager ICCN

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies:

Min. No.

IARNRÓD ÉIREANN BOARD UPDATE

- 690.1** The Chief Executive updated the meeting on actions arising out of the Iarnród Éireann board meeting of 21st February.
- 690.2** It was noted that Mr Culligan was working on a strategy document for multi-annual fares increases.
- | | |
|---|---------------|
| 1603. Behavioural expert to assist in redesign of signage for user worked level crossings | DC |
| 1604. Be prepared for funding for level crossing demanning schemes | DC |
| 1605. Future copies of risk register to show changes highlighted | PC BMC |
| 1606. Report on price value audits of catering | JR |
| 1607. Update on best station awards in CEO's March Report | BK BMC |
| 1608. Procurement evaluation panels to work without knowing identity of tenderers | AC RG |
| 1609. All contracts must show VAT (or state VAT exempt) | AC RG |
| 1610. All contracts with potential to exceed €2m with use of extension period must seek board approval | AC RG |
| 1611. Commercial matters to be put on Iarnród Éireann board agenda every 2 months | BMC |
| 1612. Report on environmental management | PM |
| 1613. Give update on WiFi Contract in commercial report | GC |
| 1614. Contact Dearbhalla Smyth re taxsaver on web | GC |

CIE BOARD MEETING

- 691.1** The Chief Executive updated the meeting on actions arising out of the CIE Board meeting held earlier that day.
- 691.2** The CIE and bus companies' Chairmen with Ministers Varadkar and Kelly to present the strategy to bring the CIE Group back to a breakeven position by 2015, which included costed actions and plans to increase revenue. They received a good hearing but must report back on progress on a three monthly basis.

- 1615. Breakeven plans to be communicated to staff at all levels** **BK**
- 691.3** It was agreed that volume growth was to be treated as importantly as fares increases. Fares increases of 5%, 5%, 3% & 3% were agreed to in principle for the years 2013 – 2016.
- 691.4** The CIE Group is to promote a “Use public transport” message. Mr Culligan added that he expected the NTA to take a lead on this.
- 1616. Funding for Phase II integrated ticketing to be sought from NTA** **AC DF**
- 1617. CEO’s KPI’s to include passenger volumes** **AC**
- 1618. CEO’s report on finances to include comparisons with both budget and previous year** **AC**
- 1619. Advise CIE Board when Balfour Beatty Rail has been certified by RSC** **DC**
- 691.5** Mr Cunningham advised that the Lloyd court case has been deferred to 23rd April.
- 1620. Helen Keelan and Aebhric McGibney to avail of induction day 29th March** **CM JR DC**

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

- 692.1** The list of outstanding actions was taken as read and noted.
Action 1596 – benchmark road fleet
- 692.2** Mr. Cronin advised that this information will be provided to March EG and board.
Action 1597 – road tolls
- 692.3** Mr. Cronin advised that Iarnród Éireann is availing of deals currently.
Action 1598 – Energy unit
- 692.4** Mr. Muldoon advised that Willie Pierce is working on a plan for energy savings.
Action 1599 – LTA report format
- 692.5** In hand, operations will use this format in future.

ANY OTHER BUSINESS

- 693.1** The next board preparation meeting will be held on Wednesday 14th March, 2012 at 09:00.

**Minutes of 126th Iarnród Éireann Executive Group Meeting
held on Friday 14th March, 2012
at Connolly Station**

- Present:** Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Cal Carmichael, Asst. CEO (Operations)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E)
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works
Mr John Reville, Acting General Manager ICCN
- Attended by:** Ms Bidina McCabe, Assistant Secretary,
Mr Roger Tobin, DART
- Apologies:** Mr Tom Devoy, General Manager, DART

Min. No.**MINUTES**

- 694.1** The minutes of the meetings of 10th February and 1st March, 2012, were taken as read and noted, with the following corrections noted:
- 694.2** Minute 686.16 should read:
- Steering group set up for CCRP but no funding after phase I and scoping of phase II

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

- 695.1** The list of outstanding actions was taken as read and noted.
Action 1616 Integrated Ticketing
- 695.2** Mr Muldoon advised that this would be funded from DoTTAS funding

PROGRESS REPORTS**Safety**

- 696.1** Mr Cuffe reported:
- Road railer incident occurred at Clonsilla due to miscommunication
 - A second road railer incident occurred at Limerick Junction where it entered the railway without a possession being granted. Other training issues were uncovered
 - RAIU is investigating possession irregularities
 - Findings from investigation on bearing failure are expected soon
 - A driver started a DMU and left before the brake cylinder pressure had built up. 2700s have different systems to rest of fleet
 - Detonators exploded in drivers cab, batch withdrawn as a precaution
 - HSA is looking at the design of the container and RAIU will carry out a formal investigation
 - Recent reports published include
 - Torworth – tamper driver received glancing blow from train at level crossing – not fully briefed on work site
 - Clapham junction – issues with setting up emergency speed restrictions

- A safety culture survey is being undertaken
- RSC are performing audits on a) audit process, b) risk model

Commercial

696.2 Mr. Culligan reported:

- Passenger revenue is €1.1 million behind budget, there are no quick wins
- InterCity at €1m is the main contributor to the budget deficit
 - There is lower business use and they are now using standard class and also there is less leisure travel
- Presentation to board will cover
 - Challenges
 - Commercial vision - with measures
 - Key focus areas
 - Students, now seeking 17 per cent growth after promotion, have lifted the need for a student card
 - Tax saver, targeting consumers and now focusing on smaller companies. This area contributes €25m to the group and €16m to IE. Target 10% growth
 - Online, not as successful, the number of cheaper price tickets has been reduced, fewer passengers travelling, are selling only 15% of capacity in advance, looking at seat sale X days in advance, contributed €29m in 2011, target €13.2m in 2012
 - Families
 - Business to business
 - Events
 - Tourists
 - Six strategic pillars
 - Multi annual fares increase
 - Understand customers
 - Yield management
 - Customer relationship
 - Drive ancillary revenues e.g. on train advertising
 - Take the high ground and promote sustainable transport
 - Organisation changes
 - Next steps.

Corporate communications

696.3 Mr Kenny reported on Media coverage :

- 2030 seminar
- new Nenagh service
- Cobh 150
- Student fares
- Irish language initiative
- 2FM broadcast
- Volunteer initiative
- Blog started
- Have more twitter followers than Virgin (UK)

Finance

696.4 Mr Cronin reported:

- Gross profit/loss is in deficit by €1.46m
- EGM to be called, will present a five year plan to get back to profit
- Expenditure €130k favourable on 2011, €140k deficit to budget
- 13 have left on VS year to date
- Procurement –two high court challenges

- Contracts overdue listed, plan to get back on target
- Tender tracking system being developed.

696.5 The Chief Executive advised that PwC highlighted issues with payroll input and recommended a better checking of input.

696.6 Mr. Cronin added that the audit has been completed and figures balance to within €100k. PwC were very complimentary of the finance teams.

Engineering

696.7 Mr. Cunningham reported:

Finance

- costs from New Works to CCE to be checked

Performance

- Very good performance in the period

Safety

- CCE had 1 LTA, CME 4 LTA's
- CME is working on reducing LTAs

Projects

- Will accept the 51 ICRs in next three months
- Two additional repaired ICR's due in July
- Limerick train wash to go-live in March
- Railway Safety Programme ahead of expenditure
- CCRP –have received complaints about noise
- GSM-R project is delayed
- WiFi to be completed mid-year
- Mark IV consist is to be completed early May
- 2800 cascade started
- OTM court challenge delayed till April
- The contract management issue was picked up internally and will be reported to the ARG
- Maynooth CIS starts commissioning today

Intercity and commuter

696.8 Mr Reville reported on progress in the InterCity and Commuter businesses:

Safety

- 1 fatality
- Three LTA's
- 15 incidents occurred
 - Ossary Road vandalism incurred €9,500 damage
 - Some prosecutions are pending for graffiti

Performance

- Two incidents affected performance, the fatality and a MOT failure
- Good rise in performance on Belfast route with extra effort by Mick Dannagher

Finance

- Headcount 1687, two exits
- District managers seeking a different pay scale

696.9 The Chief Executive advised that no regrading claims are being entertained, particularly in advance of restructuring

DART**696.10** Mr Tobin reported;**Safety**

- 0 LTAs occurred in the period

Punctuality

- Punctuality 91.45% to 5 minutes

Finance

- Better than budget by 0.5%
- Payroll better with management of rest day working

Other

- Pearse improvements are working well
- Lifts at Tara St to be replaced in April and then Clontarf
- Station cleanliness reduced from 6 to 4 days, hope to use more station staff particularly at smaller stations

Human Resources**696.11** Mr Masterson reported:

- Drugs and Alcohol tests working well, 306 to date
- Cost agenda to Labour Court, new redeployment policy working
- Top Participation Group to be reintroduced
- Will use Sharepoint to monitor annual leave,
- overtime figures available for all areas to check

New Works**696.12** Mr Mudoon reported;

- DART Underground railway order in judicial review hearing on the 26th March
- KRP –
 - Burris – IE will initiate RO ruling if don't get progress
- Dunboyne - An Bord Pleanála decision due on the 4th of April, then tender for road and car park
- Drogheda Marsh Road opened
- NIR tender unsuccessful
- New jobs - Kent bus interchange
- Strategy - working on multi framework
 - NTA insisting on steering groups for major projects
- Savings initiative –unpaid leave sought for further education
- The environment - Developing environmental management system including new standards and annual plan

Actions

1621.	Revised Phase II Integrated ticketing paper to IE and CIE Boards	AC
1622.	Brendan Smith to look at other companies' use of detonators and their containers	PC
1623.	Check categorisations in Safety culture survey	All
1624.	Share marketing calendar when available	GC
1625.	Check DART Reqs before Inv. Non-compliance	RT
1626.	Review both primary and secondary payroll checking	All
1627.	Paul Bonner to distribute detailed O/T data to all depts each period	CM
1628.	Consider Duisheim for selected courses in conjunction with Paid Leave	CM
1629.	Environment initiatives to be discussed at EG2	BMC

EU REGULATORY COMPLIANCE PROJECT

697.1 Mr. Carmichael outlined progress in the EU regulatory compliance project:

- Will circulate a draft paper to Exec team
- Three new regulatory bodies required
- New draft works stream plan issued
- Weekly meetings required
- Review and research under way
- Structure is first phase
- Biggest cost is accounting separation
- Also require external support for safety verification, SAP etc.

BOARD PROPOSALS

698.1 It was agreed to present the following Capital Expenditure papers to board:

1. WiFi for EMU and DMU – scope change
2. Closure of XX033
3. Cork Kent Station Transport Interchange – Prelim. design

698.2 It was agreed to present the following advisory paper to board:

4. Project Management Procedures

698.3 It was agreed to present the following contract award papers to board:

5. Supply of Rolling Stock Wheels & Axles
6. Contract extension – Operation of On Track Machines

698.4 It was agreed to present the New Works Closeouts to Board

698.5 It was agreed to present the following papers to Board

7. Transactions for Sealing/Signing

Action

1630. Check if scope change paper required for EMU/DMU WiFi

AC

1631. Check business arrangement with ESB for power points

CC

1632. Transactions for Signing - check if fencing costs at Coole, Laois

BMC

ANY OTHER BUSINESS

699.1 In response to Mr Cronin, it was agreed that the sponsor of the AIMS project should be Peter Cuffe.

699.2 The next board preparation meeting will be held on Wednesday 11th April, 2012 at 09:00.

**Minutes of 127th Iarnród Éireann Executive Group Meeting
held on Friday 11th April, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E)
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works
Mr John Reville, Acting General Manager ICCN

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies: Mr Aidan Cronin, Chief Financial Officer

Min. No.

INTRODUCTION

- 700.1** The Chief Executive advised that the CIE group breached its banking facilities last week and Mr Cronin has been asked to take control of the situation. This was done with the agreement of the IE Chairman. The situation arose due to lack of proper controls and Aidan will now put new processes in place. The DoTTAS is viewing the situation as serious. Business plans had indicated that CIE should not have breached limits until September.
- 700.2** The Chief Executive also advised that due to the seriousness of the financial situation, he intends to hold some financial reviews on Friday at a strategic level.

MINUTES

- 701.1** The minutes of the meeting of 14th March, 2012, were taken as read and noted, with the following corrections noted:

- 701.2** Minute 696.8 should read:
- Ossary Road vandalism incurred €9,500 damage

OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

- 702.1** The list of outstanding actions was taken as read and noted.
Action 1626 - payroll input checks
- 702.2** The Chief Executive requested all to keep up to date with payroll checking
Action 1631 - ESB Power points
- 702.3** Mr Carmichael advised that he had contacted Michael Power regarding the issues raised.
Actions 1625 – DART Procurement non-compliance
- 702.4** Mr Devoy advised that Iarnród Éireann are still in dispute with the contractor over o/s bills but will be correct going forward.

PROGRESS REPORTS**Safety****703.1** Mr Cuffe reported:

- SPAD at Limerick Junction – human factors
- 3 unauthorised movements – 1 machine 3 times
- LX near misses rising in March, relates to farm activity and leisure use
 - Curve on slight improvement with 3 year average
- Batch of fires occurred
- 1 derailment North Wall
- Collision – train into stop block at Limerick
 - 2700's have longer dwell time, with no gauge to indicate
 - This needs to be documented
 - Mr Cunningham added that this problem has been raised and is known
- CAWS / ATP faults now broken down by type – CAWS problems down
- Vandalism analysis to go to this board only
 - Shows passenger causing delay increase
 - Shows interventions work eg fencing
 - People walking off platforms while distracted with phones
- Incidents include
 - Near miss Tipperary
 - Fatality at Colooney
 - Bridge strike Gort, shifted deck
 - o Was reported by driver using notice on bridge
- Improvement notice RSC re possessions – till end June to address
 - 3 incidents reveal systemic problems
 - all about pre-planning
 - And rule book needs to be improved
- Detonators – moves going ahead, discussed at SAG
- Loco bearing failure – RSC investigating issues and will report prior to RAIU
 - Minor non-compliance with training of fitter
 - Faults with communication with driver
 - Say we should audit communications
 - Training on drivers checking Hot Box required
 - RSC getting Nobel Denton to check process so that safety concerns don't get held up
- RAIU have 4 investigations ongoing
 - Re sign off recommendation on improvement notices
 - o Kay Doyle handling possessions improvement order – due to respond mid June
 - o PC handling detonators notice.

New Works**703.2** Mr Muldoon advised

- DU - High Court hearing set for 16th April
 - New alternate proposal put to DoTTAS
- Dunboyne – agreements signed with Menolly last Thurs
 - Will tender road only
 - ABP not given decision yet on car park, will go for Judicial Review
 - there is now additional parking space at Clonsilla
 - The NTA will pay for road
 - Query if manning may be required for emergencies
- Dispute with Lansdowne Road is being followed up
- Potential projects include bus interchanges, Kent Station facelift and new station at Dunkettle

- Strategy – 5 yr multi framework capital available for comment
- CCRP – making progress with agreeing objectives phase II
- Financial report shows drop €90m turnover with direct costs higher than income
 - The Chief Executive suggested that external costs should be looked at
 - Looking at own overhead
 - Ideas include Duischein, Iarnród Éireann to put in under track crossings, part time work,
 - Looked at costs short possessions
 - PTS refresher course – too long – now back to 1 day for contractors
 - Will allocate ideas to owners
 - Shredding contract – based on set number units – we overpay
- Options to relocate staff being considered including looking at external works eg NIR maintenance, Eastern Europe,

Energy Consumption

- €40m annual fuel bill
- 2 projects in progress, automatic shutdown, diesel additive – being monitored, trial different mixes, etc expect at least 5% savings
- DMU monitoring, 5-7% idling > 5 mins, propose working group to look at working practices,
- Heating – offices too hot, recommend 20-21 degrees, will write policy and present business case
- Lighting – eg empty car parks
- Ownership of bills to be reviewed,

Human Resources

703.3 Mr Masterson reported:

- Cost agenda – met with Trade Union to detail company situation
- O/T – ICCN off target
 - CCE good, SET off target
 - Anomaly between budget and target – needs plan to bridge
 - holiday time may necessitate requirement for some Overtime in DART
 - Need suggestions to cut OT and Sunday Duty
- VS initiative – trying to exit as many as possible, looking at incentives including termination bonuses and higher caps
- Rule 29b –needs action
- Redeployment – reached agreements with more staff
- Performance management system
 - All to have objectives by date of next Executive Conference group
- SAP HCM – 3 tier pricing approach
- Random unannounced testing – 60 this year
 - Did late night testing of Engineering business – all complied
 - Irish Aviation Authority want to look at our example
- Annual Leave figures noted

DART

703.4 Mr Devoy reported;

Safety

- Detonators explosion was the major incident
- Accidents to persons include near miss Kilbarrack, person on track

Punctuality

- Punctuality 91.25% to 5 minutes
- Reliability 99.97%

Finance

- Rev 4% worst budget, but up on 2011
- Expenditure better budget, €139k less 2011
- Payroll, €45k less 2011
- Savings made on day time security at Tara St
- Proportion of revenue from TVMS increasing

Other

- Events coming up, hope concerts will be held in Malahide castle
- Sports events at Aviva planned
- Pearse - new unmanned Pearse St entrance to open soon
- New access at sea side of Bray station planned
- Pearse works progressing well and scheduled to finish May
- Plan new footbridge Sydney Parade by July
- Plan lift at Greystones
- Cleaning being cut back
- Absenteeism reducing.

Intercity and commuter

703.5 Mr Reville reported on progress in the InterCity and Commuter businesses:

Safety

- Accidents to persons increasing – needs focus as platforms better
- CAWS - theme to look at is driver behaviour

Performance

- Good performance,
 - Belfast > 94%
- Operations minutes well within target
- Visibility of trains to Maynooth has helped
- Contributing to “on time” project

Finance

- Within budget, but target different
- Some slippage O/T
- Hope to use construction staff for crossings
- Revenue protection – not meeting targets – down on RPOs, 1.87% ticketless travel

People

- 1 exit
- 17 expressions VS
- 12 expressions career break
 - Will ask local management to facilitate
- Rolling out white boards - have standard headings

Engineering

703.6 Mr. Cunningham reported:

Finance

- costs affected by less diversion to capital, timing of renewals, and delay in implementing initiatives

Performance

- have to balance with Fleet maintenance costs
- CCE performing well, not hitting mainline

Safety

- 1 LTA's in SET, 6 YTD, improvements 50% on prior year rate

Projects

- 51 ICRs, hope to complete next few months
- 6 damaged cars mid year
- Limerick wash to open this month
- RSP ahead spend
- CCRP phase I commissioned
- Funkwerk – expect challenge to fail
- Train Protection contract awarded
- Contractor management – two D&A failures – contractor reinstated with new practices
- Pushing out exam periodicity

Corporate Communications

703.7 Mr Kenny reported

- Community initiative to be launched end April
 - Will feature on Mooney Programme
 - On board staff to be briefed
- Media cover includes strong punctuality figures
- Best station awards to be held May
- Scouting resource to launch May
- Proposed TV production to be facilitated

Commercial

703.8 Mr. Culligan reported:

- Tough trading conditions, particularly on ICCN
 - 8% volume decline, masked by increase in student usage
 - Retail sales index declining 3%, we decline 6%
 - IBEC recommends initiatives to generate growth – we will participate
 - Expect tough volumes ahead
- Web seat sale launch end April, start May for advance sales
 - Target 15% turnaround revenue
- Online now down on previous year
 - Price levels set as to not cannibalise revenue, needs 25% uplift
 - Can play with parameters, no limit number seats
- Tax saver continues to show growth, helping to sustain peak travel on commuter lines
- Employment rate has bottomed out
 - But big companies are downsizing
- Strategic pillars
 - brand audit expect mid April
 - Tender for market segmentation review to seek opportunities
 - o Response due autumn
 - Tenders received IT front end systems for customer relationship systems
 - o NTA may consider funding
- Promoting Public Transport in conjunction with NTA under “Transport for Ireland” banner
- Blip in Customer Info Centre – recovered and now meeting targets
- Glen Carr (CRM) and Cormac Downes (National Sales Manager) offered and accepted roles

Actions

1633. Carry out seasonal promotion re LX near misses

BK

1634. Send new CAWS/ATP chart to Don

PC

1635. Use twitter, posters etc for awareness campaign for passengers straying off platforms

BK

- | | | |
|-------|---|-----|
| 1636. | Check if some bridges have old numbering plaques alongside new ones | DC |
| 1637. | PM to draft briefing note ???? | PC |
| 1638. | Check documentation re manning stations | PC |
| 1639. | Check draft multi annual capital framework for priorities | all |
| 1640. | Document NW cost savings initiative and circulate for all | PM |
| 1641. | Annual Leave table should show YTD totals | CM |
| 1642. | Put a/I targets on white boards | All |
| 1643. | Pearse grand opening | BK |
| 1644. | Check that all departments have submitted performance targets | CM |

EU REGULATORY COMPLIANCE PROJECT

- 704.1** Mr. Carmichael outlined progress in the EU regulatory compliance project:
- Meeting scheduled April 20th re wider industry discussions, including funding, Public Service contracts, regulators
 - Multi annual contracts – DoTTAS have not issued letter of comfort yet re. 2012
 - Meetings held with teams re track access
 - accounting separation will cost €1m
 - Legislation review – met with EU commission in Brussels
 - Gave us a good view of what we need to do to meet new packages
 - Continued briefings
 - Now moving to safety validation risk workshops
 - Hope to populate risk register with mitigations and delegate to owners
 - Plan to board end May
 - Then staff communications plan
 - Meet RSC again next Tuesday, then external verification post SVP.

BOARD PROPOSALS

- 705.1** It was agreed to present the following Capital Expenditure papers to board:
1. Dun Laoghaire Deck extension – include VAT
 2. Small Plant Requirements
- 705.2** It was agreed to present the following contract award papers to board:
3. Car Park Management
 4. OHLE
 5. OTM
 6. Powerpack Maintenance
- 705.3** It was agreed to present the Closeouts to Board
- 705.4** It was agreed to present the following papers to Board
7. Transactions for Sealing/Signing

Action

- | | | |
|-------|--|----|
| 1645. | Include VAT and overheads in Dun Laoghaire paper | PM |
| 1646. | Powerpack, state Warranty, and total value | DC |
| 1647. | Advise on expenditure on MRSE prior to contract to be included in ACEO and CEO reports | DC |
| 1648. | Challenge access East Point | TD |

ANY OTHER BUSINESS

- 706.1** The next board preparation meeting will be held on Thursday 10th May, 2012 at 09:00.

**Minutes of 128th Iarnród Éireann Executive Group Meeting
held on Tuesday 24th April, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E)
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works
Mr John Reville, Acting General Manager ICCN

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies: Mr Aidan Cronin, Chief Financial Officer

Min. No.

INTRODUCTION

707.1 The Chief Executive updated the meeting re Dept and Govt view of Cash Flow situation. He noted that cash flow does not fundamentally alter plans but we need more headroom with banks. Mr Cronin is meeting with banks with assistance of PwC. Banks likely to take until September to do a deal. The next danger point is 24th May. Discussions are ongoing with Department, NTA etc re. early payment of subvention etc. Ronan Gill is in talks with suppliers re extended credit terms.

1649 **All efforts to be made to reduce cash outgoings and forestall payments until latest point and to seek opportunities to bring cash in immediately** **ALL**

707.2 Suggestions made included:

- Look at income opportunities eg seat sale, sale of scrap rail, wagons
- reschedule some work eg on-track maintenance
- sell cement silos,
- up revenue protection

707.3 The Chief Executive stated that despite the serious financial situation, a good message is that performance is exceptionally good.

707.4 The Chief Executive then updated the meeting on the possibility of new business from the port of Foynes to take shipments of biomass material to Ballina. There is a possibility of private funding for part of the line upgrade costs though all the implications of this have to be worked through.

Changes to advisory groups

707.5 The Chief Executive advised the following changes to advisory group structures. This was the last board meeting for Cliff Perry, Dearbhalla Smith and Michael Giblin.

- IAG to be chaired by Bob Clarke covering CCE, SET, NW
- TAG (Trains Advisory Group) chaired by Cliff Perry covering Ops, CME
- SAG to remain chaired by Cliff Perry
- Pat Faulkner to continue to chair ARG

- REAG to continue as is for present

707.6 These groups can assist with transition process to IM and RU.

DART Underground

707.7 The DU project is still alive. From 2013, NTA will fund a €800k study to review numbers with a view to incremental approach.

BOARD REPORT

Actions

- | | | |
|-------------|--|--------------|
| 1650 | 2nd May, pm PG would like early report on HM costs | DC |
| 1651 | All Capex submissions must include op exp implications | All |
| 1652 | Have to tell NTA that need to cut services or capacity | DF |
| | <ul style="list-style-type: none"> • eg no more 4 car DARTs in off peak even if that means gaps after peak can now couple laden trains at specific locations. • Could consider total costs of works eg shutdown vs | |
| 1653 | Appoint scrap Tsar | DC |
| 1654 | Follow up if claims from slips, trips are increasing | JR |
| 1655 | Promotion of charging points | BK |
| 1656 | Dublin Bikes intend to put in bikes near Heuston, brief JR | PM |
| 1657 | Look at CIS in Drogheda eg locally operated | JR |
| 1658 | Docklands station signage | PM |
| 1659 | OHLE contract award – back in June | DC RG |
| 1660 | OTM – independent 3rd party to be included if go to tender again | DC RG |
| 1661 | Revised Power pack advisory May board | DC RG |
| 1662 | Journey times – briefing to exec team within 3 weeks | DC |
| 1663 | Cost benefit of converting Rosslare to Waterford to inspection siding | PM |

708.1 Energy plan went down well.

1664 **Check if any area we can use own staff as opposed to contractors** **ALL**

EU RESTRUCTURING

709.1 Mr Carmichael updated the meeting on recent meetings with the DoTTAS. 4 papers are being prepared to cover of management and regulatory functions, change in funding flows and effect on joint services in new environment.

VOL SEV

710.1 Mr Masterson advised that 282 expressions of interest have been received following the announcement of new terms.

ANY OTHER BUSINESS

711.1 The next board preparation meeting will be held on Thursday 10th May, 2012 at 09:00.

**Minutes of 129th Iarnród Éireann Executive Group Meeting
held on Thursday 3rd May, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works
Mr John Reville, Acting General Manager ICCN

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies: Mr Don Cunningham, Acting ACEO (E)

Min. No.

CIE BOARD UPDATE

- 712.1** The Chief Executive updated the meeting on recent meetings with Ministers, Finance Managers and CIE Board.
- 712.2** The main task for Iarnród Éireann is to realise the savings from VS and to drive to convert the expressions of interest into signatures. Also IE are in LRC re allowances during May
- 712.3** Mr Cronin expressed his concern that message that we will not put obstacles in way of VS is not being put forward.
- 712.4** Regarding concerns raised about practicalities of knowledge transfer and rescheduling staff, the Chief Executive stated that we should get dates and plan accordingly. He added that IE have to revert to Minister in one month with the quantum of savings that can be met. Other options being considered throughout the Group are options on cable rental, leaseback on engines to reduce HM own capital etc. We also have to look at work and not do what can be safely put off.

Actions

- | | | |
|-------------|--|--------------|
| 1665 | Follow up VS queries with interviews down the levels | All |
| 1666 | Put off doing work if you can | All |
| 1667 | Heuston Car Park– use machines that take notes, cover them, also sort out software problems | PM JR |
| 1668 | All closeout papers must explain use of contingency | PM DC |

ANY OTHER BUSINESS

SET Commissioning

- 713.1** The Chief Executive advised that there will be no closure this weekend for SET commissioning on Howth Branch
- | | | |
|-------------|---|-----------|
| 1669 | Check out costs of securing Howth turnouts (with in-house staff) | PM |
| 1670 | Check if CCRP commissioning could take place Fri pm till Monday am | PM |

Dodder bridge

- 713.2** The Chief Executive advised that the Dodder Bridge Report is due out. Expected to show that scaffold helped rather than hindered flow of water.

Leapcard and revenue updates

- 713.3** The Chief Executive advised that Leapcard usage has risen to 1m transactions a month.
- 713.4** Mr Culligan added that it would be useful to see how many additional journeys were generated but this analysis is not available. Mr Devoy suspects that our revenue is down.
- 713.5** Mr Culligan reported that the student business going well, 45% increase journeys and 23% rev increase. Altogether there is €2m additional revenue and the Station Managers are seeing increased usage. The Seat Sale has resulted in increased bookings, but it is hard to judge impact on overall business. The trains to Thurles are booked out this weekend for a hurling final.

Next meeting

- 713.6** The next board preparation meeting will be held on Thursday 10th May, 2012 at 09:00. {cancelled}

**Minutes of 130th Iarnród Éireann Executive Group Meeting
held on Wednesday 23rd May, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E)
Mr Tom Devoy, General Manager, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works
Mr John Reville, Acting General Manager ICCN

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies: Mr Aidan Cronin, Chief Financial Officer

Min. No.

IE BOARD UPDATE

714.1 The Chief Executive updated the meeting on the IE Board meeting held earlier that day.

Actions

1671	Introduce a company wide cost savings suggestions scheme	BK
1672	Special fares promotion Rosslare	GC
1673	Safety Graphs – re do axes	PC
1674	Check condition of Cork subway in wet weather	JR
1675	EU – schedule payments later wherever possible	CC
1676	JTI – consider TT changes Autumn if improvements permit	JR
1677	Prepare for The Gathering 2013	GC
1678	Grease Points at Dun Laoghaire	DC
1679	Revert to August board with update on CCRP	DC
1680	Run decision to defer ATP past SAG	DC
1681	Revert to October board with OTM contract	RG
1682	Waste contract – why taken so long?	RG AC
1683	Survey all contracts for renewal / further approval(for BFC)	AC RG

FINANCIAL SITUATION

715.1 The Chief Executive updated the meeting on the financial situation.

- Priority for 2012 is to not spend cash
- VS, 588 expressions of interest received
 - Expect to realise 200
 - Limited funding still left for 2012
 - DoT not ruling out loan for VS

715.2 Mr Devoy added that DART may let more go that can afford and will need to backfill from other departments if suitable people found.

Deal with Trade Unions

715.3 Mr Masterson updated the meeting on recent discussions with the unions on cost saving measures and proposals re allowances etc. Final wording on a

ballot proposal is imminent and the ballot is expected to be held on 20th June, with an implementation date 9th July.

715.4 The Chief Executive added that a Revised 5 year Plan still being developed

ANY OTHER BUSINESS

716.1 Mr Cunningham advised that CAF Arbitration is anticipated to take place in October, 2012.

716.2 He added that an enquiry has been received for the sale of 201 Locos

716.3 Mr Devoy noted that DART is losing revenue due to the introduction of the Leapcard.

716.4 Mr Devoy also reported that his revenue protection team did a sweep of central stations at peak morning time last week and 29 penalty fares were caught.

716.5 Mr Culligan added that Iarnród Éireann expects to lose €0.5m in the year because of the Leapcard and this adds to the argument for a fares increase later in year. He added that the Bus companies have noticed a big switch to Leapcard and prepaid tickets. It should also be noted that 10% of farebox is Social Welfare – with no increase.

716.6 Mr Muldoon advised that 25 jobs have been registered for secondments. These will also be made available to rest of company.

716.7 Mr Culligan advised that the Chairman is interested branding works (with Image Now).

1684 **Arrange branding update to Chairman in mid June** **BMC**

1685 **Need to agree position on which version of 5 year plan to present to CIE Board Finance Committee** **GC AC**

1686 **Propose name to manage overall RSP spend** **DC PM**

ANY OTHER BUSINESS

Next meeting

717.1 The next board preparation meeting will be held on Wednesday 13th June, 2012 at 09:00.

**Minutes of 131st Iarnród Éireann Executive Group Meeting
held on Thursday 7th June, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr Cal Carmichael, Asst. CEO (O)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E),
Mr Brian O'Meara, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works
Mr John Reville, Acting General Manager ICCN

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Stephen Murray, Commercial Department
Mr Paul O'Kelly, Marketing Manager

Apologies: Mr Tom Devoy, General Manager, DART

Min. No.

EU RESTRUCTURING WORKSHOP

718.1 The Executive team considered potential risks resulting from the proposed organisation restructuring and actions arising were recorded separately.

IE BOARD UPDATE

719.1 The Chief Executive updated the meeting on the CIE Board meeting held earlier that day.

719.2 Mr Culligan updated the meeting on recent discussions with NTA on Marketing Strategy, including benefits of promotion of integrated journey planning and integrated ticketing.

Actions

1687	Brief Chairman on NTA marketing public transport	GC
	A) write 2-3 page on what went wrong with recent presentations	
	B) benefit of joint approach	
	C) criteria for inclusion in joint campaign	
1688	Prepare for selling Leapcards at ATVMs from 18th June	GC
1689	List all service performance targets	JR
1690	Add EU Compliance to Commercial Risk Register	CC
1691	Brief PG on why OTM Contract extension to October only	DC
1692	Liaise with NG re additional advertising sites	DC/GC

ACTIONS

720.1 The list of outstanding actions from previous meetings was taken as read and noted.

Action 1657 - CIS in Drogheda

720.2 It was noted that SET were not in position to spend money on a new system at present.

Action 1531 – Enterprise 3 year plan

- 720.3** It was noted that no new developments for this service are imminent and the plan will be revised when circumstances permit.

CUSTOMER SURVEY

{ Mr Stephen Murray + Mr Paul O’Kelly joined the meeting for this item }

- 721.1** Mr Murray updated the meeting on the findings of the survey of existing customers which was carried out using Customer Satisfaction Monitor plus Focus Groups

- DART / Commuter v Car
 - Speed and convenience - 77% better car
 - Value – increase (fuel)
 - 66% satisfied with convenience
 - 72% satisfied with relaxation
- V Bus & coach
 - Decrease in satisfaction with speed/convenience v bus
 - Value % slipping
 - Then asked to rank
 - Good for train up keep – high priority
 - Compares well with competition
 - Importance and satisfaction aligned
 - Match customer needs
- InterCity V car
 - Speed - satisfaction shrinking
 - Value – holding own
 - Convenience – good but going down
 - Relaxation & comfort – main strength
- InterCity V Bus
 - Speed shrinking
 - Value - not doing well
 - Convenience slipping – a lot more buses now
 - Relaxation – slipping – buses are getting better
 - Mr Cunningham added – also we have more stops, so affects time
- Rankings
 - Comfort – we are strong
 - Next importance is value – biggest gap and these are existing customers
 - Catering – satisfaction 62% - quality high – value 47%
 - Value is key concern
 - Comfort is key strength

- 721.2** Mr O’Kelly highlighted the findings of surveys on non-users

- Biggest opportunity
- Non-users – car is target market
- Non-users opinions
 - Train – comfort, reliability, night time travel, relaxing,
 - Barriers – cost, especially more than 1 travelling
 - Restrictions applied with promotions is a barrier
 - Loss of speed advantage eg Cork Galway
 - Onward connections not seen as satisfactory
 - Inconvenience v car

- Actions to address barriers
 - Remove student card requirements
 - €10 travel promotion
 - Web sale – no restriction other than purchase 3 days in advance
 - Journey time improvements
- All this is built into 5 year plan

721.3 The Chief Executive queried if any other value offerings would be available.

721.4 Mr O’Kelly highlighted the Family summer sale, the car load initiative where a discount is given to a booking for more than one person. He added that changes to the 1st class package were being considered.

721.5 Mr Culligan added that they were aware of the threats to tax saver with downsizing of banks. The web sale shows growth in revenue and increase passenger numbers. Business –to –business products would be offered in the Autumn. Also the JTIP will give revenue benefits. The elasticity of market is high. CPI is maximum fares increase InterCity can bear.

721.6 Mr Kenny warned that a global fares increase gives big negative at start of year. The Chief Executive added that the increase to commuter fares could take place in November. Mr Cuffe suggested that we could say that NTA announced “maximum regulated fare” increase.

ANY OTHER BUSINESS

722.1 Mr Cunningham reported that biggest issue for union ballot is accumulated leave.

722.2 Mr Masterson advised that HR will deal with issues on case by case basis and will publish a clarification document.

1693 **Compile clarification document on accumulated leave** **CM**

ANY OTHER BUSINESS

Next meeting

723.1 The next board preparation meeting will be held on Wednesday 13th June, 2012 at 09:00.

**Minutes of 132nd Iarnród Éireann Executive Group Meeting
held on Wednesday 13th June, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Cal Carmichael, Asst. CEO (O)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E),
Mr Roger Tobin, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Peter Muldoon, Acting Director New Works
Mr John Reville, Acting General Manager ICCN

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Ray Pierce, Human Resources (part)

Apologies: Mr Tom Devoy, General Manager, DART
Mr Ciaran Masterson, Director Human Resources

Min. No.

MINUTES OF PREVIOUS MEETINGS

724.1 The minutes of meetings held on 11th, 24th April, and 3rd, 23rd May, and 7th June, 2012 were taken as read.

Outstanding actions

724.2 The list of outstanding actions from previous meetings was taken as read and noted.

724.3 The Chief Executive noted that it was Mr Reville's last meeting as operations representative and commended him on his performance as Acting GM ICCN for the first half of the year.

SUMMARY OF KEY ISSUES

Safety

725.1 Mr Cuffe reported:

- Block graphs now shown to 3 year rolling average
- There is an increase in category B SPADs – there is a need to look again at pilot working
- There were two SPADs in the period, Blackbog and Limerick Junction
- Ant-social behaviour is climbing
- Pearse platform incident
 - Was self inflicted
 - Station was evacuated immediately
- 3 UK reports noted
- Mid-term Value for Money review of RSP is being undertaken for DoTTAS
Caution that with deferred work will need more inspections

725.2 Mr Muldoon added that the focus of the VFM review was on RSP3 as opposed to going forward so there is a need to highlight the additional benefits to the railway with level crossing closures etc

Commercial

725.3 Mr Culligan reported:

- Trading conditions remain challenging
 - Disposable income is down 7% year on year
- Revenue is off budget by 8% but is showing an improvement year on year
- InterCity passenger journeys in period as flat compared to 2011
- Student campaign continues and is being extended to include foreign students
- Taxsaver is growing
 - Targeting new employers to compensate for downsizing of companies in financial sector
- Web seat sale shows increase in sales for period 5 with a 4% increase in revenue, week 9 even better
 - 55% swing passenger numbers, 22% swing revenue
 - But yield down
- Summer campaigns will be through ticket offices and ATVMs (from 1st July)
- Looking at extending 1st class option to further ticket types
- Brand audit completed, will present to Chairman on 25th June and to EG2 on 26th June
- Tender issued for market segmentation study – will influence next year's marketing strategy
- CRM system design underway with Bearing Point
- Seeking approval from NTA for pricing engine and seat reservations
- Programme to promote public transport – needs a bigger role by NTA – with support
- Sales strategies are evolving
- Application for 2013 fares increase has been worked through internally and will be put to NTA end June

Corporate Communications

725.4 Mr Kenny reported:

- Financial situation widely reported with focus on VS
- Journeys on Us received 700 applications
 - final 100 list drawn up
 - will announced on Mooney Programme
 - unsuccessful 600 get offer of reduced rate
- secondments featured in Sunday Business Post
- Scouting Ireland Interactive launch took place
- Best Stations Awards took place in Inchicore
- Iarnród Éireann received social media award for twitter usage
- Blogs going well, seeking contributions from staff
- New group formed for use of social media in state agencies
- ICR WiFi launch is imminent

HR

725.5 Mr Pierce reported:

- Cost Agenda ballot started – is an aggregate ballot
- Surplus staff policy is taking effect
- Cork Train hosts case in court – expected to be withdrawn
- Internal appointments to class A inspectors taking place

725.6 Mr Muldoon highlighted the requirement for a working group to deal with closing construction unit, after ballot takes place.

{Mr Pierce left the meeting}

Finance

725.7 Mr Cronin reported:

- Revenue off budget €1.9m
- Expenditure adverse €0.5m
- Deficit running at €10.7m, including €2.3m VS
- Budget deficit for year is €10.3m
- Are producing cash flow by day to end of year
- Have to report to DoTTAS every 2nd Tuesday
- Have draft document for banks to renew banking facilities, but not good prospect for banks and CIE will be expected to adhere to P&L
- DoTTAS commissioned report on cash management reporting

725.8 The Chief Executive added that all must keep working to plans with deferrals, savings etc. Important to get early implementation of provisions in ballot eg allowances. Are also seeking some support from DoTTAS for VS.

725.9 The Chief Executive also thanked the team for their efforts to date in effecting savings.

725.10 In response to Mr Cunningham, the Chief Executive advised that the strategy to reduce the annual leave accrual was still important. Mr Cronin added that whilst it does improve our commitments, it will not affect the overall P&L.

Engineering

725.11 Mr Cunningham reported:

- Finances – SET in red due to reduction in recharges to RSP work
- Asset performance – SET had OHLE insulator failure, but still within target YTD
 - Incident previously reported at Dun Laoghaire was not a points greasing issue, rather a SET fault
- Safety – SET rate too high
 - 2 road traffic incidents occurred – more control is required
- Capital – final batch of 51 ICRs to go into service July and 2 damaged replaced sets by October
 - MPV approval late July
 - DTS deferred
 - Limerick Train Wash commissioned
 - RSP – above spend but rate has steadied
- General issues
 - WiFi – only 2600 fleet remains to be done – needs funding source
 - Fairview alterations completed – will permit more efficient maintenance
 - NTA advised of deployment of 51 ICRs
 - Emirates wrapping caused damage to units
 - Mr Culligan advised that this was a contractual issue with Bravo
 - Bayside flooding remedial works – held up well with recent heaving rain
 - Stock levels are high for CCE as long term parts ordered and work now rescheduled
 - Strategic fuel reserve – potential €1m savings identified
 - CAF arbitration sue October
 - Labour and Plant Hire audit – draft report not finalised yet

InterCity & Commuter

725.12 Mr Reville reported:

- 3 SPADs occurred in degraded conditions – looking at computer based training for pilot conditions
- 1 LTA – driver slipped on ballast

- Accidents – 8 of 12 occurred in Heuston – poster awareness campaign will be done
- Met with Hugh Cregan re Broombridge and NTA want to take ownership
- Punctuality – all targets exceeded
 - List of internal targets ready
 - Planning for Autumn season has commenced
- Finance – better than budget but freight revenue down due to reduced demand for timber
- Car parks – have potential to move machines, Heuston issues to be addressed end June
- 12 VS in May and more due in June
- Rolling out control rooms

725.13 Mr Cronin advised that the timing of VS payments needs to be managed.
{Mr Cronin left the meeting}

DART

725.14 Mr Tobin reported:

- 20 have signed up for VS and 1 for career break
- A number of these be need replacements
 - Mr Cuffe highlighted that Std 13 process required for safety positions
- Safety – 20 incidents occurred in period 5
 - 9 more 3rd party incidents than in 2011
- LTAs include 1 assault at Sydney Parade
- Detonators placed on line – Gardaí have the culprits
- Punctuality is VG
- Finances – revenue 4.9% worse budget but payroll better budget
- Pearse works nearly complete

725.15 Mr Culligan advised that leap card will cost company €0.5m in fare reductions but surveys have shown that Leapcard customers are using public transport more now.

725.16 The Chief Executive stated that consideration of trial for 4-car stops should be given after Brian O'Meara's work on train sets is completed.

New Works

725.17 Mr Muldoon reported:

- If €0.5m additional NTA funding is secured, could do work at Broombridge
- DU Court hearing held, submissions due in 6 weeks, 2 weeks after others due to submit
- Dunboyne objection withdrawn, Hansfield deferred and await SDZ decision from Fingal
- Funding of €25k received for Northern line 4-tracking study
- Draft strategic plan will not be finalised for June board
- MI Reidy met with Wexford Co Co. re. development of Rosslare
- NW Finances – €5.3m loss
- Secondments - are slow on take up
 - Vg sharepoint site set up
 - Robert Miller is following up on all enquiries
- Environmental issues – idling needs a push by local management
- Have proposal to IT steering committee on PC change frequency.

Actions

1694	Sean Geoghegan to perform Prismar root cause analysis on Cat. B SPADs	PC
1695	Seeking contributions from staff for blogs	All
1696	Energy Saving ideas to be distributed	BMC
1697	Estimate cost to fund centrally job to fit energy saving devices without using outside contractors	PM
1698	Phone costs table to railbrief	BK

EU REGULATIONS COMPLIANCE PROJECT

- 726.1** Mr Carmichael reported:
- Organisation structure approved
 - Have next meeting of strategic working group today to cover regulator, track access charging etc
 - Organisation restructuring 3rd party contractor award near
 - Raft network statement on target
 - Track access charging to be assisted by Civity
 - Accounting separated tenders received are within budget
 - Staff consultations to be held after ballot.

BOARD PROPOSALS

- 727.1** It was agreed to recommend the following papers to board:

Capital Expenditure

1. CCRP Phases I & II Completion
2. CCRP Phases III & IV Preliminary design (as a New Works paper)
3. CCRP 1 page summary (to IAG & Brd)

Contracts

4. OHLE Maintenance to IAG & Brd
5. Traction Motor Repair to TAG if held and Board

Selection and Award Criteria

6. Electricity Supply for the CIE Group to IAG and Board

Advisory paper

7. Procurement Timetable to Board

Disposals

8. Mark III Carriages for scrap to Board

Transactions for approval

9. As per memo presented

Actions

1699	CCRP – 1 page summary + Phases 3&4 as NW project	DC
1700	Check relevant engineers are aware Galway Gas Mains	BMC

ANY OTHER BUSINESS

Next meeting

- 728.1** The next board preparation meeting will be held on Wednesday 15th August, 2012 at 09:00.

**Minutes of 133rd Iarnród Éireann Executive Group Meeting
held on Wednesday 26th June, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E)
Mr Roger Tobin, Acting General Manager DART, designate
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Peter Muldoon, Acting Director New Works
Mr John Reville, Acting General Manager ICCN

Attended by: Ms Bidina McCabe, Assistant Secretary,

Part attendance for Lean Kaisen Workshop update:

Mr Jude Carey, Head of Engineering Finance.
Mr Chris McMorrow, Head of Fleet Management, CME Dept.
Mr Joe Sullivan, Production Planning Manager, CME Dept.
Mr Stephen Jones, Manager, Bogie shop, CME Dept.
Mr Paddy Kiely, Heavy Maintenance Planner, CME Dept.
Mr Alan Bruce, Asst Manager, Locomotives and Operations, CME Dept.
Ms Ines Sanz, SAP System Executive, Engineering IT.
Mr Ben Browne, Team Leader, Bogie Shop, CME Dept.
Mr Anthony Norton, Facilitator, Bogie shop, CME Dept.
Mr Jimmy Sweeney, Materials Manager, Engineering Procurement.
Mr Eugene Burns, Senior FTS, CME Dept.
Mr John Gray, Manager FCR, CME Dept.
Mr Damien Lambert, Tech Support Mgr, Bogie & Wheelsets, CME Dept.

Part attendance for Brand update

Mr Stephen Murray, Commercial Department
Mr Raymond Turner, Imagenow
Mr Paul O'Kelly, Marketing Manager

Apologies: Mr Aidan Cronin, Chief Financial Officer

Min. No.

LEAN WORKSHOP

729.1 The CME team updated the meeting on results of 2 recent 5 day workshops held on the Locomotive Bogie Overhaul and Heavy Maintenance planning processes using Lean Kaisen techniques.

- This involved looking at process map, activity map, product process map, to identify waste with process.
- Next step is to identify ideal state and barriers to implementing it.
- Action plan for Mark IV HM Planning
 - Stock review delivers €120k
 - Review periodicity of Mark IV exams - push to 6 years from 4, save €3m
 - In 2014-2015 can take out €1.5m from HM plan
 - Benchmarking HM against other companies
 - Often has lesser priority than running maintenance
 - Could streamline if use SAP

- Want to risk assess on more than safety eg customer issues
- Bogie action plans
 - Identified materials than could be reused – with kitting system
 - Traction motors 5 & 6 give most trouble so can reuse 1-4
 - Looking at improving oil and dirt ingress into 5 & 6
 - Identified bottlenecks eg welding
 - Trying to reduce welding time with clever scheduling
- Plans to stay on track
 - Meet twice weekly for 2 months
 - Store details of Kaisen event on shared drive
 - Will monitor metrics
 - Control room meeting follow up
- Savings:
 - Move HM exams 4 to 6 years and 8 to 12 - save €3m
 - Also identified labour savings – cut out 24 tasks - save €211k pa
 - Looked at stock items – are overstocked by €110k for Mark IVs and can defer payments
 - Target to reduce stocks by 10% - save €2.29m
 - Bogie savings €450k pa materials and €37k pa labour
- Kaisen is part of ongoing reviews.
 - Is useful for cross-functional problems
 - Was facilitated by external person
 - Review at end 2 months
 - Events target €250k to €500k immediate savings.

729.2 The Chief Executive congratulated the CME team on their achievement and stated that the findings were both timely and welcome. Currently, service and performance is at an all time high but finances are severely strained. We are looking for direct savings to bottom line.

729.3 In response to the Chief Executive's query regarding bogie maintenance, Mr Carey responded that the benefits of the €450k pa identified savings should start immediately and will be monitored. Mr Sullivan added that metrics will be set and monitored and process and budgets altered.

729.4 In response to the Chief Executive's query as to whether the €3m savings identified in Heavy Maintenance was for Contract or internal works, Mr Sullivan stated that it was a mixture. The contractor's specifications and periodicity will be modified.

729.5 In response to Mr Carmichael's query regarding effects on reliability, Mr Burns stated that the team don't believe the changes will have adverse effects. The 4 year exam largely relates to brake overhaul and Iarnród Éireann got assessment from Faveley in this regards. They also gave a good conditional assessment on equipment. Everything pushed out will be risk assessed. There is no issue with engines and breaks – there is more concern with HVAC. The doors have an 8 year test limit. The toilets have had mods. and have now improved. Also they are taking out doubled up tasks eg don't repeat tasks for maintenance routines and exams when they coincide.

729.6 Mr Cuffe requested that the team make sure they hold risk assessment documents for RSC.

729.7 In response to the Chief Executive, Mr Sullivan stated that the plan is to tackle the 29000 fleet next.

- 729.8** Mr Cunningham stated in conclusion that the workshops took place over 5 long days with honest and heated discussions and was a full team effort. The message is to use similar techniques in other parts of Engineering and Operations.

IE BOARD UPDATE

- 730.1** The Chief Executive updated the meeting on the IE Board meeting held earlier that day.

Actions

- | | | |
|-------------|--|------------|
| 1701 | Chairman to meet Risk Solutions (RSP value for money audit) | BMC |
| 1702 | Refer to 1st class offer at next board appearance | GC |
| 1703 | Leapcard differential should not be widened | GC |
| 1704 | CEO Report to board – NTA Targets for CIE Board | BMC |
| 1705 | 5-year plan – detailed safety validation review to be undertaken with risks and mitigations | all |

- 730.2** It was noted that Iarnród Éireann will facilitate a simulated emergency exercise to be held for medics in Docklands on Thursday.

- | | | |
|-------------|---|--------------|
| 1706 | ICCN Report (Sept or Oct) to include update on Revenue Protection | JM |
| 1707 | Need to speed up credit card process at Car Parks | JR |
| 1708 | Show graph of journeys each month (with trend) | GC |
| 1709 | Leapcard – need a proper audit regime to ensure getting full share of revenue from NTA | AC |
| 1710 | Root cause analysis of OHLE isolation failure | DC |
| 1711 | Advisory paper to Sept CIE Board on OTM contract | DC RG |
| 1712 | TPS - IAG and SAG to review when finalised | DC PC |

- 730.3** Bob Clarke reported on JTIP. Agreed strategy is to go for Jan '13 Timetable with JTI's and savings.

- | | | |
|-------------|---|----------------|
| 1713 | Bob Clarke to meet Risk Solutions | M Reidy |
| 1714 | IAG to critique new organisation structure | DC |
| 1715 | 92 Mark III's – approach UK dept of Transport to see if any takers | DF |
| 1716 | Review of pharmacy services to staff | CM |
| 1717 | Contracts Review Group by subset of exec team prior to going to board to ensure process followed etc | DF |

ANY OTHER BUSINESS

Safety Survey

- 731.1** Mr Cuffe reported that his department has received a 35% response in safety survey to date.

IT

- 731.2** Mr Cunningham highlighted the unsatisfactory late notice that no SAP developments will be done until EU restructuring accounting separation is completed.

- 1718** **Check source of email re. SAP developments** **DF**

{Messrs Turner, O'Kelly and Murray joined the meeting}

BRAND UPDATE

- 732.1** Mr Turner stated that the study was undertaken because of concerns raised about the company brand and what should the brand be. The findings were:

- Objective was to review current brand and then to develop a brand vision and any recommendations to brand design
- Methodology is audit of existing material and opinion

- Interviewed stakeholders, consumer research including 4 focus groups, 500 questionnaires, visual audit of brand and materials
- Found there wasn't a commonality between all materials
- DART is liked, some commented about night service but personality of brand is liked
- Irish Rail is well known, popular, reminds them of holidays as children
 - More negatives, about corporate brand rather than services – no personality to brand
 - Irishrail.ie is useful but can be confusing, difficult to navigate (old website)
 - No personality of brand
- Iarnród Éireann – lot of positive attitude – heritage, familiar, some tourists could not pronounce name, but had personality
- Conclusion – too many names
 - DART strong brand equity, Iarnród Éireann and Irish Rail muddled
 - Public looking for simple company structure
 - Inconsistent use of name, many did not realise DART part of Iarnród Éireann
 - Should be single font, signage etc
 - Stakeholders held similar views
 - Sense of being operational rather than service oriented
 - No shared purpose or vision
- Non-users experience – was outdated
- Compelling story about level of service should be told
- Ambition is there for brand to be understood
- Vision “to create a great national transport service for each and everyone, that is easy to understand, easy to use and easy to pay for”
 - Underpinning that is set of values
 - Customer focussed
 - Simple and straightforward
 - Seeking a better way
 - Brand architecture – fewest names as possible
- Recommend – discontinue Commuter and InterCity names
 - Adopt one company name both languages
 - Continue with one commuter name, DART
 - All trains should be designated as belonging to IE
 - Website should be Irishrail rather than irishrail.ie
 - Should be both names
- Next – finalise value definitions and prepare roadmap

732.2 The Chief Executive noted the main recommendation was to get rid of Commuter & Intercity brands and old logo

732.3 Mr Muldoon advised that the DU team had spoken of Dart 1 and Dart 2 lines.

732.4 The Chief Executive recommended that Mr Culligan bring the CIE Board through these findings.

Next meeting

732.5 The next board preparation meeting will be held on Wednesday 15th August, 2012 at 09:00.

**Minutes of 134th Iarnród Éireann Executive Group Meeting
held on Wednesday 15th August, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Cal Carmichael, Asst. CEO (O)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E),
Mr Roger Tobin, DART
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Acting General Manager ICCN
Mr Peter Muldoon, Acting Director New Works

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies:

Min. No.

MINUTES OF PREVIOUS MEETINGS

- 733.1** The minutes of meetings held on 13th and 26th June, 2012 were taken as read, with the following correction noted:
Minute 725.14 should read – "Gardaí have the culprits"
Outstanding actions
- 733.2** The list of outstanding actions from previous meetings was taken as read and noted.
Action 1702 - 1st Class offer
- 733.3** Mr Culligan advised that the service would include "meet and greet and seat", which is easier to provide where hosts are available. The hosts will also ensure papers, free drink etc, are provided. Are doing business case for expansion, particularly for the Western routes. There is more potential for business customers, including a requirement for quieter carriages.
Action 1705 - 5-year plan – detailed safety validation review
- 733.4** The Chief Executive advised that in individual departments, managers need to talk to safety managers under STD 13 process to ensure that resources left after VS are organised so as to meet requirement. This is separate from Restructuring Safety Validation
Action 1715 - Mark IIIs
- 733.5** The Chief Executive is deferring sale of carriages until check out UK market
Action 1716 - Pharmacy
- 733.6** Mr Masterson advised that a consultant looking at it and will produce report
Action 1717 - Contract sign off by management
- 733.7** DF to use RG, contract owner, DF, BK, CFO

Action 1718 SAP Development freeze

- 733.8** The Chief Executive advised that if urgent SAP requirements are required, will have a by-exception rule. Mr Cunningham added that the real problem was lack of notice. AC to talk to Mick McMahon re issue.

Action 1663 – Rosslare – Waterford

- 733.9** Inspection siding – nearly cleared

Action 1694 - Root cause analysis Cat b SPAD

- 733.10** Mr Cuffe advised that this analysis was in hand

Action 1697 Energy devices

- 733.11** In Director New Works report

Action 1711 OTM

- 733.12** An update paragraph is contained in selection criteria paper.

SUMMARY OF KEY ISSUES**Safety**

- 734.1** Mr Cuffe reported:

- Main incidents include
 - June 6, woman struck at Pearse
 - Monard viaduct, ACEO (eng) to report
 - Tractor struck train between Lmk and Ennis - was on 25mph stretch
 - Contractor accidents – 1 leg injury with chain saw, 1 ankle sprain
 - Passing loops rarely used, train in Killarney catch, 3 car ICR, went beyond normal stop, TC cleared. Concern over possibility of similar on passing loops, being discussed at safety groups
 - In Kildare, Waterford liner had brakes locked on since Waterford. Human factors likely, but why not noticed?
 - Derailment 4th July Drogheda depot, P Way has dismantled equipment without telling people – no protection, enquiry, and RSC / RAIU informed
 - Mr Cunningham added that they may interview people under caution
 - Smoke on vehicle between Rush and Drogheda, -
 - Mr Cunningham added that the incident may not have been too serious
 - Dundalk Connolly train found offside door open, Wire had short circuited on emergency release – blue light interlock
 - Derailment at Bray old shed hand, point in bad condition suspected
 - Mr Cunningham added that it appears that some bolts were loose
 - Mr Tobin added that Mick Danagher has reviewed CCTV at Bray to see when patrolled last
 - At Charleville where a bank was being constructed, an Iarnród Éireann staff member hopped on and off tractor, fell and was run over, some broken bones
 - Incident reported to HSA
- 6 cat 1 near misses occurred
- 6 UK reports noted and lessons learned discussed
- 1218 responses to safety survey received - 33% staff,
 - Sotera to carry out further workshops in conjunction with local management

734.2 Mr Cunningham reported that at XE020 – 25mph in place but whistle boards have not have been in correct place, is not normal practice to move. They would have given a warning sooner than required.

734.3 He also reported all other hand points in sidings have been checked post incident/

734.4 The Chief Executive advised that he has asked Mr Cuffe to delay his departure to end December, for duration of safety validation.

Corporate Communications

734.5 Mr Kenny reported:

- Financial situation is main news item including lightly used lines, journey times, fibre sale, etc
- Visually impaired protest, accepted and said how to address
 - Mr Cunningham added that problem was reported on a Siemens DART last night
- WiFi extension reported
- Social media promoting family fares, will measure effect

734.6 Mr Culligan advised that initial feedback is that digital marketing revenue ahead last year but with 20% of traditional advertising spend

734.7 Mr Cunningham added that stickers are ready for carriages when have WiFi

734.8 Mr Culligan advised from Sept onwards will link promotions to added value including WiFi

734.9 Mr Cunningham added soon, all fleets except 2600s will be WiFi enabled, so there is a potential for bad press. Mr Muldoon added that he will try for more levy money to cover it or if anyone underspends.

734.10 Mr Culligan also advised that the WiFi budget for year is €100k and this will be used up earlier in 2013. Iarnród Éireann are going back to market, would need a budget that is a multiple of existing.

734.11 Mr Kenny continued:

- developing social media policy, eg guidelines for staff
- Journeys on Us – good system in place, 40 of 100 trips taken, Mooney (RTE radio 1) will come back and cover more. No stats yet on reduced offer to failed applicants

734.12 Mr Culligan stated that an ICR was made available for a Galway sustainability conference, with good feedback, particularly on sustainability agenda.

734.13 The Chief Executive advised that there are 2 new board members: James Nix, Patricia Golden. He will organise welcome day

Commercial

734.14 Mr Culligan reported:

- Economic situation is mixed
- Revenue trend is positive, P7 best for a year, most focus has been on InterCity and has shown most benefit with passenger journeys up.
- Biggest impact is students, double journeys over 2011 and promoted to foreign students via both social media and language posters in colleges
 - Campaign planned for September,
- Taxsaver revenue growth continues, next used Chambers of Commerce and IBEC for strong leads
 - Note that many of our top companies are downsizing
- Web seat sale ongoing, online results impressive, but although there is a shift, but 9% growth journeys, 3% revenue – annualised €2-3m growth

- Summer campaign – very positive, eg €10 family DART
- Fares increase submitted end June to NTA, queries on price levels etc have responses re segment markets. Silence on DART increases
 - Will need to be escalated
 - Mr Cronin added that the topic was mentioned in DoTTAS meeting and the dept. officials were of view that tax saver increase will be granted but others deferred to January
- Tender for market segmentation study sent out
- Have programme office for IT projects, Robert Miller to run
- CRM strategy review near ready
- sales strategy review also nearly ready
- Fares evasion blitz planned for September and it should inform us better on Social Welfare pass usage

734.15 Mr Cunningham queried that with car parking revenues worse YTD there is a Tax saver promotion with high discount on parking. Mr Culligan added that the Tax saver promotion is on Northern line and that is car park promotion, is on offer to end August only.

734.16 Mr Culligan continued:

- Will have P8 figures this week, upward trend continuing but decline in DART revenues

734.17 Mr Tobin noted that bad weather not help and hard to get handle on leapcard usage. Also have had some poll validator failures at Portmarnock, Lans Rd etc. Are carrying out modifications, though maybe cannot cope with volume.

Financial situation

734.18 Mr Cronin reported

- Deficit is €2.33m down on 2011, project €10m deficit for year
- Expenditure favourable by €1m, €230k adverse budget
- Budget assumed depreciation on 7 year cycle, but should be on 5 year cycle.
 - €2.6m hit to accounts with knock on effect 5 year plan
 - Report says moving out maintenance cycle only valid for one year

734.19 The Chief Executive stated that Iarnród Éireann have to make management judgement on what work we will decide to do, will only reverse after further discussion. Mr Cronin added that we have to get auditors to agree. Mr Carmichael added that this was discussed at TAG and there are sensitivities around transition to mileage based intervals. Mr Cunningham added benchmarking study is saying could pay less for overhaul (ie doing too much).

734.20 Mr Cronin continued:

- Civils likely to go adverse to budget in back half of year by €2-3m
- NW and SET have too high cost base and €4-5m will go to P&L
 - VS benefits already built into budget
 - Deal only yields a little benefit in 2012
- Additional board meeting possible to approve accounts

734.21 Regarding the failures of some New Works staff in assessments, Mr Masterson stated that we can check approval process to see if can move them to station operatives without ever considering them for driver positions.

734.22 Mr Cronin advised that the NTA draft audit by McClune Waters, contained many inaccuracies but was issued and we are working to correct. Some funding suspended as a consequence. Due €10m PSO funding, will be held until report fixed.

- 734.23** Mr Cunningham added they came in and discussed, closed gaps, rectified a system error on procurement, and errors on timesheets are being rectified. Should be in a position this week to give explanation and should be sufficient to release funding.

Engineering

- 734.24** Mr Cunningham reported:

- Finances – on budget, SET adverse and will continue
- Asset Performance, CME exceeded monthly target,
 - Minutes in dispute process working well
 - Have reported on OHLE failure
- Safety frequency rate is favourable but P8 had incidents
 - 2 LTAs for hog weed
- Bridges – getting operational restrictions on some bridges due to lack funding, compiling paper on longer term effects
- GSM-R challenge still there
- WiFi rollout continuing
- ICR HM validation, report now out
- MRSE dispute process ongoing
- 2 derailments
- PIS – now looking at tender submissions
- CAF arbitration to run into 2013
- Rail Damage picked up July by a wheel – checking – occurred last 3 months, monitoring 2700's caused by 3mm by 8mm object
- Monard – was reported at last board.

InterCity & Commuter

- 734.25** Mr Meade reported:

- Platform under run
- Two assaults on staff – by same couple
- Slip trips and falls claims on increase
 - Looking at correlation to use of smart phones
- No SPADs in Periods 6, 7, 8
- Performance good
- Finance – 25 exited, etc + 61 potentials
 - Some areas have vacancies that no one want to move to
- With improved performance, less complaints
- Lean process being rolled out, ½ stations have control rooms operating
- Now starting pre shift briefings
- Working on new timetable.

DART

- 734.26** Mr Tobin reported:

- 3 LTAs including 2 RPU staff who helped an individual with HIV who then spat blood,
 - all tested and clear
- Accidents to persons - up to 29 this year
- No SPADs
- Punctuality vg
- reliability vg
- Costs – within budget, issue is revenue, will check each train to check evasion and leap card usage
- Headcount 274 – target 281, need people for Pearce
- VS 25 signed off,
- Customer contacts 114, many relating to train sizes

- Self certified now only 4 days and reduction by 25% in accrued leave being implemented
- Tested 4 car stopping positions, next safety validation
- Pearse nearly finished, have agreed to clean TCD entrance and they will security

HR

734.27 Mr Masterson reported:

- Cost Agenda – convening oversight committee with TUs
- VS – 66 to date , opportunity to push
 - Mr Cunningham added – also contact those who pulled back first
- Construction Unit – had jobs convention, issue with maintaining rates of pay, have binding arbitration on Friday
- High Court proceedings by Cork Train Host– we succeeded because we had paperwork
- Chasing funding SAP HCM
 - Mr Cronin advised that other projects are on hold too.

New Works

734.28 Mr Muldoon reported:

- Capital funding impacts noted
 - RSP down €1m
 - Dunboyne Hansfield will be delayed
 - Rolling stock warranty delay
 - CTC delay
 - Ticketing €2m - delay 2 months,
 - Oranmore to finish in 2013
 - Crusheen, July 2013 planned
 - PIS 6 months delay
 - All saves €8.4m
- Projects
 - DART Underground - We submitted affidavits, State late, pushes out Railway Order
 - Clonsilla turnback , commissioning 7th Sept, subject to safety validation
 - Accessibility Sallins etc done, Newbridge near, lifts at Clontarf and Tara street commissioned,
 - Decontamination in Kent, plume found, will develop containment proposals
- Capital Investment framework issued for comments, one amendment – will add in Crouzet, will reissue last 2 pages and will go to NTA
- Will have annual review of proposals

734.29 Mr Carmichael added that the capital programme will have different pulls post restructuring, also if take on additional costs. must agree additional subvention

734.30 Mr Culligan comment that the 5 year business plan need to be updated to reflect fuel costs and depreciation changes and thus the recovery will be pushed out to 2016. Mr Cronin added that fuel costs are being reworked this week. Text done for 5 year business plan and will be update when revised figures available.

734.31 Mr Muldoon continued:

- VFM report due within a few days
 - Meeting 22nd to discuss
- Finance – loss now €4.3m – retained some work inside, cut overheads and lost staff

- Some individuals have not applied for job – will target
- Secondments – 8 offers made to inspectors, none accepted
- 20 other labour being refused
- Energy – payback in years calculated for each item.

Actions

1719	Need decision on depreciation (5 or 7 years)	DF AC
1720	Refresh VS applications sheet	CM
1721	MR to present plan update at Executive Conference in September	PM

EU REGULATIONS COMPLIANCE PROJECT**735.1** Mr Carmichael reported:

- Industry structure – regulator to be in RSC dept
- Charge and allocation , DoT commissioned consultant report in Autumn,
- Set up contract working group
- Launched resource reallocation document eg some depts. need to be split
- Safety validation Panel, this Thursday on Safety Dept split
- Nothing out of Nobel Denton Report
- Another review with RSC on CTC etc
- Chief Traffic DTE to move to IM in March 2013, need clear plan – target end 2013 for package 4b
- Management briefing document distributed, and will be reissued and cascaded through organisation
- TU Top Participation next Tuesday
- Good progress with Civity on access charging and performance regime
- Will have to last for a number of years and annual plan determines no trains run etc
- Met with NIR on their split
 - Mr Cronin commented that VAT will be an issue
- Accounts separation underway.

BOARD PROPOSALS**736.1** It was agreed to recommend the following papers to board:Capital Expenditure

1. Closure of XG 159

Contracts and Selection and Award Criteria

2. to separate review

Advisory paper

1. CCRP process review
2. New Works Period End Detailed Project Report

Property

3. Bray – to improve car park
4. Marino Point

1722	DC to check if any maintenance costs Marino Point bridge	DC
1723	Check who pays electricity e-charging points	JM
1724	Check crane over metals at Dun Laoghaire	DC

General

5. Transactions for approval - As per memo presented
6. Rosslare SMS

ANY OTHER BUSINESS

Next meeting

- 737.1** The next board preparation meeting will be held on Wednesday 12th September, 2012 at 09:00.

**Minutes of 135th Iarnród Éireann Executive Group Meeting
held on Wednesday 28th August, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E)
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Acting General Manager ICCN

Attended by: Mr Brian Finnegan, DART

Apologies: Ms Bidina McCabe, Assistant Secretary,
Mr Peter Muldoon, Acting Director New Works
Mr Roger Tobin, Acting General Manager DART,

Min. No.

BOARD UPDATE

- 738.1** The Chief Executive updated the meeting on the proceedings of the Iarnród Éireann board meeting held earlier that day.
- 738.2** Two new Board members joined the Iarnród Éireann Board: James Nix and Patricia Golden
- 738.3** There may be a requirement for a Special Board to consider the 2011 Accounts: Don Cunningham to attend if Dick Fearn not available
- 738.4** Possession Management is a big issue with the RSC and an Improvement Notice was issued and will be responded to by end of August
- 1725** **Prepare a paper on response to RSC** **PC**
- 738.5** A discussion took place on the possibility of a LEAP add on to Intercity ticket relating to question from New Director, James Nix: Gerry Culligan stated that it was not possible at the moment due to incompatibility of ticketing systems.
- 1726** **Prepare a presentation for the September Board relating to the effect of LEAP on the Short Hop Zone** **GC**
- 738.6** During the "Tall Ships Festival", Skerries ticket office ran out of tickets: Jim Meade to
- 1727** **Ensure all ticket offices maintain a good stock of tickets, especially in periods of expected high demand** **JM**
- 1728** **Look into the possibility of recording data relating to Slips, Trips and Falls while using a mobile, as is currently done on the LUAS** **PC**
- 1729** **Promote fact that Iarnród Éireann use Fairtrade products** **BK**
- 1730** **Hold another Jobs Fair and include SE&T positions** **DC**
- 738.7** Discussion in regard to Restructuring & VS, and use of Standard 13 to mitigate Knowledge Management.
- 1731** **All departments to use Std 13 during restructuring** **all**
- 738.8** Minutes Lost have improved dramatically over the last few Years.
- 1732** **Publicise the significant improvements in performance** **BK**

- 738.9** The issue of who can manage possessions is to to be kept on the table by Ciaran Masterson & Peter Miller. At the moment there are no problems with this issue, but that is thought to be due to the current low work load. It is anticipated to be a problem again when the work load increases.
- 1733** **Keep issue of who can manage possessions on table for future negotiations** **CM**
- 1734** **Pursue the possibility of releasing further Fiber Optic capacity** **DC**
- 1735** **Provide a procurement timetable for CIE to the CIE Board** **AC**
- 1736** **Provide a date for the opening of Pearse Station, and to ensure all issues are resolved** **PM**
- 1737** **The DART to Airport project is to be kept current and Dick Fearn to provide presentation notes to Brian Finnegan** **DF**
- 1738** **Prepare a Business Case on possibility of using ICRs to enhance the Enterprise service** **MR**
- 738.10** It was noted that Part B is needed, and 22000's must be cleared for use. The Business Case must not account for Domestic traffic.

Actions

ANY OTHER BUSINESS

Next meeting

- 739.1** The next board preparation meeting will be held on Wednesday 12th September, 2012 at 09:00.

**Minutes of 136th Iarnród Éireann Executive Group Meeting
held on Wednesday 12th September, 2012
at Connolly Station**

Present: Mr Don Cunningham, Acting ACEO (E) (Acting Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Roger Tobin, DART
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Acting General Manager ICCN
Mr Peter Muldoon, Acting Director New Works

Attended by: Ms Bidina McCabe, Assistant Secretary,
Ms Jane Cregan, Corporate Communications
Mr David Graham, Finance
Mr Paul O'Kelly, Commercial

Apologies: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Gerry Culligan, Commercial Director
Mr Barry Kenny, Manager Corporate Communications

Min. No.

MINUTES OF PREVIOUS MEETINGS

740.1 The minutes of meetings held on 15th and 28th August, 2012 were taken as read, with the following correction noted:

Minute 733.5 should read

"The Chief Executive is deferring sale of carriages until check out UK market"

Minute 734.1 should read

- Derailment 4th July Drogheda depot, P Way has dismantled equipment without telling people – no protection, enquiry, and RSC / RAIU

Outstanding actions

740.2 The list of outstanding actions from previous meetings was taken as read and noted.

Action 1736 Pearse

740.3 Mr Muldoon advised that Niall Grogan is still in negotiations with Trinity over fees and also awaiting signoff on Fire door – end October

Action 1716 Pharmacy

740.4 Mr Masterson advised that he had met with staff, the consultant's report is imminent and he hoped to be in position to put decision to next Executive meeting.

Action 1720 VS Schedule

740.5 Mr Masterson advised that no progress here due to funding issues, 89 exits to date 2011. Mr Graham added that there is no clarity on funding.

Action 1723 e-car charging

740.6 Mr Meade confirmed that charges directly to national grid

Format of meetings

740.7 Mr Cunningham stated that he had spoken with the Chief Executive regarding the format of the EG meetings and they agreed to go through the summaries as efficiently as possible, stick to 1 page summaries, take reports as read, as they want to focus more on future issues.

SUMMARY OF KEY ISSUESSafety

741.1 Mr Cuffe reported:

- Main incidents include
 - Serious incident Cappadine, woman drove onto crossing, was hit, car rolled over, walked away with shock
 - Fatality Mallow – Cork
 - 5 near misses, 1 LX
 - DART test train triggered hot box near Bray, driver proceeded but was overheated, questions over who should be on board during tests
 - 4113 – smoke from overheating
- Gerald Beasley – attended SAG – says we need to improve culture
- 3 recent reports from UK noted
- Gerald Beasley stressed importance of who signs train back into service

Commercial

741.2 Mr O'Kelly report

- P8 revenue up
- Web sale over
- Family campaign finished
- Seeking 10% increase leap card
- Short hop – know outcome of fares increase application this week hopefully
- Brand audit done – new Logo planned
 - Low cost rollout – no big bang approach
- Market segmentation project underway – completed November
- Pricing, seat reservations systems – funding approved
- Mobile apps in test
- Sales strategy review almost complete
- Revenue protection blitz planned for September & October

741.3 Mr Tobin reported that following DART's recent checks, evasion is lower than expected.

Corporate Communications

741.4 Ms Cregan reported:

- Incident in Birdhill reported
- Copper cable theft reported as vandalism
- Launch bike lockers – bike lobby want more in Skerries
 - Michael Power monitoring usage
- Rail Tours – have mystery train
- Queries coming in about new timetable
- Connolly timetable will be posted on web next Monday
- Complaints received about reduced capacity on DARTs
- Oola completed ahead schedule – well received
- Next launch Railbreaks with no IE admin required

- Sligo 150 celebration planned
- Welcoming students back

741.5 Mr Meade cautioned that hotel promotions can fill trains with free travellers and discommode regulars.

Financial situation

741.6 Mr Graham reported:

- Deficit €23.1m - €11m behind budget
- €8-9m costs normally put to capital that cannot recover
- Also, EU grants booked and delayed receipt – provision €1.2m , annual depreciation cost €400k
- Annual leave will be one-off benefit
- Rule 29b requires groupwide agreement and may not be resolved this year
 - Mr Masterson added that bus companies still have to get agreement on this
- €8.2m to date spent on VS – budget €6.4m
- Freight revenue down
- Rosslare - some cash has been received but no revenue releases made until all arrears have been received
- Expenditure – unbudgeted costs ITS 800k in 2012
- is cost of running system
- EU compliance costs not fully provided for 2011; additional €0.4m in 2012 to date
- Still to bottom out effect of reduction in capital funding
- €36m – not received to date, no clarification of split within Group

ENGINEERING

742.1 Mr Cunningham reported:

- Costs – €671 k better budget
- Assets performance
 - Good but not sustainable due to cuts
- Safety
 - 6 LTAs – 1 slip off tractor – HSA investigating
 - 2 hog weed skin burns

InterCity & Commuter

742.2 Mr Meade reported:

- Safety – fatality south of Mallow
- Punctuality continues to be good
- Costs – expend better 46k – driven by head count
- Customer experience good – due to good performance
- Judges in town for International station awards

DART

742.3 Mr Tobin reported:

- Safety – dealt with at SAG
- Punctuality good
- Finances good – hit revenue target period 8
- Staff numbers low –
 - Mr Muldoon proposed transfer of New Works surplus
 - Mr Masterson advised that have to retest at revised standard – but need signoff
- 0 VS P8, 1 P9
- Customer contacts – most concern refunds and train lengths

- Problems at Bayside with antisocial behaviour

HR

742.4 Mr Masterson reported:

- Cost Agenda – Unions unhappy with speed VS
 - Going to LRC next week
- 46% reduction in accrued leave achieved
- Drugs and Alcohol testing – up to 87 done to date
- SAP HCM – hope to start soon

742.5 Mr Meade suggested that Iarnród Éireann could start dictating when staff take leave.

New Works

742.6 Mr Muldoon reported:

- Projects
 - Clonsilla turnback – commissioning end Oct
- Strategy
 - received VFM report on RSP3 and they validate our proposals
 - Good progress made on Network Statement
 - preparing strategy Rosslare
- Headcount – out by 17
 - Predict €4.4m costs assuming claim all funding
 - Else lose €6.3m
 - Danger that cannot claim all funding – Engineering looking at using
- External secondment – non runner
- Possibility of signalling jobs in UK

Capital framework

- Noted and agreed

Actions

1739	Monitor effects of new Cork bus service	CG
1740	Circulate details of ITS running costs	DG
1741	Report on control mechanism e-purse Leapcard	GC
1742	Follow up new test for station operatives	LM CM
1743	Propose policy on application working time act 2013	CM
1744	Manage potential secondment from NW to Ops	CM
1745	MR to reconcile the figures for Maintenance Renewals between current RSP and Aecom recommendation	PM

EU REGULATIONS COMPLIANCE PROJECT

743.1 Mr Carmichael reported:

- Now at stage to negotiate 2 contracts
 - Starting with workshops
 - Will draft 2 papers
 - Are starting point for regulator
 - Will issue them together
- Org restructuring
 - Remaining 4 SVPs in October
 - Are splitting departments into RU and IM
 - Have to go through standards in detail
 - RU structure – too many direct reports – need to move from 11 to 9
- Top participation met August
- Needs agreement from both parties on split staff
- Network statement etc – will bring clarity to business
- Accounting separation – biggest issue is switch over in New Year.

- 743.2** Mr Graham advised that they hope to close off most items in P12. This requires a lot of planning and agreement from external auditors.

BOARD PROPOSALS

- 744.1** It was agreed to recommend the following papers to board:

Capital Expenditure

1. WiFi (to Chief Executive)
2. CAWS/ATP

Contracts and Selection and Award Criteria

3. OTM Contract extension to April 2013
4. CAWS/ATP derogation
5. Selection and Award Criteria - Sale and Lease of MTU 6H1800 Power Pack Units
6. Award Criteria - Maintenance of MTU Powerpacks
7. Award Criteria - OTM Operate and Maintain
8. separate review – JM DC RG to review contracts

General

9. Transactions for approval - As per memo presented

1746 Check Gort station gate and Galway Car Park with Property

JM

ANY OTHER BUSINESS

Next meeting

- 745.1** The next board preparation meeting will be held on Thursday 11th October, 2012 at 09:00.

**Minutes of 137th Iarnród Éireann Executive Group Meeting
held on Tuesday 25th September, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E)
Mr Barry Kenny, Manager Corporate Communications
Mr Jim Meade, Acting General Manager ICCN
Mr Peter Muldoon, Acting Director New Works
Mr Roger Tobin, Acting General Manager DART,

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Peter Miller, HR

Apologies: Mr Ciaran Masterson, Director Human Resources

Min. No.

BOARD UPDATE

746.1 The Chief Executive updated the meeting on the proceedings of the Iarnród Éireann board meeting held earlier that day.

Actions

1747	DC to draft response to Audit on CTC security/backup for DF to sign and AC to copy PF	DC
1748	Publicise use of Fair Trade products after new coffee supply trial	BK
1749	Child fare vs Student fare – check if can sell student card to school child	GC
1750	Check if DART stations au fait with student fares / cards	JM
1751	Check if ergonomic factors taken into account in tractor accident investigation	DC
1752	Progress report on Fibre Optic capacity sale	DC NG
1753	Progress report on strategic planning to Nov Board	PM
1754	P&L forecast to all boards	AC
1755	Respond to audit of Plant and Labour Hire – behavioural matters	DC
746.2	Mr Cunningham advised that the process moved on, took 2 years to get agreement, now some using excuse of new process, next stage is individual coaching.	
746.3	It was noted that Iarnród Éireann is providing input to prosecution of 2 Graffiti vandals.	
1756	LX presentation to November board	PC
1757	Report on CCTV retention policy, include benchmark	P Miller
1758	For relaunch 1st class – train hosts presentation needs to be tidy	JM
1759	Consider silent option 1st class carriage	GC
1760	JTIP – joint presentation by BC and GC on promotion	GC DC
1761	Plan presentations (JTIP, HM, Branding, Soc Welfare)	DF BMC
1762	Point care to be reviewed	DC
1763	DF to thank Cathal Mangan for presentation on bridges	DF

- 746.4** It was noted that the draft conclusions by Risk Solutions report on RSP VFM audit are helpful to Iarnród Éireann case for funding. Can use findings to say will keep railway safe but slower without investment.
- 1764** **M Reidy to distribute draft RSP VFM report in advance IM workshopPM**
- 1765** **RG to check with C Costello if derogation on Train Protection is correct, DF to advise board** **AC**
- 1766** **Report on real cost Social Welfare scheme** **AC**

ANY OTHER BUSINESS

Next meeting

- 747.1** The next board preparation meeting will be held on Thursday 11th October, 2012 at 09:00. Next EG2 Monday 22nd October
- 747.2** The October Board is to be held in Connolly.
Visit by Mitsui etc yesterday
- 747.3** The Chief Executive thanked those who hosted the visit by Mitsui/JRE/Jtrek. It was a senior delegation led by the Vice President of Japan Rail East, which carries 17m passengers a day. They were impressed with our set up and would be happy to exchange information.

**Minutes of 138th Iarnród Éireann Executive Group Meeting
held on Thursday 11th October, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E),
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Acting General Manager ICCN
Mr Peter Muldoon, Acting Director New Works
Mr Roger Tobin, DART

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr John Cassidy, Safety Dept.

Apologies: Mr Peter Cuffe, Chief Safety & Security Officer

Min. No.

NEW CEO

- 748.1** The Chief Executive advised that the new CEO David Franks is not available until the New Year. David Franks will start in January and will take over longer term items, whilst he himself will look after everyday tasks.
- 748.2** There was more positive feedback on VS after meeting with Ministers. Funds are likely to be made available from sale of interest in Spencer Dock or through a loan from the National Pensions Reserve. €20m required for VS.
- 748.3** Action 1720 – VS applications list – C Masterson to give breakdown of 189 exits and 123 applications for VS ie where they are, and their release status

MINUTES OF PREVIOUS MEETINGS

- 749.1** The minutes of meetings held on 12th and 25th September, 2012 were taken as read:
Outstanding actions
- 749.2** The list of outstanding actions from previous meetings was taken as read and noted.
- 749.3** Action 1752 – Fibre Optic Sale - Peter Cunningham is drafting report.
- 749.4** Action 1757 – CCTV retention policy – in hand.
- 749.5** Action 1758 – Train Host trainer appointed and will insure standards are maintained.
- 749.6** Action 1759 – Silent Carriages - GC will report back on this plus cycle lockers to next EG.
- 749.7** Next board is Monday 22nd in Connolly, 9:30 – 2pm, with sandwiches.
- 1767** **Coordinate JTIP presentation to board Monday 5pm, Heuston, Eng and Ops**
- 749.8** Action 1764 – Distribution of VFM report - done

DC

- 749.9** Action 1739 – new Cork bus service - no significant impact
- 749.10** Action 1741 – Control of fares, cost is 20% of running costs, will relate to number of transactions, also Tax saver is likely to be replaced.
- 749.11** Action 1742 – Test for station operatives – will reuse previous tests – in hand.
- 749.12** Action 1743 – working time act - will write again to staff on policy
- 749.13** Action 1744 – secondment to Ops from NW, - Ops working to facilitate these people – 4/11 moved to ops. CM to talk to all these people and move them to traffic training.
- 749.14** Action 1745 – RSP VFM vs AECOM reconciliation – done
- 749.15** Action 1719 – Depreciation decision - meeting tomorrow
- 1768** **Check dates of previous discussion with TCD** **PM**
- 749.16** 1709 – audit of Leapcard – normally agree auditors
Re capitalisation of ITS running costs.
- 749.17** Mr Cronin advised that normally would be operating expenditure as the system is up and running. Can only capitalise pre-implementation work. Would need a position from all businesses.
- 1769** **Approach Tim Gaston re Capitalise part of running costs of LeapcardAC**

SUMMARY OF KEY ISSUES

Safety

- 750.1** Mr Cassidy reported:

Main incidents include

- Category A SPAD, at Curravorrin near Ennis, distance signal had been changed following cable theft to a fixed signal, lowered barrier but didn't release
- 3 Category 1 near misses
- 90% rail fatalities across EU are trespass
- Irregular movement – road rail vehicle put on wrong road at Enfield

2 RAIU Reports issued

- Runaway at Portlaoise – when Driver went to set points, loco brake leaked. Driver did not comply fully with procedures and vehicle maintenance checks were incorrect too. Also found no system in place to ensure drivers assessed in procedures relating to changing ends.
- Bearing failure Loco 233 – immediate cause of bearing failure not found due to damage. Driver could not find fault. Signaller could have given better direction to driver. 3 main recommendations noted. Procedures improved post incident.

Commercial

- 750.2** Mr Culligan reported

- Revenue up for 4th period in a row, P10 is encouraging
- Students – still growing,
- Tax saver – getting lock in
- Web sale – now going into 2nd phase. Prices changed, continue value message and is value plus campaign.
- Now - focus on Corporates
- Summer campaign went well
- Many events P9 e.g. Tall Ships
- P10 has better core revenue

- NTA approved fares increase application, unchanged
 - We want to keep differential for cash
- 2 mobile apps go live this month – android and iphone and windows 8 to follow soon after
- Consumer Rights Directive – will not be able to charge transaction fees and this will affect price points – we will take initiative in advance

Corporate Communications

750.3 Mr Kenny reported:

- Media reports covered
 - Financial situation and push by Public Accounts Committee into funding
 - New draft TT published – focus on positives
- NTA Fare determination – we want notice in advance
- New scheme requested for Irish Language – important that new signage is compliant – coordinate through Joy Rogers

1770 All Permanent signage to be purchased by Joy Rogers, who will check for compliance
Station staff to be briefed **DC**
RT JM

- Social Media Policy drafted – to November board
- Minister's request to review Car Park charges – no follow up reports.

Financial situation

750.4 The Chief Executive noted the increase in journeys on graph presented.

750.5 Mr Culligan added that he cannot validate figures although he estimates that InterCity passengers numbers are up 10%.

750.6 Mr Cronin reported:

- Expenditure is €249m at P9, €8m adverse - like with like is €1.1m down on 2011.
- Deficit €26.8m, of which €16.5m is operating deficit, y/e forecast €20m
- NTA Grants which had been withheld were released last week. We responded to their IA report.
 - Set of terms for 2011 audit are same.
- y/e to be completed 4th January, detailed plans in place. Then hand over to Sogetti to split ledgers into 5 ledgers. Detailed plans will be sent out.
- 2011 accounts have been approved by CIE Board Audit Committee. Next ARG and Iarnród Éireann Board. Will put in 3 month break clause in future contracts.
- Vacancy exists for Chief Procurement Officer – R Gill is taking up Group Treasurer position.

ENGINEERING

751.1 Mr Cunningham reported:

- Overall €714 better than budget
- Assets performance
 - SET had two major incidents
 - Minutes in dispute are resolved quarterly
- Safety
 - 3 LTAs in CCE
- Capital
 - WiFi - all ICRs complete, if get funding could finish all fleets by end of year
 - Enterprise being worked on – in agreement with NIR – Iarnród Éireann to authorise

1771	check with NTA on 2600 WiFi funding	PM
1772	Peter Smyth to draw up PAS Enterprise WiFi for DF1 to sign	DC
1773	Publicise WiFi along with NTA	BK

- Risk Solutions VFM ok, but told not beyond 2016 plan
- Formulating plan for Monard
- Remote condition monitoring being introduced
- OTMs - MPV - sandite machine being used with teething problems
- Test run took place ICR to Belfast
- Final ICR commissioning by end November
- MPV has water jetting as well as Sandite

InterCity & Commuter

751.2 Mr Meade reported:

- Safety - 1 fatality in P9, fatalities down and helped by good interventions

1774 **Give stats of reduction in fatalities** **JM**

- Punctuality - good except Tralee - TSRs for sighting distances on LXs
- Costs - waste - now recycling 66% waste - expect better contract
- Electricity - demand down 7% but cost up
- Headcount down by 9, use of A/L is good
- Control rooms all up and running, using internal support team

DART

751.3 Mr Tobin reported:

- Punctuality - good period
- Safety - no SPADs YTD, No LTA in P9, 30 incidents - 53 YTD - all investigated
- Finances - costs better budget 6%
- Staff numbers - have vacancies, 5 in Pearse and 3 in Bray, would like to know when can fill these
- VS one exit P9, 4 YTD, 25 ready to go
- Customer contacts - most refunds and train sizes
- Commercial - 5 additional TVMs in P9 but not up and running till November; to get 12 more
- Works on Greystones lift to be finished December
- Greystones CIS is progressing and should be ready y/e

HR

751.4 Mr Masterson reported:

- Went to LRC on cost containment programme - unions want to see breakdown of who is going
- Drugs and Alcohol - 385 tested since March 2010 - all clear
- Construction Unit - redeployment as discussed earlier
- Iarnród Éireann won case on OHLE parity claim

New Works

751.5 Mr Muldoon reported:

- Projects
 - DU hearing today
 - Dunboyne accessibility this month
 - Clonsilla turnback - through safety panel
 - Oranmore - on site
 - Crusheen - on Programme for Govt for 2016
 - TCD - still problem with gate
 - Met DoTTAS on RSP - target to increase to €103m

- CTC – working on proposal to go back to NTA re progressing project

1775 Re TCD – propose to write to close off matter PM
1776 DF and BK to escalate TCD issue BK DF1

- Headcount 37 problem cases

Actions

1777 Designate positions for new organisation CC
1778 DF1 to consult with PG on positions DF1

EU REGULATIONS COMPLIANCE PROJECT

752.1 Mr Carmichael reported:

- Had meetings with DoTTAS on contracts
- DoTTAS have procured consultant to advise on industry issues – outcome January
- IM – they want transition contract for 2013, will need more than RSP
- RU contract – follow up meeting – we will go through line by line – many functions of NTA will go to regulator
- Last of 11 packages to SVP
 - 300+ actions – none overdue yet
- Resource allocation – to be signed off by receiving parties
- Have draft Track Access Charging and Performance regimes and Possession Mgt regime
- Follow up meetings with NIR, joint service dealt with by RUs.
- Track access may evolve – start with single charge
- Accounting separation – start January
- October Safety Validation, 11 packages back to Nobel Denton to close off with evidence before go to RSC in January

BOARD PROPOSALS

753.1 It was agreed to recommend the following papers to board:

Capital Expenditure

1. DU Protection of RO and route

Closeouts

2. NW Closeouts x 3

General

3. Transactions for approval - As per memo presented

ANY OTHER BUSINESS

Next meeting

754.1 The next board preparation meeting will be held on Wednesday 14th November, 2012 at 09:00.

**Minutes of 139th Iarnród Éireann Executive Group Meeting
held on Wednesday 14th November, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Aidan Cronin, Chief Financial Officer (part)
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Don Cunningham, Acting ACEO (E),
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Acting General Manager ICCN
Mr Peter Muldoon, Acting Director New Works
Mr Roger Tobin, DART

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Paul O'Kelly, Marketing Manager

Apologies: Mr Gerry Culligan, Commercial Director

Min. No.

MINUTES OF PREVIOUS MEETINGS

- 755.1** The minutes of meetings held on 11th October, 2012 were taken as read:
Matters Arising
- 755.2** Mr Muldoon stressed that although the objective is to increase RSP funding to €103m, the Department are still way off that figure and are trying to bring the figure down to €89m.
Outstanding actions
- 755.3** The list of outstanding actions from previous meetings was taken as read and noted.
- 755.4** Action 1768 - TCD - still waiting dates
- 755.5** Action 1777 - New Organisation Positions - CC meet tomorrow
- 755.6** Action 1778 - New direct reports - after new CEO in place
- 755.7** Action 1715 - Mark IIIs - 2 to Civil Defence to be used for training and sell rest
- 755.8** Action 1719 - Depreciation policy - budgeting 7 years but need to get PwC agreement on this.

SUMMARY OF KEY ISSUES

Safety

- 756.1** Mr Cuffe reported:
Main incidents include
- Fatality at Woodbrook
 - Serious injury to woman at Dun Laoghaire
 - Stone throwing injury to driver at Muine Bheag
 - May give footplate passes to designated Gardaí with squad car alongside

- 2 SPADs, 6 platform overruns
- 4 Near misses

2 RAIU Reports issued

- 4 reports from UK with lessons learned
- Knowledge Management – engaging with Strathclyde University
- Safety Culture Survey – results back – ready for new team
- Spreadsheet showing impact on our statistics with a number of fatalities.

756.2 It was agreed that it would be better to expand presentation to look at comparison of precursors.

Commercial

756.3 Mr O'Kelly reported

- Revenue + 3.4% vs 2011
- P10 InterCity journeys up
- Students still doing well
- Tax saver revenue growth +12.4% YTD
- All fares increases now 1st December
 - Except Monthly from 1st January
- Web seat sale shows 34% increase in bookings
- Revised pricing in place Belfast, Cork and Kerry
- 1st class – Heuston BO sales increasing
- Meet, greet and seat relaunch in planning
- Events – good in P10
- Will remove credit card fees as per Consumer Directive
- Design underway for front end systems
- CRM restructuring complete
- Sales organisation is on road doing sales calls.

Corporate Communications

756.4 Mr Kenny reported:

- Media reports covered
 - Financial – leaked annual report coverage
 - Official launch later today
- Fares announcement due
- 21st Century Railway TV programme aired
- Timetable planning – some coverage already
- WiFi – featured in press
 - Costs €6k each a month for both Vodafone and O2
 - 3 Mobile offering €20 per train per month unlimited.

HR

756.5 Mr Masterson reported:

- VS – expect 150 on top 89 already gone by year end
- Time restriction on processing of applicants because of work on accounting separation
- And those who go 31/12 get cheques in New Year

1779 **Check how VS payments dated in January for leaving date 31/12 get treated for Tax purposes** **AC**

- Cost containment oversight committee – talks next week
- Welfare policies under review eg 6 months etc, Iarnród Éireann shaping our own policies
- D&A – 135 in 2012 – will devolve to businesses

Financial situation

756.6 Mr Cronin reported:

- Costs favourable year on year by €1.4m, adverse budget €0.5m
- 2013 budget to November board
- €10m additional subvention received for 2012
 - Cash flow ok to 27/12/21
- Prompt processing of grant claims vital
- CIE request details claims > €1m before year end
- Risk Register – to board quarterly
- Detailed plan in place for accounts split.

Engineering

756.7 Mr Cunningham reported:

- €700k better budget, primarily due to fuel savings.
- Delay minutes low, CCE and CME below target, SET over
- Safety – 3 LTAs
- Rail punch holes being monitored
- North Strand points replacement went well
- ICR – just last two under test
- NIR Gen vans in use and working well
- Funck Werk challenge to GSM-r contract withdrawn
- CIS for Greystones to be commission next Monday
- Points heaters being installed

756.8 The Chief Executive commented that the points replacement work went so well because of good communications and good planning/execution.

- Next commissions are
 - CCRP in 2013 – still awaiting RSC clearance
 - Clonsilla commissioning 20th January – RSC sought details – hope to resolve later today.

InterCity & Commuter

756.9 Mr Meade reported:

- Safety – SPAD at Curravorrin Level Crossing – driver error
- 2 additional SPADs – driver error
- 2013 safety plan being finalised
- Punctuality – good stats
- Leaf fall season – gel applicators in use – mixed results
- New timetable – 20th January – time savings on Cork and Galway
- Weather protocol ready for sign off
- NCPS took over all car parks.

DART

756.10 Mr Tobin reported:

- Punctuality – maintained target in Period 10
- Safety – no SPADs, no LTAs
- Finance – costs better budget, revenue down €17k on budget but up on 2011
- Headcount – 10 vacancies
- Census tomorrow
- In Court next week due to noise at Bray.

New Works

756.11 Mr Muldoon reported:

- Projects
 - DU hearing 12th March, 2013
 - Tenders for Kishogue issued
 - Works started Hansfield and Oranmore
 - Crusheen – additional information sought by planners
 - Dept. silent on funding for 2013
 - NTA approval received for Charleville lifts
- Strategy
 - Risk Solutions report complete
 - 5 year business plan is being finalised
 - Draft Rosslare plan ready
 - ICR Enterprise business case O/S
 - Working on lightly used lines plan
- Headcount – Ciaran Masterson took control and plans for redeployment accelerated
- Secondment – no offers
- Consultancy – Arups work – non runner
- Aecom tender accepted for World Bank

756.12 The Chief Executive advised that he and MI Reidy had met Chief Executive of Dublin Airport. They were ignorant of the DART to the Airport scheme and showed interest. Would like to cooperate on more detailed planning on how station could be fitted in.

756.13 The Chief Executive also reported on a very positive meeting he and the Chairman had with Minister Howlin on the future of Rosslare. Iarnród Éireann undertook to cooperate with the plans for the ports following a government review of port management within the State.

EU REGULATIONS COMPLIANCE PROJECT

757.1 Mr Carmichael reported:

- Industry Structure – DoT appointed consultancy Railistics – for input on regulator and contracts
 - They are also modelling charging mechanism
- Contracts – draft IM and revised PSO in next 3 weeks
- Next year transition to multi annual contract
- PSO contract being opened up – NTA seeking more control
- Restructuring through Safety Validation Panel. Internal appointments to be done tomorrow. Need to inform staff formally.
- Disaster recovery plan for SAP update being drawn up
- Budget preparation is based on existing structure but they will be reassigned to new organisation structure in January.

BOARD PROPOSALS

758.1 It was agreed to recommend the following papers to board:

Capital Expenditure

1. Fleet HM
2. Acoustic bearing detection – to Exec for decision

758.2 It was noted that there was a need for a forum to bring enhancements forward for prioritisation.

Contracts

3. Ticketing equipment maintenance

Closeouts

4. NW Closeouts x 1

Disposal

5. Disposal of Workstations

General

6. Property – GMR arbitration
7. Transactions for approval - As per memo presented
8. Rosslare SMS

ANY OTHER BUSINESS

- 759.1** The Chief Executive thanked Peter Cuffe for his contribution to the Executive team. Peter joined CIE in January 1981 and has brought both signalling and general operational knowledge to team, with a gut feel for what is right for the railway.

Next meeting

- 759.2** The next board preparation meeting will be held on Wednesday 9th January, 2013 at 09:00.

**Minutes of 140th Iarnród Éireann Executive Group Meeting
held on Thursday 6th December, 2012
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Aidan Cronin, Chief Financial Officer
Mr Peter Cuffe, Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E),
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Acting General Manager ICCN
Mr Peter Muldoon, Acting Director New Works
Mr Roger Tobin, DART

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr John Cassidy, Safety

Apologies:

Min. No.

CIE BOARD REPORT

- 760.1** The Chief Executive advised that the main message from the CIE Board was the need to closely monitor cash flow.
- 760.2** Another message is that the VS programme is fully funded so there is no cash barrier to anyone leaving.
- 760.3** Mr Masterson added that it had been agreed with the Department that all who applied pre June 2012 would be included in current package, even if date of release was early in the New Year. Mr Cronin cautioned that due to changes announced in the Budget, there would be no support from DPS in 2013. This changes the business cases for those leaving in 2013.
- 760.4** It has been noticed that refund applications for Leapcard is at a much higher rate in Iarnród Éireann than in Bus Átha Cliath or Luas.
- 1780** **Advise MI Downes to include checking Leapcard refunds in IA plan** **AC**
- 1781** **CME Heavy Maintenance paper to January CIE Board** **DC**
CME HM spend in January to be agreed with CIE CFO **DC**
Liaise with P Smyth over HM funding **PM**
- 1782** **Adhere to new presentational style for financial reports** **AC**
- 760.5** It was noted that the Group consolidated budget for 2013 would be presented to the CIE January Board.
- 760.6** Mr Cronin advised that there was a substantial value in late goods receipts that could impact on our cash flow. The value could be up to €10m. The offenders have been identified.

SAFETY CULTURE SURVEY

- 761.1** Mr Cassidy outlined the results on the safety culture survey, noting the relatively high rate of survey return at 29% and the relatively low rates in CME compared to other departments and the UK.

1783 Liaise with safety managers to address any areas of concern raised in the Safety Culture Survey **JC**

761.2 Mr Cuffe then gave a few safety messages for his last EG meeting:

- Highlighted the accident ratio for user worked road crossings
- Noted the changes in KPIs over last 5 years
 - Betterments in SPADs
 - Increase in near misses
 - Increase in slips, trips
 - Increase in vandalism
- Noted the Iarnród Éireann KPIs vs European averages
- Queried the low number near miss reports – these precursors are helpful in accident prevention
- Showed safety video aimed at younger audience which highlights changes in communications.

761.3 The Chief Executive thanked Peter for his presentation and for his contribution to Iarnród Éireann. He noted that where there is a concentrated effort, safety campaigns do work as witnessed by SPAD statistics. He noted the message that communications has to be in a way that it will be heard. He complimented Peter on his ability to get stuck in and make sure the safety message was listened to.

ANY OTHER BUSINESS

Next meeting

762.1 The next board preparation meeting will be held on Wednesday 9th January, 2013 at 09:00.

**Minutes of 141st Iarnród Éireann Executive Group Meeting
held on Monday 14th January, 2013
at Connolly Station**

Present: Mr Dick Fearn, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Aidan Cronin, Chief Financial Officer
Mr John Cassidy, acting Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E),
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Acting General Manager ICCN
Mr Peter Muldoon, Acting Director New Works
Mr Roger Tobin, Acting General Manager DART

Attended by: Ms Bidina McCabe, Assistant Secretary,
Ms Jane Cregan Corporate Communications

Apologies: Mr David Franks, Chief Executive Officer (designate)
Mr Barry Kenny, Manager Corporate Communications

Min. No.

MINUTES OF PREVIOUS MEETINGS

763.1 The minutes of meetings held on 14th November, and 6th December, 2012 were taken as read, with the following correction noted:

763.2 Minute 756.11 should read

- 5 year business plan is being finalised

Outstanding actions

763.3 The list of outstanding actions from previous meetings was taken as read and noted.

763.4 Action 1780 – AC to advise MI Downes to include checking of Leapcard refunds in audits – done.

763.5 Action 1782 - New style financial reports – will be done for CIE Board report when final format decided.

763.6 Action 1783 - Safety culture survey - no feedback received to date but will be put on agenda for Executive Conference Group 24th January

763.7 Action 1781 – CAF dispute - there is no budget for retention monies in 2013, should that arise. There is a contingency plan should it be realised. CIE paper on HM to go Iarnród Éireann Board as advisory paper.

SUMMARY OF KEY ISSUES

Safety

764.1 Mr Cassidy reported:

Main incidents include

- Fatality near Waterford
- Empty DART set split
- Loco derailed at Inchicore
- Train struck towbar XE029
- Potential WSF with broken bolt in sealed unit in Connolly relay room

- 4 platform overruns
- 3 near misses

2 RAIU Reports issued

- 5 reports noted
- Importance of safe dispatch discussed – particularly at events/matches
- Noted that Iarnród Éireann did risk assessment of road – rail interfaces

Other

- Interviewing VS people for knowledge loss
 - Also required for organisation restructure

1784 Distinguish between human and mechanical error for smoke and fire incidents

JC

Commercial

764.2 Mr Culligan reported

- Revenue strong P13
- Revenue ahead prior year P 12
- Fares increase in and 2 extra days in P13
- Increase in Intercity passenger numbers, 7% swing over 2011
- All positive going into 2013 except Southern routes which are being targeted
- Students very strong in P13. Journeys doubled year on year for P13
 - Year on year. +70% for year
- Tax saver finished strongly
- Working with NTA for inner short hop zone leapcard
- Web seat sale – results positive with further increase in web bookings
- revised pricing in place in P13 for Belfast, cork and Kerry
- 1st class promotion – sales
- Strong DART and Commuter growth P13
- Employment levels are increasing
- Mobile apps live for iPhone and Android
- Consumer rights directive coming into effect early 2013 – not allowed to charge credit card fees
- IT paper to go to January board
- Segmentation exercise to complete end January
- CRM restructuring commenced
- Sales org – well positioned for tourism and group sales
- Year as a whole has increased on prior year

Corporate Communications

764.3 Ms Cregan reported:

- Media
 - Passenger numbers increase – DART numbers up 6% for Q's 3 & 4
 - Hansfield road construction – need to plan opening
 - Draft timetable picked up
- Best station awards commenced
- FoI – we may come under new legislation before end year
- Dept Arts , Heritage and Gaeltacht asked for Irish Language scheme – we wrote back to ask to be postponed due to lack finances
- Journeys on us – very good feedback – new launch for 2013 planned
 - 77 of 100 took up free trips
- New corporate brochure to be drawn up

Engineering

764.4 Mr Cunningham reported:

- Costs €750k adverse YTD – maintenance €1.65m adverse but fuel better
 - Assets – CCE and CME both below target in delay minutes
- Safety – 39 YTD (v38 2011)
- ICR – all 51 ICRs now in service
- OTMs – tender issued 19th December – reviewed by John Buxton and Bob Clarke
- VS – Eng and NW – numbers now 1725 (-163 people, 117 on VS)
- Fuel Stock levels – reduced levels by including bus stocks in NORA calculation
- Monard – options being considered
- WiFi – all fleets complete except 2600s
 - 2600s to complete before end January
- New timetable – Per Way and SET advised to help bed it in
- Performance vs 2011, CME 15% better, CCE achieved target and better last year, SET better last year; overall Eng minutes down 20%

InterCity & Commuter

764.5 Mr Meade reported:

- Safety – Waterford fatality – 4 hour handback
- 2 platform overruns – both LRA
- LX – 2 incidents
 - 1 barrier did not lift and car hit it when bypassing under Garda supervision
 - Other hit by van
- Performance - all NTA targets met
 - Internal targets – all ok ex Kerry
 - Good LRA performance – mitigations are working
 - 1/3 improvement on 2011
- New timetable to go live on 20th January
- Cumulative minutes better in 2012 v 2011 20 % improvement
- Financials - on target
- People - 117 VS in 2012 – 1577 final numbers
- Annual leave – gap narrowed
 - €10m closing accrual in 2012 vs 16m 2011.

1785 Check A/L totals for 2012

CM

1786 Check what is annual leave accrual carry over to 2013

AC

DART

764.6 Mr Tobin reported:

- Punctuality – P13 good
 - Didn't meet target P12 due to bridge strike Amiens St, 1 fatality and 1 attempted suicide, flooding
 - 2012 avg 90.3% 0-5 mins vs 80.4% 0-5 mins 2011
- No SPADs in 2012
- Accidents to persons increasing
 - Looking at improving steps in Tara Street
- 1 LTA P 12, 0 P13, 9 YTD
- Revenue. Down budget, up on 2011
- Expenditure better budget by 4%
- 21 VS in 2012
 - 5 on career break and 2 on secondment to other departments
 - 5 drivers wanted VS because no change in rosters
 - if agreement on rosters will let 5 go

HR

764.7 Mr Masterson reported:

- Met with oversight committee – will meet reps and principals and confident of progress
 - Also meet on EU compliance – 1st February
 - Putting document together on what we hope to achieve
- VS – staff numbers now at 3814 (6136 in 2006)
- 228 random D & A tests in 2012
 - Will improve post incident test
 - Will devolve to businesses
- VS 279 (315 left in total)
- 2 D&A employee test failures in 2012

New Works

764.8 Mr Muldoon reported:

- Kishogue not funded in 2013
- Clonsilla turnback commissioned – led by Aidan Bermingham – need to put in Braille signs
- XG002 – tenders high and trying to engineer down but NTA will fund
- CCRP – paper to January board
- 5 year plan being updated
 - Rosslare plan in progress
- Headcount 54 vs plan of 51
 - 2 from Construction will move, 1 more needed to go
 - Staff numbers overhead earnings to staff ratio is too high
 - 31 left and 109 transfers
- DoTTAS budget agreed – €99 m to safety and other projects
- NTA scope in line with multi annual framework
 - omits Hansfield car park, Irish signs
- Project in World Bank – Paul Wilcock and Conor McGuinness assigned
- Meeting with TCD Provost arranged.

Financial situation

764.9 Mr Cronin reported:

- P12 results include additional VS
- Freight better off
- Rosslare – €1.6m profit 2013
- Property revenue down 2%
- Car parking up
- ICCN costs adverse €5m
- Fuel better and CME maintenance better than budget
- Engineering €2m favourable 2011
- Will give 2012 estimate to Iarnród Éireann board
 - Depreciation now 5 year cycle
 - ITS shown as €1.5m charge
 - €450k costs EU compliance
- Finance separation delayed and awaiting new plan from Sogetti
- Clarified that some New Works costs reallocated to Engineering for works performed
- €20m reduction in capital not factored into 2013 budget – P&L effect €10m

EU REGULATIONS COMPLIANCE PROJECT

765.1 Mr Carmichael reported:

- Multi annual contract – to be complete before end January - 1 year transition contract
- PSO contract – NTA made changes unilaterally, to take all revenue control without revenue risk. Also revised compensation clauses without figures
- Regulator – informally RSC – but no visibility on range
- Independent charging – Railistics looking at it
- Iarnród Éireann Org – just minor issues to conclude
 - Iarnród Éireann safety advisor – may not keep
 - Commercial will continue to report to CEO, including requirements for timetable and Freight commercial
- Certification - external validation with Nobel Denton – 64 items to be closed off
- Meeting RSC again this Friday – some elements to fall into transition plan
- Internal appointments – small number to progress
- Network statement – mainly complete and preparing briefing workshops
 - Similar for track access
- Accounting separation data migration delayed – way forward to be agreed by end Month

BOARD PROPOSALS

766.1 It was agreed to recommend the following papers to board:

Capital Expenditure

1. Railway Safety Programme 2013
2. TPS Test Site & CME interface
3. CME Heavy Maintenance 2013 advisory note
4. CCRP Phase 3&4
5. Upgrade of Iarnród Éireann Fibre Network for ATVMs & Station Services
6. Scope change - Pearse Station Access remodelling
7. Scope change - Maynooth Line stations upgrade
8. Customer Mgt and Commercial Services

For CEO approval

9. Maynooth line study
10. IT Hardware

Contracts

11. Contracts plan

Closeouts

12. NW Closeouts x 1

General

13. Transactions for approval - As per memo presented
14. Delegated closures
15. Revision of Procurement policy

ANY OTHER BUSINESS

767.1 The Chief Executive advised that his official leaving presentation will be held in Connolly Station on 1st February, 2013 at 3pm - Tea and Cakes.

Next meeting

767.2 The next board preparation meeting will be held on Wednesday 13th February, 2013 at 09:00.

**Minutes of 142nd Iarnród Éireann Executive Group Meeting
held on Wednesday 13th February, 2013
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Aidan Cronin, Chief Financial Officer
Mr John Cassidy, acting Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E),
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Acting General Manager ICCN
Mr Peter Muldoon, Acting Director New Works
Mr Roger Tobin, Acting General Manager DART

Attended by: Ms Bidina McCabe, Assistant Secretary,

Apologies:

Min. No.

MINUTES OF PREVIOUS MEETINGS

- 768.1** The minutes of meetings held on 14th January, 2013 were taken as read, with the following correction noted:
- 768.2** Minute 764.4 should read
- CCE and CME both below target in delay minutes
- 768.3** Minute 764.8 should read
- Rosslare plan in progress
 - Staff number overhead earnings to staff ratio is too high
 - NTA scope in line with multi annual framework
- 768.4** Minute 764.2 should read
- Consumer rights directive coming into effect early 2013
- Outstanding actions
- 768.5** The list of outstanding actions from previous meetings was taken as read and noted.
- 768.6** Action 1787 - Road signing enhancements – will be incorporated into LX closeout strategy
- 768.7** Action 1789 CCTV Policy – to be completed Friday 22nd February
- 768.8** Action 1790 Rolling Stock Strategy – working group formed – will report February Iarnród Éireann board and March CIE Board
- 768.9** Action 1792 response in snow/frost – weather protocol being reviewed – done
- 768.10** Action 1793 investigate adverse trend in CAWS/ATP failures – report to be circulated to IAG
- 768.11** Action 1795 report prosecutions for Anti-social behaviour – to be included in CSSO report

- 768.12** Action 1796 Clarify CAN/Property revenue – to be included in CFO report to February board
- 768.13** Action 1798 Report on Revenue protection policies – underway- needs remit GC and JM
- 768.14** Action 1800 Revenue machines maintenance contract – timeline very tight – selection and award criteria to this board – all efforts to be made to make March board.
- 768.15** Action 1803 Split Minutes lost by planned/unplanned work-- done within CCE
- 768.16** Action 1804 impact of funding constraints – position paper to March board
- 768.17** Action 1805 points heaters – will be done this year
- 768.18** Action 1806 update on Bikes scheme – in Period 2 commercial report
- 768.19** Action 1785 check A/L totals – done
- 768.20** Action 1716 Pharmacy services –report due options being considered – update in next HR paper
- 768.21** Action 1738 ICRs on Enterprise – part of fleet strategy
- 768.22** Action 1743 Application of Working Time act – done – awaiting feedback
- 768.23** Action 1757 CCTV policy – report by 22nd Feb

SUMMARY OF KEY ISSUES

Safety

- 769.1** Mr Cassidy reported:

- SPADs, derailments good trend
- Worsening figures for anti social behaviour, CAWS, fire and smoke

Main incidents include

- XE29 collision – train struck towbar
- Any chance of prosecution? JM unlikely

1808 Formal request to Gardaí for follow up XE029 collision **JC**

- SPAD at BR44, Bray
 - No incident there since 2008
 - Signal sighting committee meeting next week to review signal
 - DF suggest board at stopping place
- 3 collisions – animal, tree, silage
 - Re silage bale – normally dealt with by local infrastructure manager
 - Gardai involved
 - RSC not likely to prosecute

1809 Audit of how we handled LX incidents over last 12 months **JC**

- Other incidents
 - Near miss at Elm Hall– huntsman on line
 - Weather related incidents occurred
 - Passenger fell between train and platform at Connolly

1810 Get further info on passenger fall at Connolly platform 5 **JC**

2 RAIU Reports issued

- 2 reports noted
 - Near miss at Ufton
 - Fatality at Kings mill – cyclist hit – then NR changed angle of crossing
- potential wrong side failure with relay – covered in ACEO (E) report

Commercial**769.2** Mr Culligan reported

- Revenue - note 2 days less
- P1 rev flat – disappointing - like for like 1.4% down
- IC 3% behind – mainly Cork and Limerick
- Freight 4 % ahead budget
- Student – addition revenues – €60k – €70k
- Tax saver growth continues, holding numbers in scheme
- 17% swing CityGold after relaunch
- Growth in P1 because of 2 less days ~ 5.3% growth
- Volume holding up Cork and Limerick but yield down
- Moving Golden price points out to 7 days in advance
- Have to agree in advance with NTA
- Student volume up since March 2012
- Tax saver is largely commuter
- Yield is less with online purchase

1811 Paragraph explaining commercial initiatives and revenue performance in P1 required for CEO report**GC**

- The need to be able to respond faster to yield was noted
 - Could be resourced manually
- Brand id launched
- Increased customer expectations with new timetable
- Value plus campaign commenced
- Market consultation issued for customer and commercial systems
- Revised web pricing agreed NTA Cork
- Report on The Gathering included in report
- Initial engagement Orient Express – long term plan – 30-40 clients
- Engagement with Nation Ploughing Championships
- 6am ex Cork to be ICR

Corporate Communications**769.3** Mr Kenny reported:

- Media coverage
 - New TT Sunday 20th Jan
 - DART overcrowding still being highlighted
 - Surplus fleet
 - Raised at PAC, NTA, DoTTAS etc
 - PAC want to bring this back and New Era will look at this
- Other issues covered
 - Monard
 - Customer Management Systems
- FoI
 - Meeting with DPER next week
 - Pressure to expand remit
 - We are trying to be ready

769.4 The Chief Executive queried if there was any mechanism to communicate to staff after Exec meetings.**Finance****769.5** Mr Cronin reported:

- Breakdown of revenue included in tables – adverse to budget €180k
- Expenditure adverse €32k
- €118k adverse to budget overall

- Initiatives to take place p4 onwards
- Phasing is key wrt variance to budget
- Is a new format report so needs to be tidied

1812 Conduct review of financial figures by function after period end AC

- Rosslare report due 6th April

1813 Paragraph on Rosslare and commentary on variances reqd for board report AC

- Monthly report on Road Fleet available

Engineering

769.6 Mr Cunningham reported:

- Costs
 - 0.1% adverse to budget P1
 - Noted that central and pension costs higher than 2012
 - costs have increased but budget was for decrease
 - Pension increase to 3 times - €1m pa
- Asset performance
 - SET above budget – short circuit fault
- Safety – LTA rate below 2012
- General
 - All ICRs in service
 - OTM Contract tender issued – one tender being evaluated
 - Monard site works planned - €1m
 - WiFi – all fleets done
 - Supplier has identified some problems
 - PN relay – awaiting reply Ansaldo –

1814 Escalation letter to Ansaldo re PN relay DC

- Stoneblower – business case being prepared
- Scrap wagons at Dundalk – will propose sale
- Engine raft contract re tender start
- Eng raft sale – tender issued
- CAF – may arbitration
- PSRs Tralee - €2m, 7.5 min benefit

InterCity & Commuter

769.7 Mr Meade reported:

- Safety as reported by CSSO
- Punctuality – met PSO numbers
- New TT – holding OK – some weather incidents,
 - Watching PSRs and TSRs
- Finance – within budget
- Headcount 4 under
- Section on absenteeism in main report

DART

769.8 Mr Tobin reported:

- Punctuality - no major changes
 - Reached target 87%, have action plans re dwell times
- Safety – as per CSSO report – focus on serious incidents
 - 1 LTA – RPU person knocked to ground and hurt hand, has since returned to work
- Finance costs better budget, controlling Overtime and some vacancies
- People 6 vacancies – hope to fill 2

- Monitoring absenteeism
- Customers contract – mainly about train lengths – new stopping points March
- Revenue Protection – targets set for onboard and at station sections
 - 200% increase penalty notes issued
 - On train – some resource issues – now using exec and clerical staff
 - Increased in P2

769.9 The Chief Executive queried that all areas report favourable financial results yet overall is adverse.

HR

769.10 Mr Masterson reported:

- Staff numbers are at 3810 now, reduced by 315 from start 2012
- Age analysis now changing
- Leads to concern knowledge retention
 - Assisted by Campbell Booth
 - Drafting standards and policy
 - Should also cover knowledge issues with split
- IR issues
 - Trying to confirm A/L policy
 - Asked staff for proposals for efficiency savings
- VS – 135 potential, 37 probables, 37 possibles
 - Will look at business cases
- Cost Containment II – awaiting Bus Éireann talks
- Equality – new booklet to be issued on Sharenet or hardcopy
 - Drive against racism launched
- Rule 29b not in BÉ ballot

New Works

769.11 Mr Muldoon reported:

- Dunboyne –Commissioning for Clonsilla Station was completed on time for the new timetable
- Pearse – TCD still looking for offer – will meet building facilities manager again
- Reilly's Crossing – cannot reduce costs – NTA agreed to additional funding – will revert March board
- XC 145/6/7 – negotiations continuing - potential claim not in budget
 - Will go to arbitration
- Hansfield – received e-mail from objector
- Strategy / Planning works include
 - Phoenix Park tunnel business case
 - IM multi annual contract
 - Paper on Iarnród Éireann funding issues
- Head count 51 - some risk return 2 to New Works from DART
- Performance charts noted
- Consultancy – negotiating 1 job Network rail and another with Keolis

1815 Paragraph on Pearse entrance issues

PM

1816 Congratulate Driver who spotted carbon

RT

EU REGULATIONS COMPLIANCE PROJECT

770.1 Mr Carmichael reported:

- Paper to board for on go live 25th March
- Org charts sign off today
- Nobel Denton issues closed off

- RS Commissioner will ask us to close out some issues and mechanism there to deal with it
- In March will submit another paper on forming agreements
 - Establish Rail Regulator – for DoT to do
 - Independent charging and allocation – we prefer in Iarnród Éireann
 - Infrastructure Multi annual contract drafted – 5 year horizon
 - PSO contract exists – needs work on commercialisation

1817 Adjust links/dotted lines on Rail industry model EU Restructuring CC

- P&L plan to be included in final paper

BOARD PROPOSALS

771.1 It was agreed to recommend the following papers to board:

Capital Expenditure

1. Small plant 200k to CEO

Contracts

2. Copper Cable – Selection and award criteria – is new arrangement?
3. Maintenance of revenue equipment- Selection and award criteria

Closeouts

4. Closeout Portlaoise – took time to close out latent defects

Disposal

5. Scrap Rail at Dundalk – to be signed off by procurement manager

General

6. Transactions for approval - As per memo presented

ANY OTHER BUSINESS

Next meeting

772.1 The next board preparation meeting will be held on Wednesday 13th March, 2013 at 09:00.

**Minutes of 143rd Iarnród Éireann Executive Group Meeting
held on Wednesday 13th March, 2013
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, Asst. CEO (O)
Mr Aidan Cronin, Chief Financial Officer
Mr John Cassidy, acting Chief Safety & Security Officer
Mr Gerry Culligan, Commercial Director
Mr Don Cunningham, Acting ACEO (E),
Mr Barry Kenny, Manager Corporate Communications
Mr Jim Meade, Acting General Manager ICCN
Mr Peter Muldoon, Acting Director New Works
Mr Roger Tobin, Acting General Manager DART

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Peter Miller, HR

Apologies: Mr Ciaran Masterson, Director Human Resources

Min. No.

MINUTES OF PREVIOUS MEETINGS

773.1 The minutes of meetings held on 13th February, 2013 were taken as read, with the following correction noted:

Outstanding actions

773.2 The list of outstanding actions from previous meetings was taken as read and noted.

773.3 Action 1798 – Revenue protection - will have prep. session prior to board

773.4 Action 1818 – update on prosecutions - will do

773.5 Action 1819 – Public queries on overcrowding – BK has a line to take

773.6 Action 1820 – platform accidents - stopping points – plan to have place in two weeks and stopping signs. Signal sighting committee has looked at locations. At Tara St – stopping point remains the same

773.7 Action 1821 – CAWS isolation trends - due for completion today - Will be included in Infrastructure report.

773.8 CCTV policy – due today – to be reviewed prior to board

1837 review to be undertaken of use of CCTV on DART

JM

773.9 Action 1824 – Safety plan – drafted and on agenda for March board

773.10 Action 1825 – have started split this week

773.11 Action 1826 – cost implications of putting additional vehicles into services - AC to do

773.12 Action 1828 – Cost containment II - in hand

773.13 Action 1829 – Capex opportunities - how much more capital could we do – Committed capital on list and New Works has plans for any additional spend

773.14 Action 1830 – Strategy session - needs to go into diary

- 773.15** Action 1831 – letter for financial support -is dependent on outcome of banking situation – will go to special ARG – close – part of cash maintenance
- 773.16** Action 1832 – adjustments to EU paper - done
- 773.17** Action 1834 – Social Media policy - going to print
- 773.18** Action 1808 – Formal request to Gardaí for follow up XE029 collision - done
- 773.19** Action 1809 - Audit of how we handled LX incidents - still compiling information
- 773.20** Action 1716 – Pharmacy - meeting next week to see where we are – final position April
- 773.21** Action 1800 – new ticket machine maintenance contract - still on target

SUMMARY OF KEY ISSUES

Safety

- 774.1** Mr Cassidy reported:
- SPADs – avg 13 v 17 prior year
 - 2 SPADs in period
 - No smoke incidents
 - Vandalism worsening trend
 - 3rd party – increase 9%
 - LTAs - increased
 - Near misses - as last year
- 774.2** The Chief Executive suggested that with 2 SPADs in the period the trend is actually worsening. There is a need to elaborate on causes of trend in reports – will be covered in KPI type reporting.

Incidents

- Woman fell between train and platform at Tara St, lost balance - significant injuries
 - Mr Tobin added that staff have downloaded and reviewed footage on full trip
- SPAD at HK 152 – driver saw aspect incorrectly, driver relieved and tested
 - all clear
 - No history at signal,
 - No history for driver
- LX XW188 – user trapped on crossing after trying to beat barrier. Mallow monitoring center hadn't spotted it and cleared it. No action taken locally. Driver reported it.
 - Mr Meade added that the issue will go through normal disciplinary processes. Handled by District Manager

1838 Set deadline for report on how incident at XW188 was handled JM

- Doors opened offside at Greystones – Driver had opened wrong side doors. Driver tested – had 30 years experience with no incidents, put on support plan
- 2 category 1 near misses – where driver had to brake
 - XT088 – road driver moved on crossing and reversed. Downloaded CCTV but gates were open. Will write to Gardaí for both users
 - XM157 – driver saw vehicle approaching and thought wasn't going to stop.
- Tara Mines train struck gates at Navan. Local security closed gates in error. Incident occurred on Tara mines land
- Loco damaged loco shed door at low speed. Low adhesion blamed.

1839 Check if sanders working on locos JM

1840 Review investigation report on Loco Shed door damage to see if there was low adhesion JM

- Draft safety plan prepared
 - Focus on risk model
 - Actions put around key risks
 - Need to put measures on actions
 - Now equivalent fatalities 7.7 – an increase from 6.8
 - These will form the KPIs
 - Difficult at times to have judgment on action

774.3 The Chief Executive reiterated that it was important that both IM and RU buy in to plan

- All should understand how risk model works
- And how actions we take will impact on risk model.

Commercial

774.4 Mr Culligan reported

- Revenue – growth Year on Year but behind budget
- DART and commuter ahead of budget and prior year
- Passenger numbers stabilised
- I/C 5% behind budget – lower yield Cork and Limerick
 - Have extended golden period – some uplift since
 - But have to watch buying pattern
- Revenue up 3%

1841 Need price v volume variance on Period 2 revenue GC

- Freight – behind budget – some cancelled Tara Mines trains
 - Have met customers – some options there to improve revenues
 - Freight strategy review underway for April board
 - cannot charge access charges until regulator in place
 - After loco failure – IWT might move to road. Tara Mines / Coillte dependent on train
- Campaigns – student revenue increasing, and golden pricing changing to generate additional revenue
- Tax saver increase strongly – but could be migration and offset other streams
- CityGold growth 9%, positive swing +32%
- Promotional fares – now going through NTA
- High satisfaction with social media
- Some issues refunds Leapcards – approval received to install additional poles
- Issues with continued support of Iarnród Éireann smartcards include
 - that there are no smart card readers available
 - also Barclaycard no willing to support as not 3D secure
 - Barclaycard want to switch all to Leap
 - but Leap cannot support scholar fares
 - can continue as is – but danger chargeback and not as secure
 - will work on withdrawal
- Group Travel campaign underway
- Business networking event to take place on board an ICR
- Customer First (programme of amalgamated systems) – commitment from Ernst & Young (reviewing on behalf of NTA) to engage with Iarnród Éireann prior to release of report

Corporate Communications

774.5 Mr Kenny reported:

- Freedom of Information – expect CIE Group to be included for PSO services
 - Will scope out effects
- Draft bill expected end March, enactment and commencement Jan 2014
 - Retrospection – non committal but existing orgs back to Jan 1998
 - Could plead resource issue with back dating
- Waterford joint Gardaí initiative – they travel in cab
- Social media – capacity issues raised eg Westport 18:15 on Friday
- Mooney radio show have agreed to continue with Journeys on Us
 - Support 100 organisations with up to 50 travelling

Media coverage

- Parent and child separated
- Gathering ticket – will push
- New rail freight
- Tara St incident
- Pearse opening 10th April
- CSR initiative with Seechange Ireland – will be distribution point for green ribbons
- Are greening Heuston Station for St Paddys day
- Large party EU delegates due 27th March.

Engineering

774.6 Mr Cunningham reported:

- Costs
 - €158k better budget, fuel adverse €257 YTD
- Performance
 - CCE target 2100 mins so OK P2
 - 1800 mins are TSRs on Cork line – bringing down
 - CME – one issue wiring loom, and 5 loco incidents
- Safety – no trend in incidents
 - DART axle bearing – cracks being found during overhaul – taking to bearing manufacturers
 - Vandalism – Broombridge – cost of glass €125k, €400k including labour in 2012
 - Jim – will increase security during school holidays
- Scorched wheels – CME to accompany
- Monard – hope 2nd bridge not require works
- OTM contract in negotiations
- Stoneblowing – business case being made
- Ansaldo responded and feel fault once off and they recommend maintenance regime.

Finance

774.7 Mr Cronin reported:

- Revenue adverse – particularly Intercity
- Freight adverse
- Rosslare also adverse
- €737k favourable costs
- Payroll adverse €861k
- Overall close to budget
- 1 VS in Periods 1&2
- Expenditure budget will become more challenging
- Have programme of capital expend for year – €36.8m
- Committed all own funded €35m – no room to manoeuvre

1842 Need paper on VS to March board

AC/CM

- 1843 Need breakdown fuel costs March CEO report** **DC**
1844 Suggest show all income and all costs in financial summary (eg. Don't just include safety spend as block cost) **AC**

- 2012 audit coming to conclusion – all OK
- GS McClure Audit on 2011 – meeting next week
- Procurement ongoing works noted :
- Decision required on contract water - accepted
- Dispute with Tipperary over returns – claims €39k, we offered €26k
- Fuel hedging –up to end Q4 hedged
- OTM tender is to September
- Road fleet costs noted

New Works

774.8 Mr Muldoon reported:

- Projects – Balgriggan – modelling non completed
- Hansfield will be finished May, open in summer
- Oranmore opening June
- XG002 – have paper
- DART Underground
 - Peter is responding on behalf of CIE to Judicial Review
 - Affidavits in yesterday, hearing 23rd July
- Business planning
 - working on funding paper and multi annual contract
 - Looking at Phoenix Park tunnel
 - And liaising with NIR on Enterprise options
- Headcount – in steady state
- Debtors – in credit,
- Total costs in line with budget
- Consultancy – no progress
- Budget deficit targets set
- Willie Pierce will write to Dept heads with proposals for reductions

774.9 Mr Cronin stressed that we need to stick to phasing of projects for cash flow

InterCity & Commuter

774.10 Mr Meade reported:

- Safety - 2 platform overruns and 2 LX incidents
- Punctuality – met targets – on time worsened
 - Minutes lost – due to freight trains travelling out of path
- Costs – better than budget
- Revenue protection – strategy paper prepared
- Head count OK
- Fleet strategy report also being prepared – looking at savings and impact on customer – papers in pack and presentation on day
- Is operations training relevant?

1845 Put in measure on cleanliness in RU reports **JM**

- quarterly and annual surveys done

DART

774.11 Mr Tobin reported:

- Punctuality - met targets and improvement on-time and dwell time
- Safety – key target relate to accidents to persons
- Actions – works being carried out on steps at Tara St. and will complete April
 - Also Safety awareness campaign being considered

- Continue schools initiative re trespass and vandalism
- Hope to prosecute individuals
- Finance – meeting targets
- Headcount – below complement
- Absenteeism – behind target and held workshops
- Rev protection – ticketless 1.28% out of 21,368 checked

1846 consider how to count tickets checked going forward**JM****HR****774.12** Mr Miller reported:

- Cost containment deal – engagement scheduled 21st March
 - Expect referral to Labour Relations Commission
 - A number of committees set up including annual leave committee
 - Need to formalise procedures on use it or lose it
- Drugs and Alcohol – plan to deploy mobile unit end March
- Per Way working arrangements talks underway
- Vehicle Telematics to be installed on road fleets
 - By next Tues will have revised draft propositions on Cost Containment

EU REGULATIONS COMPLIANCE PROJECT**775.1** Mr Carmichael reported:

- Organisation deliverable
- Commercial reporting to go to March SVP
- Full accountability matrix issued
- All managers issued with briefing for staff
- Some transitions arrangements for people not in place on time
- Briefing workshops next week
- RSC – IM and RU safety managers working through
- Should have certs next week
- Internal org structure externally validated and JC to make sure it happens
- Internal appointment process – if new role not in place is covered by matrix
- Network statement on website 15th

1847 Write to DOT re regulatory signoff Network Statement**CC**

- Track access needs to be expanded to cover station detail etc
- Needs possession regime, performance regime
- Accounting separation likely mid June onwards
- Railistics report is supportive
- Making progress Enterprise agreement

KPI reporting

- Based on CEO KPIs
- Also consolidated KPI
- 4 elements to reports
 - Overall
 - Safety
 - Key trends
 - Key issues attention
 - Matters arising prior

BOARD PROPOSALS**776.1** It was agreed to recommend the following papers to board:**Capital Expenditure**

1. Additional Funding – alter papers make up to €9m

2. Points heaters – retrospective approval for spend on installation - reword
3. Closure XG002 – note that funding agreed in principle
 - o project management and contingency costs queried

Contracts

4. OTM Contract extension – include that at board request extension split into 3 sections
5. XG002 contract
6. Selection and award criteria x 3

Disposal

7. Scrap Rail

General

8. Transactions for approval - As per memo presented

ANY OTHER BUSINESS

Communications to staff

777.1 Barry to draft communiqué covering the following points:

- Go live 25th March, transition arrangements
- Tara Street incident
- SPAD at HK152 – reviewed internally
- Car trapped inside barriers
- Cost containment – challenges
- Commercial – good performance on DART etc but worse on Intercity
- Customer First Programme
- Pearse opening 10th April
- Monard May bank holiday
- Revenue protection activity
- Culture survey

Actions Tairnéard Éireann Board

1848 All to produce 2-3 slides of key points for board reports All

Last meeting in present format

777.2 The Chief Executive noted that this was the last meeting that Peter Muldoon and Roger Tobin will attend and he thanked them for their work to date

Next meeting

777.3 The next board preparation meetings (RU and IM) will be held on Wednesday 10th April, 2013 at 08:30 (TBC).

**Minutes of 144th Iarnród Éireann Executive Group Meeting
held on Wednesday 10th April, 2013
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, EU Compliance Project Manager
Mr Aidan Cronin, Chief Financial Officer
Mr John Cassidy, acting Chief Safety & Security Officer
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources

RU ONLY Mr Jim Meade, Acting Director RU
Mr Gerry Culligan, Commercial Director

Attended by: Ms Bidina McCabe, Assistant Secretary,
RU only Mr John Stack
IM Only Mr John Kennedy
Mr Jude Carey

Apologies: Mr Don Cunningham, Director IM,

Min. No.

INTRODUCTION

778.1 The Chief Executive welcomed the new format reporting and suggested some improvements:

- Want more consistency in formats
- Graphs should match KPIs
- Director RU and Director IM to exercise quality control on version to EG

1849 Issue revised format dashboard

AC

YTD as opposed to Prior year

Status is against period result – Use red / green traffic lights

Standardise graph colours

Round to 1 decimal point for Euro figures

RU / IM just to give text paragraph on finance for present - AC and GC to give detail

A3 on cost initiatives to be an appendix after at back key issues

MINUTES OF PREVIOUS MEETINGS

779.1 The minutes of meeting held on 13th March, 2013 were taken as read.

Outstanding actions

779.2 The list of outstanding EG actions was taken as read and noted.

Action 1837 CCTV on DART

779.3 analysis complete, next step proposal and include in Presentation to board

Action 1844 – breakdown safety costs

779.4 To be included from June board

- Action 1845 Cleanliness
- 779.5** In report from May
- Action 1716 – Pharmacy
- 779.6** Mr Masterson advised that he met project manager. Awaiting HSE data and exploring options. May meeting update.
- Action 1797 Freight plan
- 779.7** Ready for presentation to board.
- Action 1809 – how LX incidents handled
- 779.8** draft report produced. 47 incidents in year. – to May Board meeting (IM)
- Action 1825 – split LTA data IM/RU
- 779.9** done
- Action 1830 – strategy
- 1850 DF to meet with team to discuss Strategy report** **DF**
- Action 1838 Deadline XW138 report
- Iarnród Éireann Board actions**
- Action Track DART assault
- 779.10** listed in Court
- Review of Peak time car park charges
- 779.11** Review underway
- 1851 Update on business process re-engineering and the Quality Management System to June meeting** **JM**
- Outstanding actions
- RU**
- 780.1** Mr Meade reported:
- Costs
- 1st red on dashboard is passenger checks, not meeting target which was set arbitrarily – will link to rev protection target
 - Training off target due to no overtime. This is non safety training – if don't do don't drive
 - Fuel – volumes higher than budget (show)
 - CME costs over
- Safety
- will give more info on SPADs
- Punctuality
- meeting targets
 - For non accidental medical conditions, record but not note as accidents
 - SPAD WL131 – will have joint enquiry – Driver error primary cause but related circumstances contributed
 - RSC audits
 - Emergency preparedness – no issues;
 - Brake system maintenance – OK
 - Tara St platform review complete – team in place to see consistency of application
 - Fleet strategy paper will go to April board

- New timetable is bedding down but Galway/Westport not meeting all targets and under review, particularly single line crossings
- Looking at loads on 6 car links
- Overcrowding on Easter w/e, especially Tralee – could divert from commuter. Also during school holidays.
 - Also tourist routes increase during summer
- Plan in place for Monard works
- TCD East entrance opened 9th April
- Possible VSs identified
- Rev Protection strategy approved by board
- Anti social behaviour – check data over the years – change in reporting?
- Ideas on solving problem at Broombridge

Actions

- 1852 Updates to April RU Report include: JM**
- Show fuel volumes
 - note findings of XW138 in April report
 - elaborate on performance of timetable for Q1 in April report
 - Change measure to reflect revenue protection strategy eg how often tickets checked
 - Include recommendation on BR44 SPAD in open recommendations
 - Suggest compare Q1 2012 and Q1 2013 and breakdown causal data for new TT performance
 - Track Revenue Protection progress in board paper
 - CAWS – identify wrong side failures
 - Report CME issues
- 1853 normalise safety KPIs eg SPADs per train mile JC**
- 1854 Show if any increase in revenue where have added services GC**
- 1855 LX measures to be reported in IM DC**

COMMERCIAL

- 781.1** Mr Culligan reported
- Will standardise reporting format and correct financials
 - Revenue – in red. Better period. 5% ahead 2012 but behind budget, exceeding macro economic trends
 - I/C off €100k but 5% ahead 2012. Later weeks showing the benefit of price increases.
 - P4 difficult to assess because Easter early
 - Commuter strong and ahead budget
 - DART challenged, flooding impacts
 - Customer journeys – red – but health warning – still need to iron out rules on allocation of weekly, monthly tickets
 - Average fare per passenger is green, low overall because of DART fares

- 1856 Benchmark IE Fares in 2013 BK**
- Freight – period on target. YTD off due to cancellations. Needs working group to focus on sweating assets eg look at weight and speed restrictions, hours of working etc
 - Could take up to a year to upgrade locos
 - And look at track access charges
 - Other revenue – behind as park by text rate increase
 - Marketing costs on trend
 - Customer contacts increased – due to cancelled services
 - Answer rate 90% not met in P3 with increased volumes
 - Seat reservation – availability – needs to improve to meet 98%

- WiFi usage – no increase in usage – may be due to congestion
- Web revenues – continue to perform well
- Promotions for Schools, Gathering and Summer Family

1857 Put commercial key issues in report format and show person / time on actions

GC

1858 Check €1 charge for Car Park Dun Laoghaire

BMC

Freight Strategy

- Freight traffic has declined over the years but marginal increase seen in last 2 years
- External supports are available
- 3 distinct areas – Unit load, navigator and Fastrack.
- Objectives –
 - Focus on commercially viable streams (no lifting by IE)
 - Concentrate on heavy bulk traffics
 - Use of Foynes a possibility
 - Promote development of industry with stakeholders
 - Develop a 5 year plan
- recommendations
 - Retain Navigator as long as remains profitable and no commercial exposure – also used within the CIE Group
 - Lose Fastrack blood service or grow or increase price?

1859 Review transparency of accounting of VAT for Freight / Rosslare on bottom line

AC

- Rail Freight options
 - Steady as she goes
 - Organic – attract more customers eg biomass – papers to board by July
 - Invest for growth – opportunities exist eg Pallasgreen etc
 - Recommend Organic growth
- need to understand costs
- Tara Mines ends 2020 and hope new business from Pallasgreen will take up the slack

1860 Freight strategy to mention track access charge, fleet capability and ground facilities

GC

Board proposals

781.2 It was agreed to recommend the following papers to board:

Contracts

1. MTU – if available

Disposal

2. below threshold

General

3. Transactions for approval - As per memo presented

CENTRAL REPORTS

{Mr Carey and Mr Kennedy joined the meeting}

782.1 The Chief Executive reiterated that he wanted quality control and timing of reports.

EU Compliance

782.2 Mr Carmichael advised:

- Meeting arranged with Tom O'Mahony on DoTTAS compliance
- Regulator – still no word on when legislation to be enacted
- Options for regulating organisations contained in Railistics report
- Multi annual contract redrafted and follow up meeting arranged
- PSC – draft produced
- IM/ RU working group set up on cross charging
- Enterprise – met with NIR – June board on Governance
- Accounting separation – test run 11th April. To plan for mid year completion
- Post go live issues
 - Completion of safety validation
 - Structure of fleet integration
 - Prepare for Networks access code
 - Track access charge
 - Route profitability
 - Maintenance cost analysis.

782.3 The Chief Executive stressed that all should read draft letter to DoTTAS which sets out funding requirements, and what is not compliant

- Will be 5 year funding and we have to get it right
- IM to break even and RU to make profit at an agreed quality of service
- Needs team to ensure this gets done
- And that levels of pricing are correct
- Enterprise O/S money – process in place to clear out and close off in advance new arrangement.

1861 Finalise what is owed to NIR

AC

HR

782.4 Mr Masterson advised

- Staff numbers 3808 v 3776 end 2013 – change budget
- VS target 116 – budget 0, achieved 1
- Absenteeism – should be green
- Annual Leave – red – need budget
- D&A – 6 of 9 achieved – can catch up
- Cost containment – update given
- Train hosts – agreement on table for discussion
- Fleet Vehicle telematics – negotiations ongoing – will look at duty allowances
- D&A random tests – want business to direct location of tests
- Reviewing D&A policy – will issue in 6 weeks

782.5 Mr Culligan stated that he would like an input to Employment Satisfaction survey and link it to Employee engagements.

1862 Presentation to May meeting on Employee satisfaction

CM/GC

Finance

782.6 Mr Cronin reported

Corporate KPIs

- Gross payroll within budget
- Fuel in red – under investigation
- Loss €2.7m v €2.5m budget
- Safety and performance all green
- All KPIs to tie in and use same colours in graphs

Corporate consolidated Finance

- Revenue off €200k in period

- Payroll favourable
- Materials and Overheads adverse
- Fuel off €100k YTD
- DART electricity also off
- Will show split by capital by June
- Overall operating result €221k adverse period
- Passenger revenue and fuel are main issues

782.7 The Chief Executive stated that he need to understand magnitude of lack of diversions to capital – both payroll and materials

- Fuel could cause €1.5 million gap in budget
- DART energy costs impact lower in summer
- Also €1 million gap in revenue
- Operating result €300k worse
- Suggest close look at expenditure eg all invoices, consultancy spend
- Look at delegated authorities
- Capital spend for year – peak period 9
- No money left for more own funded projects

1863 Advise list of delegated authorities to CEO AC

1864 Commentary on capital projects spending profile AC

- Procurement – 4 contract overdue that are below board threshold - need names, date at which need to commence tender process

1865 Name and shame on RBI non compliances AC

1866 6 derogations – more detail required AC

1867 Fleet costs– commentary required next month AC

IM

782.8 Mr Kennedy reported:

- Costs €30k better
- Staff numbers are on budget
- €534k better gross prior to diversions. Saved on contract labour by using capital staff
- Fuel – budgeted x litre drop, actual more because more use ICRs. Mileage up 9-10%
 - Watching for leakage and pilferage
 - Litres used is highest for 15 months
 - Implementing Mark IV manual shutdown
 - NIR Gen vans not operable yet
 - Looking at reducing time to automatic shutdown
 - Looked at weather eg heating

Safety

- asset safety needs comment re actual and targets
 - Use numbers for safety tours
- 2 LTAs
 - Consider where to note contractor accidents
- Delay minutes – 2 main incidents
 - Tamper failure and Ballybrophy transformer failure

1868 Delay Minutes

Minutes in dispute – stay in IM until reallocated (or 70-30 split) JK

Agree level of minutes lost that triggers a review – remit to be agreed between IM and RU

Set out delay minutes by each part of IM and to Freight DC/JM

- TSR on target JK/DC

- SET faults within target

Key issues

- Safety
 - Audit on emergency response completed
 - Expect some local emergency response readiness issues
- Pick up actions on flooding at Dun Laoghaire – options eg pumping
- Asset performance – as before
- Mark III vans – withdrawn due to expiry of certificate of options
 - 2 options – looking at welding
- MTU raft maintenance – due for board- go live June
- Monard – contractor appointed
- Malahide – 2 O/S recommendations being closed out
- CTC Strategy review proposal to board – objectives noted

1869 CME issues to go into RU report

JK/JM

1870 IM Report updates

JK

Note options relating to Flooding in Dun Laoghaire

Update on phase 1 CCRP

Review GSM-R and TP Paragraphs

782.9 The Chief Executive queried how to prioritise capital proposals?

Board proposals

782.10 It was agreed to recommend the following papers to board:

Capital Expenditure

4. CTC Strategy

Contracts

5. OTM – if available

1871 Procurement TT to EG

CR

Any Other Business**Next meeting**

782.11 The next board preparation meetings (RU and IM) will be held on Monday 13th May, 2013 at 08:30.

**Minutes of 145th Iarnród Éireann Executive Group Meeting
held on Monday 13th May, 2013
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, EU Compliance Project Manager
Mr Aidan Cronin, Chief Financial Officer
Mr John Cassidy, acting Chief Safety & Security Officer
Mr Barry Kenny, Manager Corporate Communications
Mr Ciaran Masterson, Director Human Resources

RU only Mr Jim Meade, Acting Director RU
Mr Gerry Culligan, Commercial Director

IM only Mr Don Cunningham, Director IM

Attended by: Ms Bidina McCabe, Assistant Secretary,

RU only Mr John Stack

IM Only Mr Jude Carey

Procurement Mr Colm Reynolds

Apologies:

Min. No.

MINUTES OF PREVIOUS MEETINGS

783.1 The minutes of meeting held on 10th April, 2013 were taken as read.

Outstanding actions

783.2 The list of outstanding EG actions was taken as read and noted.

783.3 Action 1850 - DF to meet with team to discuss Strategy report - done

783.4 Action 1853 - normalise safety KPIs eg SPADs per train mile - - ok

783.5 Action 1854 - Show if any increase in revenue where have added services -
increase on Galway and Westport - not on Cork

1872 Check if increase in revenue from extra Portlaoise trains GC

783.6 Action 1856 - Benchmark IE Fares in 2013 - will be available this month

783.7 Action 1859 - Review transparency of accounting of VAT for Freight / Rosslare
on bottom line - from June

783.8 Action 1861 - Finalise what is owed to NIR: John Stack to meet NIR - update
June

783.9 Action 1862 - Presentation on Employee satisfaction - to June meeting

783.10 Action 1716 - Pharmacy - Waiting on HSE price cuts - to June Meeting

783.11 Action 1844 - report breakdown costs - July

783.12 Action 1845 Cleanliness - May or June report

RU

784.1 Mr Meade reported:

Costs

- €80k worse than budget – should be green with rounding
 - Round to 1 decimal place
- Payroll – CME over budget
 - Also correction in IM charge
- Pension – reverting to 2.8 times for employers contribution
- Overtime – overall within budget
- Materials and overhead within budget
- Passengers checked – moving away from numbers checked – new strategy kicking in

1873 Review Revenue Prot Measure to include number of checks including Ticketless travel JM

- Fuel reviewing procedures again including manual shutdown Mark IV and change from 6's to 4's
- DART electricity –no price fixing – going to some 2 cars

1874 Check basis of DART electricity charging rates JM

Safety

- SPAD at Bagnalstown – driver despatched but he didn't check signal

1875 Review sectional appendix for despatch at Bagnalstown JM

- 7 LX near misses
- 4 road vehicles into barriers
- 3 employee LTAs

1876 Check if any change to procedures required after crushed finger JM

Punctuality

- All to PSO target

Key issues

- New TT bedding down and planning Oranmore opening
- Monard closure worked well
 - Revenue €30k hit
- Cable theft – caused delays over Bank Holiday weekend

1877 Need backup plan if PA goes again JM

- Nexala went live and good information being downloaded
 - Looking at extending to other fleets
- WiFi working well

1878 Look at including measure of WiFi quality GC

- Fleet strategy – engaging with RSC
- Moving to Distance based maintenance
- Looking at Axle bearing failures on ICRs
- Monitoring and replacing as part of maintenance
- Accousting bearing monitoring being trialled in NIR
- Mk III gen vans – agreed process with RSC – hope in service in June
- CAF dispute – mediation January 2014
- ICR Raft maintenance contract ready for approval
- 9 VS's period 5
- Annual leave rates in line plan
- Rev. prot. blitz noted

1879 RU Report JM

What is financial impact delay CAF mediation JM

Comment on benefit in 2013 of Raft maintenance contract JM

Include update on rev protection plan JM

- Smart card fraud caught

COMMERCIAL

785.1 Mr Culligan reported

- Revenue disappointing – matching general economy
- 4% volume down on budget
- I/C Cork still poor
- Belfast still behind prior year
- Galway and Westport improving
- Next campaign is business travel
- Commuter still strong
- DART is behind budget

1880 May Commercial report

GC

DART revenue is red

Need explanation of variance in journeys by type of business

- Freight overall positive
- Car park behind budget – reviewing pricing
- Marketing costs in line plan
- Journeys down
- Calls – being directed more to web
- Complaints – answered with 7 days – on target
- Seat reservation availability – above target

1881 Review systems for reporting on letters in to Chief Executive

GC/BK

- Sales on targets
- Key issues
- Orient express – proof on concept approved
- Looking at rolling stock
- Segmentation summary complete

1882 Present Customer segmentation to June board

GC

- Top rail – will monitor its benefit
- Funding secured to 1st phase Customer first
- Work commenced fares

1883 Exec team to consider fares increase application

GC

CENTRAL REPORTS

{Mr Carey and Mr Cunningham and Mr Reynolds joined the meeting}

786.1 DF asked for the following to be included in reports

- Station awards JM
- NIR deal JM
- Cost containment paragraph
- Leap – capping
- Bus Eireann dispute comment

1884 Report Style – all use same font (Ariel or Helvetica)

All

Always refer to appendices and covering notes

Care not to be repetitive

786.2 Mr Reynolds presented the procurement report:

- 2 contracts to May board
- Papers in delay – PIS (RU) and Copper & Fibre cable
- MTU Sale and leaseback on hold
- Other items delayed but not a legal issue
- 4 derogations approved

- GE transportation – required due to delay in CCRP
- Noted that not Iarnród Éireann business to buy new cement silos
- Note savings made on retendered contracts
- RBI – Biggest problem is S&B order not entered on time
- PO compliance not big issue
- Fuel hedging – may hedge for electricity
- Revised procedures distributed
- Cross company purchasing – needs a solution – put in main user. CPO can make a call over disputes

Contract award – OTM paper

- 1885 OTM contract paper – Check 1m excess – any prior incidents, What is 2013 saving? 2014 spend?, What is cost doing it ourselves? CR**
- 1886 What is plan B if delay in RSC certification? DC**

Maintenance & overhaul of MTUs

- 1887 MTU contract paper – Check key assumptions eg annual run hours CR**

Board proposals

- 786.3** It was agreed to recommend the following papers to board:

Contracts

1. MTU raft maintenance
2. OTM

Finance

- 786.4** Mr Cronin reported

Corporate KPIs

- Materials adverse €33k
- DART electricity off €97k – looking at hedging
- Depreciation adverse
- Data migration – end June – price €1.8m
- Stock levels being looked at
- Rosslare €93k adverse period – driven by revenue – examining accruals

- 1888 Invite JPL to central EG meeting – with std paper BMC**

- Fleet costs down

- 1889 Need to examine is need to replace vehicles or can we reshuffle?DC/JM**

- Look at who does damage to vehicles, SET have improved.
- Risk register – changes will go to Board.
- CIE Group conducting study on most appropriate type of risk register.
 - JC to take part in study

- 1890 CFO Report AC**

Cost containment paragraph to include numbers for NIR, Sogetti etc

New Works adjustment comment required

- 1891 Action plan utilities to be reported DC/WP**

EU Compliance

- 786.5** Mr Carmichael advised:

- Met with DoT and NTA on letter to DOTTAS
- Followed up with NTA
- Want better data models
- Need rail industry steering group
- MAC – target June meetings – go live Jan 14
- No progress on appointment of Regulator

- DoT briefing Minister compliance issues
- Station access – working group meeting monthly
- Enterprise – question structure and form of contract
- Questions over liability

Safety Audit of LX incidents

786.6 Mr Cassidy summarised

- Background
- Majority at O type crossings
- Gardai only follow up more serious incidents
- CCTV at bad actor crossings
- Procedure in place for near misses

1892 Report on Safety Audit of LX incidents

JC

Make recommendations clearer

More detail required on category 1 near misses to June board

HR

786.7 Mr Masterson advised

- Absenteeism rates – average – big impact long term absenteeism
- Liaising with business over D&A testing programme
- Cost containment - Met with unions
- Will broaden performance management system
- Have plans for succession planning
- Company split issue - resources to be sorted out

1893 RU to speak to Niall Grogan on Station property opportunities

JM

Transactions for Sealing/signing

786.8 It was agreed to recommend the following papers to board:

General

3. Transactions for approval - As per memo presented

{Mr Culligan, Mr Meade and Mr Stack left the meeting}

IM

786.9 Mr Cunningham reported:

- Costs – on target
- Delay minutes – looking at budgets – out of line
- Get correlation between delay minutes and impact minutes by route
- LX graph – review (prior action)
- Monard – completed slightly ahead time. Work was necessary.
- RSC levies – have response – leave out of report

DC

1894 IM Report

DC

Separate out MAC and TAC costs etc

Note employee taken to hospital in incidents and SPAD in report

Review detail in LX graph

Safety and security – need level 1 meetings too

Note that have resolved Westinghouse agreement

David Wilkinson to join IAG in June

Will include IT in future

Will report Bray broken rail in safety section

- €6m stimulus to create jobs – Iarnród Éireann not likely to get funds

Board proposals

786.10 It was agreed to recommend the following papers to board:

Capital Expenditure

4. Kent Stn entrance
5. Pearse roof
6. Additional funds XC145/6/7
7. Contracts advisory paper

Key messages

- Finance
- Galway service
- Wifi good
- Toprail
- Procurement saving
- Monard works finish early
- Flood alleviation
- New station opening dates
- Orient express?
- Minor accidents
- Cable theft
- Accident to vehicles

Any Other Business**Next meeting**

786.11 The next board preparation meetings (RU and IM) will be held on Wednesday 12th June, 2013 at 08:30.

**Minutes of 146th Iarnród Éireann Executive Group Meeting
held on Wednesday 12th June, 2013
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, EU Compliance Project Manager
Mr Aidan Cronin, Chief Financial Officer
Mr John Cassidy, acting Chief Safety & Security Officer
Mr Barry Kenny, Manager Corporate Communications

RU only Mr Jim Meade, Acting Director RU

IM only Mr Don Cunningham, Director IM

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Peter Miller, HR

RU only Mr John Stack, RU Finance
Mr Paul O'Kelly, Commercial

IM Only Mr Jude Carey, IM Finance

Central Mr Colm Reynolds, Procurement
Mr John Lynch, Rosslare

Apologies: Mr Gerry Culligan, Commercial Director
Mr Ciaran Masterson, Director Human Resources

Min. No.

MINUTES OF PREVIOUS MEETINGS

787.1 The minutes of meeting held on 13th May, 2013 were taken as read.

Outstanding actions

787.2 Action 1872 - Portlaoise revenue- P O'Kelly to distribute info today (12/6/13)

787.3 Action 1883 - Fares paper to next Monday's exec (17/6/13)

787.4 Action 1716 - Pharmacy – consultants paper posted options but not firmed up
– to July meeting

787.5 Action 1851 – Quality systems update – paragraph will be in final RU board
report

787.6 Action 1861 - NIR – finalise payments details and DF to meet Catherine
Mason

787.7 Action 1875 – Bagnalstown despatch– need a specific note in sectional
appendix

787.8 Action 1876 – finger crushed – need final wording

787.9 Action 1881 – recording of CEO letters - meeting took place and process
agreed

787.10 Action 1893 - Property – still in negotiation re Connolly pharmacy outlet

1895 July – EG meeting to be arranged

BMC

RU**788.1** Mr Meade reported:Costs

- €300k behind budget – reallocation of track charges contributed (use better or worse rather than + or – in reports)
- Payroll €103k better budget. Overtime also better
- Materials better, overheads worse – split into two lines
 - Sogetti costs fall into centre and are part of central allocations
- Station blitz – 31 in period, will include a paragraph on Roger's role
- Fuel – €25k worse than budget, but volumes down – better to report volumes
- DART electricity – volumes down and working on 2 car operations
- SPADs – should agree with IM
- LX – 6 near misses and 3 additional incidents – check if serious
- 6 LTAs
- 22 x 3rd party accidents (since reviewed down to 15)
- Performance – all KPIs are green
- Preparing for Westport and Oranmore timetable changes
- Detonators missing from Loco 231 in Belfast
- Submission made to NTA on Westport / Galway
- Reporting all fuel saving initiatives – great savings achieved
 - If hold position on diesel, there is potential to make improvement to cost recovery plans
- NIR – good progress made on NIR contract reconciliation
- Customer impact – Monard went well and full line speed restored 28/5/13
- Merrion LX – major impact – gathering costs for claim
 - Template for these claims being developed
- A second cable theft occurred near Glasnevin
- Cleanliness reported
- 2 car sets – RSC happy with proposal
- Remote condition monitoring working well – will start rollout Mark IVs
- 8520 monitoring continuing with oil sampling
- Mark III gens – hope to have back in service early July – RSC signed off work by Tecforce
- Hot Axle Box – 2 faults, one had passed acoustic monitor
- ICR Axle bearings – issue not bottomed out and could have a supply issue as Timkin not happy to overhaul bearings
- NSAI certification achieved for CME management
- ICR raft maintenance contract to go live end June
- 9 exists on VS and more planned
- Annual leave in line with plan
- Revenue blitz 23rd May, 25k passengers covered
- Roger Tobin to lead group on revenue protection and detection
 - Will benchmark with other organisations
- Michael Power complemented

- 1896 Put track allocation charge and comment in IM report (to agree with RU report) AC**
- 1897 Report volumes of fuel used JM**
- 1898 Report any lessons learned LTAs JM/DC**
- 1899 Platform risks to be reported at Monday Exec (17/6/13) JM**
- 1900 Need update on recent operational issues for meeting with Minister JM**
- 1901 Look at section D to see if any improvement be made to operations due to single signal incidents? JM**
- 1902 Consider alternative supplier for bearings if Timkin won't supply JM**

1903 Congrats to CME team on NSAI 9—1 certification and pass on complements to Michael Power

JM

COMMERCIAL

789.1 Mr O'Kelly reported

- Revenue improved in line with general economic trend
- Good performers continue to perform well but poor performers still poor
- New price for Cork off-peak €9.99 – quota controlled
- Commuter revenue flat with budget - Volumes holding up
- Taxsaver 15% ahead 2012 and 4% less budget
- TVM – 2 major issues
 - change for new €5 adversely affected all notes use
 - leapcard non charging certain debit cards
 - o Charges being recovered
- Fares application work underway – target 6% net yield
- Market segmentation project complete
- Customer satisfaction – 91%, VFM 59% (InterCity)
- Dublin Chamber of Commerce networking event - 100 businesses attended
- Orient Express meetings held
- "Princess" steam loco on display in Heuston

1904 Look at cost of 6 monthly customer satisfaction survey

POK

1905 Cascade Customer survey date by route to line staff

GC

1906 Benchmark Customer survey

POK

1907 consider key people focus group/panel – to meet quarterly – to

develop advocates - format entertain and bounce ideas off them– BK/POK

CENTRAL REPORTS

{Mr Carey, Mr Cunningham , Mr Reynolds and Mr Lynch joined the meeting}

790.1 Mr Lynch was welcomed to his first meeting of the EG.

Procurement

790.2 Mr Reynolds presented the procurement report:

- 2 proposals delayed
 - PIS – plan to August meeting.
 - Copper tenders due in and to August board – no new copper being procured at present
- Additional late paper – Supply and Installation of User Worked LX – selection and award criteria
- No new at risk items
- Cement Silo maintenance is non-compliant – not for Rail use
- 5 derogations since last report – largest to Plasser in advance of handover OTM contract
- RBI 93% - no procurement non-compliances – will see if can improve percentages
 - IM have 3 recurring companies to be targeted. Wrote to 680 suppliers and spoke to requisitioners.
 - Also admin issues with scan picking up wrong date
 - ARG target 98% value and volume
- PO compliance – 38 issues of 1064 checked
 - most relate 3 quotes not obtained
- Fuel €66k tonnes hedged, savings to Group \$7.4m
- Works on a) Standard Contracts, b) Abnormally Low Bids and c) Disposal Assets procedures is in hand

790.3 Mr Cunningham stated that there were potential savings to be made from the use of standard contract so this needs a push

1908 Consider Selection and award criteria paper for user worked LXs and present to Exec Monday and IAG on Tuesday **CR**

1909 See if can pass responsibility for maintenance of Cement Silos to Irish Cement **GC**

1910 Look at internal options for internal post **PM**

1911 Set target completion standard contracts **CR**

1912 Badge Lineside detection contract as Train Protection **DC**

Finance

790.4 Mr Cronin reported

- Passenger Revenue Adverse €1m YTD
- Freight €184k adverse YTD
- Rosslare marginally off target
- Subvention to plan
- Safety spend slightly adverse in period – but all allocation will be spent
- Payoll favourable by €534k
- Materials favourable €300k in period – OTM costs are less than budget – less work being done
- Overheads adverse €400k – RPA levy, electricity and gas usage up
- Activities charged to VAT and benefit to business noted
- Banking proposal approved
- NTA audit on PSO – queries answered
 - 2012 audit on capital more favourable than 2011 audit re paper work
- Data migration test runs done
- Paper being prepared by Mike Flannery to June board on accounting separation
- Cross border update included
- Capital – near €14m requirement at P9
 - Need to pay funded suppliers immediately
 - Could reschedule ICR payment or HM payments
- €2m gap in own funded projects – need to push out payments, unlikely to get any further approvals for own funded work
- Road fleet – damages noted, cost €15, 800 for May
 - suggestions include - look at other companies or ask company driver to pay excess on insurance
- Fuel usage down.

1913 Quantify new banking Finance charges /interest for hit 2013 **AC**

1914 Consider how to say thank you to Accounting separation team **AC**

1915 Report Aged debtors list and review inventory levels **AC**

EU Compliance

790.5 Mr Carmichael advised:

- Little progress on Appointment of Regulator
- Essential functions – NRA still under consideration
- Looked at future organisation structures, plan to discuss with Minister in June
- Held both internal working group sessions last Friday
- MAC – IM responded to DoT on queries raised, will follow up on further queries, DoTTAS tasked with confirming financial planning assumptions – needs to be minimum 5 years, asked for timeline plan to end year to pin down DoTTAS on issue
- Friday pm met on PSC – reluctance to multi annual commitment – have drafted timeline too

- cannot sign one contract in isolation
- will put draft ToR and timelines to July steering – and just mention progress in board reports
- Work continuing on draft Track Access and Station agreements
- Will assign money figure to minutes delay and model what goes into go live
 - Will allow us to hit 3rd party with costs too
 - Merriam Gates – received €220k for a previous claim for infrastructure but not paid in full for loss revenue
 - Assists building business cases for improvements where have known problem
- Enterprise agreement drafted
- Issues of liability being ironed out
- Sticking to existing system for internal journeys
- Need formal agreements with CIE Group

1916 EU Compliance report 4th July : include draft ToR and timelines for Contracts, report on CTC move across ,and include safety audit findings

Safety

790.6 Mr Cassidy summarised the Update on safety plan

- 8 headings
- Looks at review safety performance to end P5
- Plans for IM and RU updated
- Performance generally in line with targets
- will review targets at end year but split mid year
- anti social behaviour 80% over target
 - will focus on where off target

790.7 The Chief Executive commented that it is difficult to see where we are with Detailed IM and RU plans – any slippage?

790.8 Mr Cassidy summarised findings of EU Compliance audit

- 1 non-compliance – safety responsibilities
- Minor non-compliance – SAG Terms of Reference to be updated for split
- Also need to document that SVP have taken place and evidence of other meetings

1917 Safety Plan Report, include items raised by Cliff Perry and final run of risk model, focus on where off target eg anti social behaviour, report gaps or slippages, give update on move to 1 KPI (Risk score), JC

1918 EU Compliance Safety Audit - query if safety responsibilities no updated is a major non-compliance as are working to SMSs. JC

HR

790.9 Mr Miller advised

- Staff numbers on target
 - 9 VS achieved
- Absenteeism good against industry standard
- Accrued leave – not on target for period
- In lieu days – moving forward but harder message on less 3 days annual leave
- Drugs and Alcohol 36 tests carried out – 2 tests to disciplinary - 1 cannabis, 1 failed to present
- Cost containment – at LRC – presenting proposals to shop stewards – aspiration working document end this week
- VS – 11 is correct number end P 5

1919 Check number of D&A test done YTD for HR KPIs**PM****Rosslare****790.10** Mr Lynch reported on Rosslare Europort:

- Revenue behind target
- Payroll ahead of budget
 - Non-payroll costs behind
- Not likely to make up revenue shortfall by year end
- Passenger and traffic trends downwards
- No accidents but had security incidents
- Had barge bunkering – environmental risk – new risk for risk register
- Collision October 2012 – very little damage – Stena had not fully complied with own procedures
 - Used Dover Harbour Master as auditor – only Oscar Wilde agreed with wind limits – Stena hadn't
 - Marine Accident report was very basic, our own was more detailed
- Traffic volumes poor except for continental freight
- Irish sea business in decline and continental corridor growing – particularly for freight this year
- Local sheds – up to owners to mind – not for Iarnród Éireann to address

1920 Rosslare risks to be included in risk register**JC****1921 Rosslare - Show contribution freight and passenger****JL****Transactions for Sealing/signing****790.11** It was agreed to recommend the following papers to board:**General**

1. Transactions for approval - As per memo presented

1922 Check wording walkway at Abbeyfeale (County Limerick)**BMC***{Mr O'Kelly, Mr Meade and Mr Stack Lynch left the meeting}***IM****790.12** Mr Cunningham reported:

- Safety – 4 LTAs
- TSRs – 645 minutes against target 1,960 minutes
 - Will show minutes in dispute out separately
- Trend graphs are in revised format
- Galway timetable –to be rectified end July with new Oranmore service
- SET faults – mainly in P6 – all isolated incidents
- Will report on MAC meeting going forward
- Malahide – Iarnród Éireann have completed all recommendations
- Monard TSR lifted
- OTM contract approved
- Hansfield opening 28th June
- GSMR – RSC want Interoperability Directive applied – est. Cost €500k
- Train protection – contract signed
- Ballast cleaner used, including on NIR

Board proposals**790.13** It was agreed to recommend the following papers to board:**Capital Expenditure**

2. Cork Kent Station Transport Interchange – detailed design phase
3. Exit Validation Pkg 11A Construction – Harmonstown, Salthill & Monkstown

4. Pearse Station Roof Renovation – Planning & Detailed design
5. Validation Poles for Leap Card – Supply & Installation –
6. Station Customer Information Services

Central Services

7. Accounting Separation - revised

1923 badge validation poles as revenue protection project

DC

Key messages

- Financial
- Fuel improvements in volumes
- Merrion LX costs
- CME ISO 9001 certification
- Rev protection – Roger Tobin's role
- Customer satisfaction survey
- Financial separation
- cost containment 2
- SPAD
- Safety plan
- Station Awards
- Princess steam loco
- Road traffic accidents
- Fire on loco

Any Other Business

1924 Investigate the potential for the CIE pharmacy to be folded in under the new pharmacy unit to be based in Connolly

CM

Next meeting

790.14 The next board preparation meetings (RU and IM) will be held on Wednesday 14th August, 2013 at 08:30.

{Post meeting note – Extra EG meeting set for 15th July and August EG moved to Friday 16th August}

**Minutes of 147th Iarnród Éireann Executive Group Meeting
held on Monday 15th July, 2013
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, EU Compliance Project Manager
Mr Aidan Cronin, Chief Financial Officer
Mr John Cassidy, acting Chief Safety & Security Officer
Mr Barry Kenny, Manager Corporate Communications
Mr Gerry Culligan, Commercial Director
Mr Ciaran Masterson, Director Human Resources

Attended by: Ms Bidina McCabe, Assistant Secretary,

RU only Mr John Reville, RU
Mr John Stack, RU Finance
Mr Paul O'Kelly, Commercial
Mr Brendan Smith, Safety

IM Only Mr Jude Carey, IM Finance

Central Mr Colm Reynolds, Procurement
Mr John Lynch, Rosslare

Apologies: Mr Don Cunningham, Director IM
Mr Jim Meade, Acting Director RU

Min. No.

RU

791.1 Mr Reville and Mr Stack reported:

Costs

- Costs are in Red
 - Overheads in variance include CME electricity
 - Safety Levy – overall €60k per period - to reverse next period
- Headcount better than budget
- Training on target
- Fuel volumes much better than start of year
- DART traction – issue is price - but volumes improving
- Fleet strategy kicks in P9 in line with budget
- SPADS - 3 occurred in P7
- 5 LX incidents occurred
- A number of staff injured in a road accident, 1 fell off ladder,
- 1 staff had diesel on face – fuel cap came off
- 2 affected when person fell in front of train at Cloughjordan
- Train host fell between train and platform in Cork

1925 Check the root cause of the faulty fuel cap which blew off and check if any others on fleet are faulty **BS**

1926 LTA's: Report on status of staff out of work due to accidents/witness to incidents (eg what does cert say) **JR**

- Performance KPIs - all ahead target
- DART – should have different comment – not good
- Fatality at Adamstown – reviewing protocol with Gardaí – took 8 hours to clear

- 1927 Accident reports - Specify clearly who is leading investigations, who attends meeting, state if suicide, give date when investigation is to finish etc** JR
- Fatality at Kildare – took 2.5 hours to clear
 - SPAD at Killucan – driver left driving grade – was distracted
 - This is a potential SPAD trap – these are being reviewed at weekly meetings. The signal sighting committee review all SPADs.
- 1928 Give copy of signal sighting forms of 3 period 7 SPADs to DF** BS
- SPAD at Ennis – sunlight a factor – driver on Category B development plan
 - Meeting planned between District Manager and SET on this signal
 - Suggest put a hood on it
 - SPAD at Galway –
- 1929 DF to see result of Galway (GL353) SPAD investigations and check if any issue with signal** BS
- 12 Platform interface incidents YTD – announcements are being made
- 1930 Need routine monitoring to see if platform interface remedial actions are in place (w/e 19/7/13)** JR
- 1931 How many station platform/train interfaces have been risk assessed? And are we on track to complete all by October** JR
- Lifts at Howth Junction vandalised in June and will under repair during July
 - Broombridge – met with local groups, cleared vegetation, setting up formal graffiti blocks, DIT to clean up adjacent site
 - Permission requested from NTA re TT change to Oranmore
 - Fuel forecast to come back in budget for remainder of year
 - NIR – working towards reconciliation of account with NIR by end July
 - Service disruption 7th July – fire in SSI room at LMK Junct
 - 9th July – Fatality, track faults, tamper failure, axle counter fault, bridge strike – review of customer response today – draft response this week
 - 10th July – further problems, canopy fire Athenry, Axle counter, SPAD
- 1932 Need date lessons learned review and Report finding of the 3 service disruption reviews (7th, 9th and 10th July) at next meeting** JR
- 1933 Cleanliness report – confirm when “no feet on seats” stickers completed** JR
- 1934 Look at KPI for station cleanliness and strategy for keeping clean** JR
- Deep clean of 3 stations planned
- 1935 Commercial Director to set spec for station cleanliness standard** GC
- 1936 Fire on De Dietrich 230 - further detail required on root cause and if any impact on maintenance regime** JR
- Remote monitoring in place at Portlaoise depot of 22000
 - Class 8520 bearing cracks – works complete
 - Mark III gen van cert received from RSC
 - Raft maintenance contract let – will reduce depreciation charge
 - RSC audit on brake maintenance complete
 - Acoustic bearing monitoring – strategy approved – subject to funding. In meantime we rely on HABD
 - 2 VS exits Period 6
 - 10 train protection staff trained

- 1937 What is plan to release staff trained for revenue protection? Show plan for revenue protection activities including benefits** JR
- Training of train hosts to sell upgrades has commenced
- 1938 Progress option for train hosts to check tickets** CM
- Oranmore open Sunday 28th - official open Monday 29th
- 1939 Review if services to Oranmore should be held to coincide with official opening** JR, BK
- 1940 Review 2 car DARTs implementation date, in good weather** JR
- COMMERCIAL**
- 792.1** Mr Culligan reported
- Revenue – marginal improvement. P6,P7 on budget
 - Intercity still behind budget
 - Belfast had improved
 - Lot effort on Cork line but volumes still low – considering summer sale
 - Commuter, DART buoyant
- 1941 Show forecast line on revenue graphs** GC
- Student revenue remains strong
 - Taxsaver business growing
 - Yield management up 17%
 - Fares increase to yield 6% submitted to NTA
 - Child fares – end Oct TVMs
- 1942 Push S&B on Child fares upgrade to TVMs** GC
- Hotel booking website being launched for Rail Breaks
 - Go car discussion commenced – target Sept
 - Web loyalty programme in development
 - Travel app launched in June – 50k downloads to date
 - WiFi – some issue Belfast route
 - Orient express – 10 Mk III's and 2 gen vans identified
 - Freight opportunities – Mayo power plant still option
 - Beet looking at opportunities, seeking 200 acre site near Thurles or Clonmel
- 1943 Check green/red indicator for marketing costs** GC
- 1944 WiFi – Update on EMU and Enterprise quality of service** GC

MINUTES OF PREVIOUS MEETINGS

- 793.1** The minutes of meeting held on 12th June, 2013 were taken as read.
- Actions**
- 793.2** Action 1901 - Look at section D to see if any improvement can be made to speed up hand signalling operations during single signal incidents - review to be issued by end July.
- 793.3** Action 1904 - 6 monthly customer satisfaction surveys – in process of doing 6 monthly pulse check – in field. Costs €40-€50k and is included in budget.
- 793.4** Action 1905 – met with Accent and looking to prepare communication – will present to operational staff – by 30/9
- 793.5** Action 1906 – benchmark customer survey – done –to EG team 31/7/13
- 793.6** Action 1907 – focus groups - will look at output key stakeholders – end September
- 793.7** It was noted that the next Iarnród Éireann board will be held in Athlone

- 793.8** Action 1909 – Cement Silos – have to meet building maintenance to understand costs– next action is to meet Joy Murray
- 793.9** Action 1910 – Internal post – going with current tender for next 6 months – in hand.
- 793.10** Action 1911 – Standard Contracts – target date end sept
- 793.11** Action 1918 – EU Compliance Safety Audit - resolved
- 793.12** Action 1919 – number D& A tests - in July report
- 793.13** Actions 1920 – Advise JC of Rosslare key risks by end July
- 793.14** Action 1924 –Pharmacy in Connolly - issues include 3 staff and stock transfer – update to August Exec to include next steps
- 793.15** Action 1716 –Consultant’s report on Pharmacy - complete
- 793.16** Action 1844 – Safety fund - show gross costs, net costs and diversions in P&L end Oct
- 793.17** Action 1861 –resolve NIR Account - end July
- 793.18** Action 1875 – Sectional appendix for Bagenalstown - end July
- 793.19** Action 1876 – any change to procedures required after crushed fingers - end July

Iarnród Éireann Board Actions

- 793.20** Updates to be given in advance of next board meeting.

CENTRAL REPORTS

{Mr Carey, Mr Reynolds and Mr Lynch joined the meeting}

Procurement

- 794.1** Mr Reynolds presented the procurement report:
- 2 delayed proposals to go to August board
 - RBI – 2 areas in red
 - HR - timing issue with order and invoice
 - Rosslare -maintenance work that should have PO in advance of invoice – user corrected
 - PO Compliance checks – note recurring items show up red
 - Design of summary report for board being compiled

Finance

- 794.2** Mr Cronin reported

- EBITDA – now red

1945 Explain how EBITDA calculated

AC

- Revenue slightly off
- Car parks – new pricing in today
- Freight adverse – Tara Mines adverse

1946 Check if any issue with Tara Mines and impact full year

GC

- Payroll favourable
- Materials better – OTM costs below budget
- Diesel to get back to budget end of year
- Depreciation – will be on target end year
- Safety – will spend full allocation by end year
- Stocks – will show gross, reserve and net stocks
- Will need to show more detail on cash usage and drawdown

- There is a need to ensure all amounts included on VS forms
- GC – P7 revenue – will be off budget, 288k off W3 of P7 – on forecast
- Capital funding peaks in P7 & P8 – must stick to €14m float each month
- Audit log – to show log o/s responses
 - responses to audits to go through DF in less 4 weeks
- 5 year plan to Aug board – to form cornerstone of MAC and PSO
- Will input 5 year plan on SAP and report through BI

1947 AC, Jude and J Stack to agree timetable for 5 year plan details AC

794.3 The Chief Executive noted the loss vs budget YTD and need to better this by year end

EU Compliance

794.4 Mr Carmichael advised:

- Meeting DoT to pin down timelines for Rail Regulator Essential Functions appointments
- 4th package consultation underway
- MAC – need review of MAC/PSO with baseline model
- Jacobs to look at options to close gap on model
- PSC – next action is Net Financial Effect formula – assumptions critical
- Will continue to educate NTA on fleet costs

1948 Look at effects on P&L of switching CME HM to Opex AC

- Looking at separation of business into legal entities under Iarnród Éireann board
- Track Access Agreement – will add in schedules
- Station access agreement – lease charge, stations matrix, obligation matrix, (already part of Safety management system) – and must have funding source for particular obligations such as painting, cleaning,
- Performance – will issue draft model putting money against delays
- Accounting separation – additional costs cleared at board. Period end next week
- Enterprise service agreement – DoT propose Joint Management Committee
 - Contract will deal with services under both jurisdictions
 - Any paths outside will have to apply to RU in NI
 - Eg rugby specials
 - Safety falls within jurisdiction unless fleet maintenance involved
 - Service recovery with jurisdiction
 - Costs – 50/50 share
 - Revenue as per cost
- IE SLA with CIE – to be drafted eg IT etc
 - will expand to Iarnród Éireann Centre to IM and RU
 - CIE will replicate with Bus Companies

**1949 EU Separation - Sort out who owns Depot – and how to levy a chargeCC
HR**

794.5 Mr Masterson advised

- Staff numbers on target, VS target now 75 – show both VS and other exits

1950 Staff numbers - Show split of exits achieved and revised VS target CM

- Absenteeism down
- Annual leave being reduced
- D&A 45 tests YTD
- Chart show annual leave taken

- Cost containment proposals up for ballot
 - Information sessions underway
 - Scheduled throughout country

1951 Payroll costs Plan B planning session required (DF, CM, CR) CM

- Plan ballots to be in by end July
- Performance management being developed
- Employee satisfaction – run in Rail brief and complete Sept
- Fitness to work schemes being developed
- Development need for senior teams – under review
- EU compliance support – will schedule for 4b and 4C
- Worker Director elections in October

Rosslare

794.6 Mr Lynch reported on Rosslare Europort:

- Revenue marginally behind
- Non payroll will be ahead budget y/e
- Passenger traffic down
- Freight traffic ahead period
 - (show figures in millions)
 - Passengers are in 000s
- No safety incidents
- 1 security incident
- Another barge bunkering incident occurred
- Absenteeism – below budget
- New service – he is looking for an investor
- In response to the Chief Executive's query regarding the potential for extra business, Mr Lynch advised that it is hard to attract custom from other ports as harbour costs are minor compared to overall costs

{Messrs Culligan, Reville, Smith, Lynch and Stack left the meeting}

IM

795.1 Mr Carey reported:

- Financial costs in green except materials – some extra SET costs
- Performance - SET exceeded budget on most delay minutes – all small issues but caused many minutes delay – response was that equipment getting older but under review
- Minutes in dispute cleared to P 4
- TSR – above target

1952 When will Nenagh branch open?

Check if RAIU notified about Nenagh branch closure

JC

- LTAs being reviewed
- 3 SPADs in P7, 8 YTD – up on last year
 - 1 SPAD at Lmk Ennis – link to sunlight – can anything be done
 - Other at cab change – is a potential SPAD trap – can anything be done
 - 3rd occurred during due to bad communication

1953 Follow up on any IM actions arising out of 3 SPADs in Period 7 JC

- Emergency exercise took place
- Financial Forecast is to meet budget
- OHLE – problem with tree cutting in a garden – fell on overhead cables
- Looking at network rationalisation
- OTM – expect to sign end month
- Foynes feasibility study – Shannon Foynes pay up front
- TVMs – issues with software delaying implementation

- CCRP 1&2 – plan October commissioning
- CCRP 3&4 – will need outside resources
- GSMR – standard will require additions funding – RSC believe we should be able to do without cost
- Fire in SET equipment room at Limerick Junction – €250k cost to replace – may capitalise

795.2 The Chief Executive expressed his concern at the Nenagh branch track misalignment and 2 buckles at Inchicore – all lack of maintenance. He has asked Bob Clarke and David Wilkinson looking at recent failures to see if a pattern is emerging.

Any Other Business

Next meeting

795.3 The next board preparation meetings (RU and IM) will be held on Monday 19th August, 2013 at 09:00.

**Minutes of 148th Iarnród Éireann Executive Group Meeting
held on Monday 19th August, 2013
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Aidan Cronin, Chief Financial Officer
Mr John Cassidy, acting Chief Safety & Security Officer
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr Gerry Culligan, Commercial Director
Mr Ciaran Masterson, Director Human Resources

Attended by: Ms Bidina McCabe, Assistant Secretary,

RU only Mr John Reville, RU
Mr John Stack, RU Finance

IM Only Mr Jude Carey, IM Finance

Central Mr Colm Reynolds, Procurement
Mr Aedan Jameson, Rosslare

Apologies: Mr Cal Carmichael, EU Compliance Project Manager
Mr John Lynch, GM Rosslare Eurport
Mr Jim Meade, Director RU

Min. No.

RU

796.1 Mr Reville and Mr Stack reported:

Costs

- Finances – budget achieved
- Materials and overheads – extra costs allocated from centre but gained elsewhere
- Fuel volumes - electricity volumes up as kept larger trains during better weather
 - cautioned that volumes worse in latest period
- 2 accruals released - re train hosts and revenue protection officer
- 3 SPADs
- 10 LX incidents, 6 category 1
- 7 LTAs, 3 relating to fatalities, 3 assaults – 1 punch to head, apprehended
- Fuel cap – short cut used – not following procedure
- 20 3rd party incidents, including 1 fall between platform and train
- No overdue recommendations
- Performance – all green
- Incidents
 - Fatality at Adamstown
 - Self harm at Kildare
- SPAD at Killucan – driver error
- SPAD at LK5 – Limerick – Ennis – driver error with mitigations
- SPAD GL353 – bad communication between pilotman and signalman
- International train incidents – briefings to be held
- Platform train incidents – actions noted
- Anti social behaviour – lifts at Howth Junction vandalised
- Broombridge – station environs to be improved

- 7 LTAs, 3 assaults, 2 involving fatalities, 1 fuel cap 1 hammer blow
- Fuel consumption – forecast to return to budget by y/e
- Customer impact – 3 very bad days
- Review of 9th July – project on service recovery initiated
- Cleanliness – stats noted
- Loco fire at Newry – link to other incidents
- Enterprise vans back in service
- New Powerpack maintenance contract commenced
- 2 VS in period
- Training in disruption management underway
- New mention driver training initiated
- Revenue protection – draft strategy to Sept board
- SNCF lean event – visit planned

1954 Mods to RU Report JS JR

- a) Change commentary on headcount to reflect release of accruals**
- b) Sync RU and IM dashboards**
- c) Elaborate on assaults**
- d) Check why Intercity performance green given 2 very bad days in July**
- e) Elaborate on why DART performance deteriorating**
- f) Clarify when investigations are complete and causes known rather than say investigation is ongoing**
- g) SPAD commentary – Say if driver removed from driving duties, what signal sighting committee says, reference previous SPADs at signal etc**
- h) Make sure same number used for platform surveys eg 79**
- i) Expand on fleet strategy incl reconfiguration of ICRs**
- j) Comment on immediate review post incidents**
- k) ICR journal bearing failures – explain risk rating and how it can be improved, what cost mitigations?**
- l) clarify MRSE contract issues**
- m) Refer to revenue at risk in DART area, and resource plan**

COMMERCIAL

797.1 Mr Culligan reported

- Good month in July, but outlook for remainder of year is fragile
- Good P7, but still €100k behind budget
 - P8 ahead budget and YTD
- Freight on budget P7
- Call answering rate hit during bad service days
- WiFi sessions grow
- NTA paper on concessionary fares – they propose to extend to 18 years and note cost age extension
- Marketing VFM paper included
- GC – best measure is comparison to prior years
- Hotel business up and running
- Web loyalty – strong response
- GoCar discussions on pilot taking place

1955 Mods to Commercial Report GC

- Focus on benefits of Revenue protection**
- Put forecast WiFi figures in dashboard**
- Expand note on NTA proposals re concessionary fares**
- Remove appendices from Marketing paper,**
- Expand on how to measure effects of marketing**

1956 Check if any progress on car hire as opposed to car share GC

- Orient express –report in P8

MINUTES OF PREVIOUS MEETINGS

798.1 The minutes of meeting held on 15th July, 2013 were taken as read.

Actions

798.2 1930 – audit scheduled early September

798.3 1935 – station cleanliness – awaiting RU feedback – end August draft

798.4 1938 – train hosts – after current discussions – there may be costs – year end

798.5 1950 – 75 – forecast will show split

798.6 1844 – Oct

798.7 1861 – good progress on VAT, agree by end Aug, implement P 10

798.8 1901 – review meeting held – get target date

798.9 1908 – have details from Joy, now need to talk to Irish Cement, update after meeting with Cement

798.10 1924 – another meeting held with proposed tenant, will take business Feb, existing

798.11 1876 – modification carried out previously – was modified back - complete

798.12 1906 – reissue

798.13 1925 – change comment - Mechanism adapted to prevent reoccurrence

798.14 1926 – did fracture wrist

798.15 It was agreed that the IM staff member who suffered sun stroke should be treated as ill

798.16 1931 – 79 complete

798.17 1940 – give dates

798.18 1942 – end October deployment – not complete

Iarnród Éireann Board Actions

1957 **Board action 75 – give dates for completion works at Merrion crossing**

DC

798.19 Board action 82 information to be provided September board meeting

798.20 Board action 84 – say have found a local Niall Coonihan from Cabra Youth Group – to coordinate all interested locals

798.21 Board action 86 – plan will be report to September board

798.22 Board action 87 – suggested SET template in August IM paper

798.23 Board action 88 - will report September

798.24 Board action 89 - Contract for 3 years and issue annual letter of assurance

798.25 Board action 90 – GSM-r – still O/S

CENTRAL REPORTS

{Mr Carey, Mr Reynolds and Mr Jameson joined the meeting}

Procurement

799.1 Mr Reynolds presented the procurement report:

- 2 papers to board
- Red indicator now relates to potential procurement issue
- PIS – need to understand concerns
- Cement Silo maintenance contract end August
- Derogations – Manni – Alstom contract checking VFM – is independent safety assessor
- RBI – good period – lack of activity
- PO compliance – Cement Silo and internal post – show period
- Not hedged fuel this period
- Working on Std contracts

Papers

799.2 It was agreed to recommend the following to the board:

1. Contract award framework agreement – SET
2. CCRP – Selection criteria

799.3 Mr Cunningham will review what triggers RBI – eg Ballast often comes in as variation as quantities delivered can vary.

Finance

799.4 Mr Cronin reported

- Revenue adverse €133k
- Expenditure favourable
- Payroll – favourable €1.03m
- Recharges adverse €330k
- Grant claims are slipping
- Materials adverse
- Overheads favourable
- EBITDA –included, will also show interest cover – borrowings v earnings
- Stocks – show gross and provisions
- Debtors movement shown
- Fleet
 - Spend on damage to vehicles noted – 3rd party caused
 - Drive down costs with less vehicles and vehicle monitoring
- IA log of reports and responses noted
- ME Rail audit – field work done,

1958 **Need process to confirm audit recommendations closed out** **AC**

1959 **Need commentary on cost containment in light of LRC rejection** **AC**

- Own funded capital under control

EU Compliance

799.5 Mr Carmichael sent his apologies. Report taken as read.

799.6 Mr Cunningham will put queries directly to Cal on sums in MAC, and on detail of value of delays

HR

799.7 Mr Masterson advised

- Staff numbers – VS budget unlikely to be achieved
- Cost containment – with LRC
 - Dublin Bus unions rejected proposals
- Preparing presentation on succession planning for board
- Worker Director elections papers out in September
- Contingency during industrial action to be discussed
 - Eg physical security, Answering phones

Rosslare

799.8 Mr Jameson reported on Rosslare Europort:

- Revenue better than 2012
- Overall passenger and vehicles down
- Freight up 3% YTD
- 2 marine safety incidents
- Absenteeism 2%
- Ship emissions – ships have to take sulphur out – threat to Cherbourg – service – French looking for exemption
- Potential business from Arklow

Capital projects

799.9 It was agreed to recommend the following to the REAG

3. Road and Paving
4. Drainage outfall licences
5. Website redesign

799.10 It was agreed to recommend the following should proceed with Chief Executive's signature:

6. Refurb of Electro-hydraulic control systems – (may be opex)
7. Remote control switching of floodlights

Safety

799.11 Mr Cassidy reported:

- 144 platform interfaces - 79 surveyed
 - Have prioritised and started actions
- Review of international accidents and our mitigations against similar occurrences noted
 - Eg have checked similar crossings re French accident
 - Spain – driver error initial indicated cause but systems may not have been 100%
 - Looking at transition between CAWs and non CAWS areas
 - Use of mobile phones/ WiFi devices is a risk
 - Swiss – Driver start against signal
 - Canadian – braking systems – but human error prevalent.
- OK

799.12 It was agreed to recommend the following to the board:

8. Risk Register
9. Transactions for sealing and signing

Communications

- Need FOI officer
 - Rosslare excluded
 - Asking for Rail freight excluded
 - Retrospection – ask to bring nearer to today

1960 Scope set up and annual costs FOI

BK

- Stakeholder map to be completed
- RTE music train promotion noted

{Messrs Culligan, Reville, Smith, Jameson and Stack left the meeting}

IM

800.1 Mr Cunningham reported:

- Finances, allocations affect both – will change budget line

- Payroll – adjustment to capital will be reversed by Y/E

1961 Mods to IM Report **DC**
Headcount need to be consistent with RU
Reword electric shock report commentary,
Rework SPAD at LK5 cause – signal position
refer to buckled track at Inchicore
dates points heaters

- TSRs – revised risk assessments

1962 Brief DF on LX risk changes **DC**

- Delay minutes very high
 - Significant cause was fire at UPS battery Lmk Junction
- SPADs showing a trend bad
- DASHBOARD system for 6 categories of assets – intend to include quarterly at board and each IAG
- Incidents – cattle crossed low river – fenced off since
 - Driver spoken to
- Adamstown fatality – looking at protocol with Gardaí
- LTAs noted
- Shock at Lmk Junction – no injuries – reword
- SPAD at LK5 – SET undertook to modify signal
- Finance – on target savings
- OTM failure – looking at using DMUs to tow
- Malahide – waiting on RSC
- Bob to refer to stoneblower
- Network rationalisation – 3 crossovers to be removed – 3 more being considered
 - RU also identified more
- OTM – this month formal signing of contract
- Hansfield and Oranmore opened
- KRP – Colm Costello considering options
- Foyes study underway
- DU – may be challenged next under human rights
- Balbriggan note appended
- CCRP and TP update
- Points heaters – end Oct all except Pearse
- SET fault analysis noted

1963 5 year plan to board to be include in August papers **AC**

Capital papers

800.2 It was agreed to recommend the following to the board:

10. Revenue Protection – exit validation 11b
11. LX asset strategy

1964 Exit validation - Revise funding statement in decision sought – subject to funding approval **DC**

ANY OTHER BUSINESS

Staff Briefing

- SPADs
- Lessons from international incidents
- SNCF filming
- LRC update
- Revenue protection success
- Lessons passenger disruption

- Points heaters

Next meeting

- 801.1** The next board preparation meeting will be held on Wednesday 11th September, 2013 at 09:00.

**Minutes of 149th Iarnród Éireann Executive Group Meeting
held on Wednesday 11th September, 2013
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, EU Compliance Project Manager
Mr John Cassidy, acting Chief Safety & Security Officer
Mr Aidan Cronin, Chief Financial Officer
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr Gerry Culligan, Commercial Director
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director RU

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Jude Carey, IM Finance
Mr John Stack, RU Finance
Mr Colm Reynolds, Procurement (part)
Mr John Lynch, GM Rosslare Eurport (part)

Apologies:

Min. No.

RU

802.1 Mr Meade and Mr Stack reported:

Costs

- Finances – 2 dashboard – one to budget, one to forecast
- Materials off budget expect to be back to forecast P10
- Headcount – off, VS not realised

1965 Reconcile headcount figures across all reports

CM

- DART electricity off – volumes right, pricing will be wrong. Going to 2 car DARTs off peak
- SPADs red – other performance green
- Killarney – no sighting issues. Drivers back driving all three
- Will consider DRA as part of initiatives

1966 Dundalk SPAD – reconsider if high risk

JM

- SPAD initiatives noted
- Mentor driving training programme developed
- Platform interface – 34 stations completed
- 2 LTAs – missed footing and trip
- Performance – meeting PSO targets
- Had long dwells during hot weather

1967 Look at actions to improve dwell times eg clocks, whistles

JM

- Fuel volumes back on target
- 2 car DARTS commenced 9th September
- Hope to get 4 car ICR signed off this month
- NIR reconciliation – expect agreement this week min €1.5m (could be €1.9m)
- WiFi – in all trains and well received by best station judges
- 0.5m user sessions per period – looking at revenue generation options
- 63 new ticket machines installed

- 1968 State how many of 63 new TVM machines are working JM**
- Autumn preparedness programme
- 1969 Consider specialised data to be gathered during autumn failures JC**
- EMU coupler – light shown when doors not fully closed
- 1970 KPIs for wrong side failures JC**
- 3 hot box alarms – 2 units over sensitive
 - Vehicle rescue procedures developed – can use ICRs
 - Mark III gens in services with resulting fuel savings
 - Acoustic monitoring – would cost €3m
 - Risk ranking rising on ICR fleet, 24 hour checks difficult to achieve
 - CAF arbitration ongoing, Chief Executive has written looking for settlement prior to formal dispute
 - Mark III scrapping started with 10 withheld for Orient express
 - Engine raft contract being managed
 - Revenue protection – Interfleet report produced
 - They predict 8-12% loss
 - 2 VS in P8
 - Employee survey 36% response
 - Will donate €2k to Railway benevolent fund
- COMMERCIAL**
- 803.1 Mr Culligan reported**
- Macro economy improving – although outlook still fragile
 - 5 year revenue plan lined up with employment levels and DART domestic demand
- 1971 Look at demographics used for 5 year plan GC**
- P 8 revenue strong but still off budget
 - Revenue exceeds Q2 forecast by 400k
 - Summer sale – uplift 7% revenue
 - All customer metrics impacted by P7 disruptions
- 1972 Check what average customer response rate is GC**
- NTA issued brand guidelines
 - New student campaign launched
 - Focus groups in Cork
 - GoCar scheme launched
 - Orient express – talks continuing
 - Freight strategy to be covered in report
- MINUTES OF PREVIOUS MEETINGS**
- 804.1** The minutes of meeting held on 19th August, 2013 were taken as read.
- Actions**
- 804.2** Action 1960 – FOI Costs - BK to liaise with AC on final quote
- 804.3** Action 1963 – 5 year plan
- on EBIDTDA for 2014
 - 2015/2016 off by €7m
 - 2017 off
 - Also, gap between what we are spending on maintenance and what Aecom recommend
 - Should use relevant price indices
 - Predicts loss at end 5 year

- Further development required

- 804.4** Action 1861 –NIR - done, deal to be concluded in P10
- 804.5** Action 1901 – section D - proposal with IM for considerations – done
- 804.6** Action 1909 – met Irish Cement and resolved – have interim solution
- 804.7** Action 1924 – 2 staff will go VS, 1 to resolve - Feb 14
- 804.8** Action 1930 – audit of platform interface actions - done
- 804.9** Action 1935 – cleanliness spec done
- 804.10** Action 1938 – Train hosts CM to talk individually, update next month
- 804.11** Action 1948 – switching CME HM to Opex - done
- 804.12** Action 1942 – push done, deployment potentially Jan 2014 (hold)

Iarnród Éireann Board Actions

- 804.13** Responses to be forward to Bidina.

CENTRAL REPORTS

{Mr Carey, Mr Reynolds and Mr Lynch joined the meeting}

Procurement

- 805.1** Mr Reynolds presented the procurement report:

- New dashboard noted – with modifications suggested
- 2 papers to board
- RBI – show improvements required in freight
- New procurement processes in place in Rosslare
- Fuel saving now €7.85m
- Audit paper to come from Mike Flannery

Papers

- 805.2** It was agreed to recommend the following to the board:

1. Selection criteria – ticketing equipment framework – consider separating out maintenance and if need to start from scratch
2. Selection criteria – user worked LX
3. Auditor procurement note (from Mike Flannery)

Finance

- 805.3** Mr Cronin reported

- Revenue freight – Tara Mines off
- Expenditure – payroll, materials , fuel – all within budget
- Result favourable €118k
- EBITDA – contributed €360k
- Payroll favourable by 7% by recharges decreased 30%, result only 1.7% favourable
- Materials helped by sale of scrap
- Overheads saved but offset NTA charges
- NTA audits underway
- Stocks – targeting obsolete inventory
- Cash – expected usage €11m
- Debtors €19.5m - may be a write off of €11.5
- Own funded capital, only spent HM
- Audit actions will be shown next month
- Fleet fuel costs down
- Cost savings – €2.7m gap

- Potential gap €5.2m y/e

EU Compliance

805.4 Mr Carmichael reported:

- Rail regulator – intend to establish under secondary legislation
- Essential functions – preferred option is under CIE
- 4th railway package out for consultation
- MAC – looking at options with Jacobs
- IM – RU split – to let RU break even
- MAC – draft contract end September

1973 Check impact of ICRs in gauge corner cracking

JC

- PSC next meeting 25th Sept.
- Track access – revising performance regime
- Station Access agreement – drafted
- Enterprise – NIR drafted

1974 Write paragraph on new Enterprise agreement

CC

HR

805.5 Mr Masterson advised

- Staff numbers within budget
- Annual leave – confident to meet target
- D&A schedule in place
- Cost containment – 92% SIPTU ballot in favourable industrial actions
- Will seek to go to LRC to get a judgement to shorten process
- Succession plan – roadmap – will identify key performers
- Employee survey – get champions back 23rd September with analysis completed
- Worker director elections close 10th October

Rosslare

805.6 Mr Lynch reported on Rosslare Europort:

- Revenue above budget period
- Freight traffic up
- Passenger, up last year, down on budget
- Key issues – minor marine safety incident – 2 unidentified vessels
- Some security incidents – car break ins
- Absenteeism high in period
- LD option not totally ruled out
- New log carrying business start Sept

Capital projects

805.7 It was agreed to recommend the following to the REAG

4. Road and Paving
5. Drainage outfall licences
6. Website redesign (subject to being within budget)
7. Dover Harbourmaster report

1975 Dover Harbourmaster report - need plan to tackle items raised

JPL

Safety

805.8 Mr Cassidy reported:

- Have detailed all actions in appendices

1976 Check systems in place to ensure HABD working /calibrated correctlyDC

- suggest report most precise actions with figures and link to plans
- Agenda item safety – 4 accidents

805.9 It was agreed to recommend the following to the board:

8. Transactions for sealing and signing
9. ½ yearly letter to Chairman

{Messrs Culligan, Meade, Smith, Lynch and Stack left the meeting}

IM

806.1 Mr Cunningham reported:

- Finances according to plan – target €2.9m betterment, incl initiatives
- 2 LTAs
- TSRs – numbers down
- Delay minutes red – miscellaneous – budget was very tight

1977 Consider schedule for altered timetable on match days **DC**

1978 Faults caused by lightning should be attributed to eg SET not Misc **DC**

- Incidents – LX incidents reported to Gardaí
- Consider disciplinary action road traffic accidents
- Merrion crash barriers in, DCC with consider anti skid measures if Iarnród Éireann fund
- Capital – budget €139m, claim €63m, forecast to spend €139m
- Cash flow – within limits
- Network rationalisation – process moving
- CCE Lmk Junction received ISO 9000 /14001 certification
- Subsidence on Midleton line due to Karst
- Leaf fall plans in place
- Nenagh line – reinforced standard with process on IAMS
- Flooding initiatives in place
- OTM contract executed
- TVMs – commissioning recommenced
- XG002 – contract mobilised
- CCRP, GSM and TP updates noted
- Points heaters updates noted
- MAC – update
- Allocation of losses – still o/s
- IM payroll – live October

ANY OTHER BUSINESS

Next meeting

807.1 The next board preparation meeting will be held on Wednesday 16th October, 2013 at 08:30.

**Minutes of 150th Iarnród Éireann Executive Group Meeting
held on Wednesday 16th October, 2013
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, EU Compliance Project Manager
Mr John Cassidy, acting Chief Safety & Security Officer
Mr Aidan Cronin, Chief Financial Officer
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr Gerry Culligan, Commercial Director
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director RU

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Jude Carey, IM Finance
Mr John Stack, RU Finance
Mr Colm Reynolds, Procurement (part)
Mr John Lynch, GM Rosslare Eurport (part)

Apologies:

Min. No.

RU

808.1 Mr Meade and Mr Stack reported:

Costs

- Finances –in red, including pension adjustment €0.5m. Small overspend on overtime, DART traction €100k.
- headcount off budget – not achieving VS

1979 Include central headcount in HR report

CM

- DART electricity behind - benefit of 2 car not fully realised in P9
- SPAD numbers – no RU SPADs in P9
- LX's should be red – expand commentary
- 3 LTA's, - detail needed on wet floor and rubber stop trip hazard
- Performance – meeting PSO targets but lot TSRs in place

1980 Process for improved planning possession management to be developed

JM DC

1981 Present on time and 0-5 min performance figures to EG

JM

- Serious accident at Clontarf – good response from Gardai
- Very successful meeting with Gardai on reopening line post suicide and included session by RSC on LX's – will have further local sessions.
- Agreed protocol for handing back line after suicides –

1982 Timescale to implement new protocol with Gardaí to be determined JM

1983 Consider name badges for frontline staff

JM

- Fuel actions are working. But period and half late ICRs

1984 Show original and adjusted fleet plan for fuel savings

JM

- Winter prep plans completed

1985 Show quality mark cleanliness

JM

- ICR failure Salins – cable fault – caused major delay

- Axlebox vibration in use for worst offending ICRs
- ICR doors closing – some people hitting button accidentally – refined timing on button
- Started environmental std ISO 14001 in Drogheda
- Dublin Fire brigade exercise held in Inchicore
- Damage to wagons in Dublin Port – track belongs to Port – new process in place

1986 Claim damages from Dublin Port for wagon damage JM

- ATVMs being rolled out –

1987 Show table penalty fares in RU Report JM

- Customer Service awards 4th December Inchicore
- International station awards to be held in Wales

COMMERCIAL

809.1 Mr Culligan reported

- Revenue markers mostly red – still slow on Cork – ambitious targets
- But retail sales improving. P9 up 9% and P10 good too.
- DART and Commuter combined are on target
- Average fare per passenger good due to better I/C performance
- Revenue overall off €0.3m
- Summer sale delivered but budget assumed additional revenue improvements in timetable from Cork not realised
- Customer journeys red – budget problem

1988 Develop better process to calculate passenger journeys GC

- Freight – disappointing – many cancelled Tara Mines trains. Will be a diminishing business
- IWT – may get Saturday service. Need to smooth out employment / operating model to make us fit to compete.
- Foynes Port keen to target local business to add unit load business

1989 Check if Tara have minimum level of business in Contract GC

- Have initiated review of freight pricing
- Car park rev recovered
- Answer rate telephone calls below target, agency staff are moving on to full time employment
- Process to outsource delayed
- Yourclub.ie – provides soccer club access to see fixtures and buy gear. Iarnród Éireann now have a link.
- Network and TT review underway
- Market research update attached
- Fallback in overall satisfaction
- WiFi quality improved
- Big Music week very successful

1990 Collate stats on big music week BK

- Web Loyalty – up

1991 Commercial report - Car rental –update comments GC

- Hotel bookings live
- Cycle point – as per Leeds – being considered
- Tax saver – reorder time
- Cards going to Leap taxsaver
- Choir event in Croke Park – booking fees to Charity

- Orient Express – VSOE keen, costings presented, key factor is Mark III vehicles.
- Scrapping in budget for P11 so need commitment

1992 Commercial Report to mention measure of marketing initiatives

1993 Invite Niall Grogan to EG quarterly

BMC

1994 Push for No Feet on Seat labels –

JM

MINUTES OF PREVIOUS MEETINGS

810.1 The minutes of meeting held on 11th September, 2013 were taken as read.

Actions

810.2 Action 1967 – Dwell times - have whistles, will issue

810.3 Action 1969 – Autumn preparedness - linking with UK group – Data needs to be collected eg wrongside track failures, station overruns, SPADs

810.4 Action 1972 – Customer answering - Systems don't provide much data, will be a requirement outsourced - Do on sample basis

810.5 Action 1973 – ICRs impact on Gauge cornering - Study ongoing, no direct link identified, will present to Nov SAG

810.6 Actions 1844 Safety Funding expanded reporting – P1 January

810.7 Action 1907 –Focus Groups - separate session to decide – done

810.8 Action 1924 – Pharmacy – paper being prepared by new tenant about what they will offer, also to consider VS or transfer to new supplier

810.9 Action 1938 – train hosts – addressing issues re upgrades, target February with plan

810.10 Action 1942 – Child Fares January – as long as Leap doesn't hold up. Ongoing for year and a half.

1995 Follow up Rosslare succession plan for Harbour Master

CM/CC

810.11 Action 1976 - HABD – 2 failed boxes replaced

810.12 Action 1977 – match day timetable - reconsider

810.13 Action 1978 – lightning protection – was protected but lightening struck twice

Iarnród Éireann Board Actions

810.14 Brd Action 113 – OJEU published to allow for group participation

810.15 Brd Action 108 – no sign of acoustic bearing funding

- suggest safety audit of MAC funding

810.16 Brd Action 105 – addressed in IM report

CENTRAL REPORTS

{Mr Carey, Mr Reynolds, Mr Cunningham and Mr Lynch joined the meeting}

Procurement

811.1 Mr Reynolds presented the procurement report:

- Proposed Dashboard from P1 2014 noted
- Reqs before invoice – delay with hotel at Limerick junction
- Will report by period from P10
- PPE resolved
- PIS action plan
- May reclassify Sogeti derogation
- Will follow up on Customer Call Handling – unknown date

Papers

811.2 It was agreed to recommend the following to the board:

1. Framework Civil Eng Works – up to 100k

1996 Explain how got to 31 companies in tender CCE works? What is min score? **CR**

2. CCRP Phase 3 Award criteria SET and OHLE
3. Revenue Equipment award criteria

1997 Revenue award criteria check weighting software etc **CR**

4. Scrapping rail – updated value

Finance

811.3 Mr Cronin reported

- Report P10 v budget
- P9 revenue favourable
- Payroll adverse – pension
- Materials favourable – disposal assets
- All freight revenue excl pulp adverse
- Payroll summary, shows decrease capitalised payroll
- Materials and Overheads favourable
- DART electricity off 10%
- EBITDA – favourable YTD
- Group Net Debt to EDITDA 0.82 times
- Have given comments to McClure Watters
- Balance Sheet – releasing €4m obsolescence provision
- Debtors – property debts unlikely to be paid
- Project to clean out debtors underway
- Balance sheet only €57.9m more loss before insolvent

1998 Show cash flow capital funding to end year **DC**

- Cost savings – scrapping Mark IIIs – tenders going out Waterford, then N Wall and Dundalk

1999 Give option on tender for Mark III scrapping to hold vehicles for VSOE **CR**

- Fleet management under review
- 3 crashes – may recover some costs
- Fuel costs down 7%
- Will put summary on audit log – with red/ green

EU Compliance

811.4 Mr Carmichael reported:

- Re-ran NFE model, need to reconcile depreciation number
- Pre-infringement letter sent by EU to DTTAS
- Subvention split needs serious exercise
- Fares increase will have effect on NFE
- No draft MAC contract yet
- Track access – will meet to discuss offline, DF DC CC JM
- Enterprise – split revenue not agreed for increased business

{Mr Carmichael, Mr Stack left the meeting}

HR

811.5 Mr Masterson advised

- Staff 3,786 – 4 left organisation
 - Annual leave – more being taken-
- 2000 Check annual leave stats P9** **CM**
- 10 Random unannounced testing took place
 - Worker Dir elections completed
 - Employee survey – communications ongoing
- 2001 Short presentation on Employee survey for board** **CM**
- Meeting Kevin Foley organised on Lansdowne Rd
- 2002 Child protection policy to be produced** **CM**
- Occupational Health update produced
 - Mandatory medicals, need to define safety critical roles
- 2003 Need costings for annual health checks** **CM**
- Succession planning – offline
 - Number of appeals discussed
 - Disciplinary appeals tribunal – report expected Friday
- 2004 HR Report - updates needed on Cost Containment, VS position, DART Driver issue** **CM**
- {Mr Culligan, Mr Meade, left the meeting}*
- Rosslare**
- 811.6** Mr Lynch reported on Rosslare Europort:
- Revenue P10 red – Celtic got rebate early
 - Show foot passengers
 - Freight volumes up 4% YTD
 - Logs ships approx 1 a fortnight
 - Coen Steel – propose manufacture wind turbines
 - Needs land, road access to midlands
- 2005 Write letter to Minister Howlin on initiatives for Rosslare eg Coen Steel** **DF**
- FOI – recommended and agreed to exclude Rosslare
- 811.7** It was agreed to recommend the following to the board:
5. Transactions for sealing and signing
- {Messrs Lynch and Reynolds left the meeting}*
- IM**
- 812.1** Mr Cunningham reported:
- Finances red – pensions, materials,
 - LTAs – hedge cutting – teeth damaged, one tripped over rail, disk cutting
 - spark in eye
 - 2 SPADs, one tamper and one Lmk Junction
 - Delay minutes – 2,400 to OHLE failure
- 812.2** The Chief Executive expressed his concern at the 19 and 17 min TSRs on Cork but allowance of 14 mins – asked for better planning.
- some TSRs are at stations, so no impact
 - These are driver reports – not consistent
 - OTM Contract smooth carry over
 - XG002 – steel might be cash flow issue
 - IM Payroll will tidy text

- Will suggest audit of IM Payroll and BB Contract
- LRA report – what issues are emerging?

812.3 It was agreed to recommend to Board

- Capital Expenditure
 - 6. GSM-R Phase 2 (what is drop dead date)
 - 7. National LX Safety Case

Closeouts

- 8. 6 closeouts
- Conversion of AHBs – due to prolongation

2006 Give staff feedback option for Meeting feedback

BK

ANY OTHER BUSINESS

Next meeting

813.1 The next board preparation meeting will be held on Wednesday 13th November, 2013 at 08:30.

**Minutes of 151st Iarnród Éireann Executive Group Meeting
held on Wednesday 20th November, 2013
at Connolly Station**

Present: Mr David Franks, Chief Executive Officer (Chairman),
Mr Cal Carmichael, EU Compliance Project Manager
Mr John Cassidy, acting Chief Safety & Security Officer
Mr Aidan Cronin, Chief Financial Officer
Mr Don Cunningham, Director IM
Mr Barry Kenny, Manager Corporate Communications
Mr Gerry Culligan, Commercial Director
Mr Ciaran Masterson, Director Human Resources
Mr Jim Meade, Director TO

Attended by: Ms Bidina McCabe, Assistant Secretary,
Mr Jude Carey, IM Finance
Mr John Stack, RU Finance
Mr Colm Reynolds, Procurement (part)
Mr John Lynch, GM Rosslare Eurport (part)
Mr Niall Grogan, CIE Group Property Manager (part)

Apologies:

Min. No.

TRAIN OPERATIONS

814.1 Mr Meade and Mr Stack reported:

Costs

- Finances - less value Mark III scrapping – achieving <€7k per vehicle
- Starting to see fuel savings come through
- Vehicles being monitored for overcrowding, particularly on Fridays on Sligo road
- Cork and Tralee working well
- DART 2 cars issues levelling out, achieving electricity target
- SPADs – 0 in period
- LX – hit at Porterstown
- 2 LTAs – 2 near fatalities,
 - in P12 suicide in Wicklow – Garda protocol worked well. Was witnessed by jogger.
- Punctuality on time and 0-5 mins reported to EG now
- Will expand report on LRA

2007 Full review of LRA season to be carried out **JM DC**

2008 Analysis of dwell time required **JM**

2009 Updates to TO report December board **JM**

Expand note on speeding violations
Expand explanation of reduction 6 car DARTs (49 to 27)
Expand paragraph on Drivers Reminder Appliance

- Single line working by remote pilotman only certified for train failure (no signal fault)
 - Intend to revert for further certifications

2010 Check if EU funding available Enterprise refurbishment **JM**

- Are formalising revenue blitzes

814.2 It was agreed to recommend the following to the board:

1. 3 x CME Closeouts (with explanation of time it took it close projects)

COMMERCIAL

815.1 Mr Culligan reported

- Budget only to board – will condense text
- Bank holiday works not catered for in forecast, so DART off
- Intercity ahead forecast but not on budget – non realisation benefits Journey Time Improvements
- Average fare better
- Freight, car parks in line budget
- Large number phone calls – mainly related to overcrowding
- Answer rate telephones still not up to required rate but match industry standard for abandonment rate

2011 **Commercial report** **GC****Condense text in Dashboard****Show improvement in call answering rate in report****Expand on capping / modelling****Add in marketing measurement, text on Navigator**Fares

- Have modelled gap – €2.5m
 - NTA do not have modelling capability
 - Adult, student, child cap cost €100k
- Timetable review is to better match demand
- Seeing growth in 1st class due to train hosts selling upgrades
 - Target 1st February train hosts to sell all tickets
- Web loyalty business to go to market

2012 **Send details of Web-loyalty systems to AC** **GC**

- WiFi Commercialisation proposition received
- Car rental – property in discussion
- Cycle – UK model looked at
- Attended world holiday fair
- Web summit got good coverage
- VSOE – identifying Mark IIIs they want to purchase
- Refunds being centralised

2013 **Ensure new refund policy doesn't discommode customers** **GC**

- Customer First – Ernst & Young on line
- New KPIs for Rail Freight

2014 **Standardise Dashboard version freight KPIs** **GC****MINUTES OF PREVIOUS MEETINGS**816.1 The minutes of meeting held on 16th October, 2013 were taken as read.**Outstanding Actions - board**

816.2 80 - Car hire time to close off action required

816.3 103 - Risk register –Peader Duffy of RMI to address Exec team

CENTRAL REPORTS*{Mr Carey, Mr Reynolds, Mr Cunningham and Mr Lynch joined the meeting}***Procurement**

817.1 Mr Reynolds presented the procurement report:

- KPIs will be reported from 1st Jan
- RBI – good P 10 and P11
- Recurring contracts - Fantuzzi – undergoing procurement process
- 2 new procurement people started

- Standard contracts not resolved
- Getting reduced expressions interest on larger projects
- Fuel – 2014 hedged
- 4 papers will not make 2013 December board explained

Papers

817.2 It was agreed to recommend the following to the board:

2. Supply of Ballast - Selection & Award Criteria
3. User Worked Level Crossings - Award Criteria
4. Lineside Detection Equipment - Award Criteria

817.3 It was agreed to approve

5. Disposal 22 Freight wagons – no need to go to board

Finance

817.4 Mr Cronin reported

- Dashboard – say LRA
- Revenue €435k adverse
- Expenditure – €900k favourable to budget,
 - €1.7 adverse pensions (€900k) and pay deal (€800k) = €1.7m of €2m adverse to forecast.
 - Are on target to make year end position
- 4 VS in period
- 5 Audits management responses outstanding

817.5 It was agreed to recommend the following to the board:

6. Risk Register

Property update

{Mr Niall Grogan joined the meeting for this item}

817.6 Mr Grogan updated the meeting on current Group Property work:

- Property vested in holding company
- Operating companies must declare property surplus to requirements prior to sale
- Current strategy – proactive chase revenue
 - Revenues – going down but good given recent sales
 - Rents benchmarked
 - Concourse trading positions suffered during downturn
- Revenue by sector noted.
 - Rental – Heuston €1m, vending machine €400k, Connolly €335k
- Fibre – €1.9m expected 2013
- Did tender for e-net – offer €1.2m pa over 15 year (dropping down to €600k)
- Costs €2m to facilitate this
- Suggest capitalise, charge 2m in year one – will be own funded

2015 Check options for capitalising e-net works

AC

- Radio sites – €1.9m pa, 20% increase with limited scope for growth
- Offices – some income
- Capital sales €1.9m. further opportunities will come
 - Looking at disposing vacant properties which we had obligation to maintain
- Rates bill increases from €1.4 to €1.8m in 2014
- Closed and abandoned lines CIE responsible
- Big push greenways
- Northern section of WRC – could turn to cycle line
- Community / social benefit – will consider realistic approaches from community groups
- 205 vacant buildings, 99 protected

- 139 cottages tenanted
- Interface with projects
- Spencer Dock – still have development sites
- Tara St – consider our requirement – have planning permission for large building
- Connolly – have planning permission for back car park
- Sheriff St yard and building – development opportunities – have master plan
- Heuston/Inchicore – will be valuable post DU
- Galway – Hotel in Nama
- 2014 – BT, enet, vacant, will do retail review of main stations
- Malahide – suggest restaurant
- Budget – net €2.9m to Iarnród Éireann
- €4.7m income from Iarnród Éireann – include income for access to masts
- Car hire – they want on website – with ticketing arrangements – they don't want property
- Did have in Heuston
- Budget Hire in Rosslare
- Chemist – fitting out
- Any opportunities for ticket offices that are redundant
- Super broadband – no such thing

817.7 The Chief Executive asked that a number of opportunities be identified and pushed. Mr Grogan to report on progress next March.

2016 Review of Tara Street requirement, Malahide opportunities

GC

EU Compliance

817.8 Mr Carmichael reported:

- DoTTAS say regulator part of RSC – will be part of one regulation body
- Letter silent on who should monitor MAC – Gerry say regulator should do it
- Will require test with EU Commission to see if CIE can be Essential Function Body
- Any operator applying for paths will apply to essential body, including IM
- Body needs to be in place April
- MAC – IM team working thru options to close funding gap
 - €10m reduction in capital funding
 - Requirement for costs by route – they want it done – will go to market – they will fund
 - 2nd draft – shown NTA monitor, still no concept of multi annual funding
- PSC – have tabled NFE model, and what we want to change in contract
 - NFE will have to take into account fares determination, €10m and interest
- Track Access agreement (TAA) – invoice from IM to RU
- Station Access Agreement – money to IM
 - Have clear obligations except in freight
- Enterprise – biggest issue is NIR want change to NIR split – they want 50/50 as opposed to 53/47
 - Could stay stick and use different for new business
 - All costs are equalised, revenue are 53/47.

2017 Need understanding of real costs/revenues for Enterprise

J Stack

{Mr Carmichael, Mr Stack left the meeting}

HR

817.9 Mr Masterson advised

- 3777 staff,
- 3 VS in period
- In 2014, need Ministerial signature for VS from end January
- Annual leave – behind target
- D&A, will do tests to meet business requirements
- Employee survey – had presentation to senior management team in Inchicore

- IR – LRC facilitated talks to continue on Friday
- Equality – we won decision
- Loss of earnings – we will defend no paying

2018 29b, VS, Cost containment in HR report

CM

Rosslare

817.10 Mr Lynch reported on Rosslare Europort:

- Revenue slightly off budget
- Foot passengers down
- Freight up and ahead budget
- 1 vacancy not filled
- O'Flaherty fishing fleet licence gone – they are 50% owners Celtic fleet
- Absenteeism – 4 days long term – down on last few years
- Coen steel – will be their commercial decision
- Irish Ferries have chartered new ship and they may operate Dublin to Cherbourg at weekends
- Indecom Report – in line with expectation, they took on our views and up to us to test market
- EU concessions directive imminent

Safety update

817.11 Mr Cassidy reported on progress with the Safety Plan:

- Successful SPAD and operational risk conference held
- Workshops covers overspeeding, platform interface and concern over SPADs
- Also extension of Broombridge initiative

Transactions for Sealing and Signing

817.12 It was agreed to recommend the following to the board:

7. Transactions for sealing and signing

Corporate Communications

817.13 Mr Kenny

- Carried out over 4 groups in Sept/October
- Positive awareness of what we do, safety, ethics, support for speed improvements
- Negative – low awareness Freight and Rosslare, welcome for feedback, regarded as bureau
- Shows need for better communication

2019 Stakeholder Survey - to January board, and include benchmark

BK

- Census document NTA put to press

{Mr Culligan, Mr Meade, Stack, Carmichael, Lynch and Reynolds left the meeting}

IM

818.1 Mr Cunningham reported:

- Finances – charge €88k Limerick fire P11
- 5 LTAs
- 2 wrongside failures – 3 YTD
- Meeting with UK LRA group and will collate all info in advance of meeting with operators
- Delay mostly TSRs and LRA

2020 Engineering planning remit, eg when best to do work

DC

- LX incidents, XM240, XM250 – have had 27 incidents between 2 over last 10 years
- Summary of Bridgeway report noted
- Confident will meet €138m

- OHLE incident detail given
- LRA table of incidents noted
- Bridge renewal in County Clare – planning issues
- OTM RSC noting improvement in submissions
- XG002 – will have bond in place
- Points heaters – Glasnevin Junction – awaiting ESB

818.2 It was agreed to recommend to Board

Closeouts

8. 6 x SET closeouts

Capital Expenditure

9. Lmk Junction SSI room

- SAP HR Management Competency records Query cost, when total SAP including payroll was advised as €1.2m

2021 SAP paper to show how fits in full SAP plan and include RU etc JC, DC

- IT replacement policy (hold) – put in own funding list
– PAS already there for 400k since last Jan

2022 Own funded requirements 2014 to be sent to AC AC
2023 IM Report DC
Highlight NTA funding issues up front in report
include Stoneblower paragraph

818.3 It was agreed that CEO should approve:

10. Horizontal rail bending machine

ANY OTHER BUSINESS

Next meeting

819.1 The next board preparation meeting will be held on Wednesday 15th January, 2014 at 08:30.