



Minutes of Board Meeting

Held in NTA Offices, Smithfield - Thursday 12th March 2026

Board Members in attendance

Mr Peter Strachan (Chairperson), Ms Anne Shaw (CEO), Mr Hugh Creegan (Deputy CEO), Mr Brian McCormick, Mr Richard Shakespeare (CEO of Dublin City Council), Mr Iain Docherty, Mr Eddie Doyle, Mr Bernard McLoughlin, Mr David Holohan.

Apologies: Ms Eleanor O'Neill, Ms Joyce Loughnan.

Others in attendance

All Items: Mr Jeremy Ryan, Director of Public Transport Services; Mr Declan Sheehan, Chief Information Officer; Mr Philip L'Estrange, Director of Finance and Corporate Services; Mr Bernard Higgins, Director of Transport Technology; Mr Kevin O'Brien, Director of Transport Regulation; Mr Richard Kelly, Acting Public Affairs Manager (Minutes); Ms Blathin McElligott, Head of Corporate Services; Mr Gerard Cuddihy, Head of Governance - Chief Risk Officer.

Items 5: Mr Marcello Corsi, Head of Rail Investment.

Item 6: Mr Stephen Gallagher, Head of Corporate Strategy.

Items 6 & 8: Mr Gerard McBrien, Corporate Risk Manager.

Item 7: Mr David O'Flynn, Group Head of Finance and Deputy Chief Financial Officer; Ms Heather King, Financial Controller.

Item 9: Ms Roisin Cullinan, Head of Licensing; Ms Fiona Brady, Head of Regulatory Compliance.

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1. Declarations of Interest

a) Declarations of Interest

None

2. Minutes

a) Minutes of Previous Meeting

The draft minutes of the Board meeting held on 20th February 2026 were approved.

3. Matters Arising & Board Schedule

None.

4. CEO Report

a) CEO Report

The Chief Executive outlined key developments since the last meeting and provided an update on various items. The Chief Executive then responded to queries and other matters raised by Board members.

5. Capital Programme Committee

a) Report from Committee Meeting

Mr Docherty provided an update report from the February meeting of the Capital Programme Committee including an update on MetroLink. The Board noted the update provided by Mr Docherty.

b) Update on National Train Control Centre

Mr Creegan and Mr Corsi provided an update on the development of the National Train Control Centre and, in particular, its traffic management system for the train network. The Board noted the approach that was currently being adopted on the project but expressed their concern over the delay and additional cost that have arisen to date. The Board requested that a report is prepared reviewing and analysing the difficulties that have occurred under the traffic management system contract.

6. Strategic Risk, Climate Action Plan and Oversight Agreement and Performance Delivery Agreement with Department of Transport for 2026

a) Strategic Risk – Failure to achieve climate action and sustainability objectives

Mr Gallagher provided an overview of the Strategic Risks related to the potential failure to achieve climate action and sustainability objectives.

Following the overview provided, Mr Gallagher responded to questions from the Board members.

b) Climate Action Plan 2026

Mr Gallagher provided an overview of the Climate Action Plan for 2026 and responded to questions from the Board.

Following the overview, the Board approve the Climate Action Plan for 2026.

c) Oversight Agreement and Performance Delivery Agreement with Department of Transport for 2026

Mr Gallagher provided an overview of the Performance Delivery Agreement and Oversight Agreement between the Department of Transport and the National Transport Authority and responded to subsequent questions from the Board.

The Board subsequently approved the Performance Delivery Agreement and Oversight Agreement between the Department of Transport and the National Transport Authority subject to the comments and recommendations made by the Board being included in the final agreement.

7. Finance Matters

a) Management Accounts

Mr O'Flynn provided an update on the NTA's current financial position and responded to questions from Board members.

b) Update on Administration Budget Deficit for 2026

Mr O'Flynn provided an update on the Administration Budget Deficit for 2026. Following the overview provided, Mr O'Flynn responded to questions from the Board.

The Board noted the update provided by Mr O'Flynn.

8. Risk & Governance Matters

a) Risk Update

The Board noted the Risk Report provided by Mr Cuddihy.

b) External Board Effectiveness Review Update

Mr L'Estrange provided an update on the approach to be taken in respect of the External Board Effectiveness Review.

The Board noted the update provided by Mr L'Estrange.

c) Audit and Risk Committee (ARC) Appointments

Mr Cuddihy provided an update on the appointments of external members to the ARC.

The Board approved the appointment of Dónall Curtin and Niall Kelly as external members to the Audit and Risk Committee (ARC).

9. SPSV Regulation: Strategic Action Plan

Mr O'Brien, Ms Cullinan and Ms Brady provided an overview of the Strategic Action Plan as it relates to SPSV Regulation.

Following the overview provided, the Board noted the update provided by Mr O'Brien, Ms Cullinan and Ms Brady.

10. AOB

Next Meeting: Friday 17th April 2026 at NTA HQ @ 10.30hrs.

Signed: _____
Chairperson

Date: _____