Minutes of Board Meeting

Held in NTA Offices, Smithfield - Thursday 9th July 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 Eddie Doyle, Mr Bernard McLoughlin, Mr David Holohan, Mr Iain Docherty, Ms Joyce Loughnan.

Apologies: Ms Eleanor O'Neill.

Others in attendance

All Items: Mr Jeremy Ryan, Director of Public Transport Services; Mr Declan Sheehan, Chief Information Officer; Mr Richard Kelly, Higher Executive Officer (Minutes); Mr Gerard Cuddihy, Head of Governance - Chief Risk Officer.

Item 5: Mr Stephen Gallagher, Head of Corporate Strategy.

Item 6: Mr Eoin Gillard, Assistant Director of Transport Investment; Ms Mary Darcy, Head of Metro Investment; Mr Joe Seymour, Assistant Director of Sustainable Transport Development,

Item 7 & 8: Ms Roisin Cullinan, Head of Licensing; Shreya Chhetri, Senior Transport Regulation Analyst.

Item 9: Mr David O'Flynn, Group Head of Finance and Deputy Chief Financial Officer.

Item 9, 10 & 11: Mr Gerard McBrien, Corporate Risk Manager.

Item 10: Mr Adam Lickorish (RSM).

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1. **Declarations of Interest**

a) Declarations of Interest

Mr Shakespeare declared an interest on agenda item 6e.

2. Minutes

a) Minutes of Previous Meeting

The draft minutes of the Board meeting held on 11th June 2026 were approved.

3. Matters Arising & Board Schedule

The Board agreed to a special Board meeting on the 20th of July 2026 to consider the Approval Gate 2 decision point (under the Infrastructure Guidelines) in respect of the MetroLink project.

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. Corporate Matters

a) Corporate Business Plan Update for Q 2026

Mr Gallagher provided a progress update on the National Transport Authority's (NTA) Annual Corporate Business Plan.

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

The Board noted the update provided by Mr Gallagher.

b) Q2 2026 Progress Update on the new Action Plan 2026-2030 for the Sustainable Mobility Policy

Mr Gallagher provided a progress update on the NTA's actions in the new 2026-2030 Action Plan for the National Sustainable Mobility Policy.

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

The Board noted the update provided by Mr Gallagher.

6. Capital Programme Committee

a) Report from Committee Meeting

Mr Docherty provided an update report from the June meeting of the Capital Programme Committee including an update on MetroLink and the National Train Control Centre (NTCC).

b) NTCC

Mr Creegan informed the Board that the testing being undertaken by Irish Rail for the software release for the first Commissioning Phase – CP1 - of the Traffic Management System (TMS)

concluded in mid-June. A large number of issues were identified during the testing, and it was concluded that the CP1 software is not ready or suitable for deployment.

He informed the Board that, on 29th June 2026, Irish Rail wrote formally to the NTA seeking NTA's approval, as Approving Authority for the NTCC project, to (i) terminate Indra's contract and (ii) to sanction the proposed way forward for the provision of a replacement train control system. The NTA subsequently sought substantial additional supporting information from Irish Rail, and this had been received in relation to the first of these requests.

The Board were briefed on the consideration by the Capital Programme Committee of these matters. The role of the NTA as Approving Authority and the separate role of Irish Rail as the party in contract with Indra were discussed. Under the Infrastructure Guidelines, Approving Authority authorisation is required for the entry into a delivery contract for a State funded project. However, once the contract has been signed, it is the parties to the contract who hold the decision-making powers in relation to the operation of the contract, with the Approving Authority role then centred on funding and overall delivery. Accordingly, a decision to terminate this contract resides solely with the contracting parties.

Following extensive discussion, the Board noted the decision by the Irish Rail Board to terminate their contract with Indra for the provision of a Traffic Management System.

The Board were also advised on the ongoing work being undertaken by the Executive to assess the Irish Rail proposal to directly award a contract to Siemen Mobility Limited for a WestCad control system as an alternative to the Indra TMS. That assessment work is ongoing with further information awaited from Irish Rail.

c) MetroLink Update

The Board were updated on the status of the assurance process being undertaken in relation to the Approval Gate 2 (AG2) documentation for MetroLink. It was agreed that a special Board meeting would be held on 20th July to fully consider the information related to the MetroLink AG2 decision.

d) Clongriffin to City Centre Core Bus Corridor – Approval Gate 2 (Approval to Tender)

Following discussion on this item, the Board confirmed its authorisation for the issuance of Approval Gate 2 approval in respect of the BusConnects Clongriffin to City Centre Core Bus Corridor Scheme, permitting the scheme to proceed to tender stage for construction.

e) Grow College Green – Preliminary Business Case

Mr Shakespeare declared an interest in this agenda item and withdrew from the meeting.

Mr Creegan provided an overview of the Grow College Green Project and the Preliminary Business Case. Mr Creegan outlined that approval was being sought from the Board under Approval Gate 1 of the Infrastructure Guidelines (IG) for the Grow College Green project. This approval will enable Dublin City Council to progress an application to An Coimisiún Pleanála for a planning consent for the scheme.

Following discussion and questions from Board members, the Board expressed its support for the approval of the Preliminary Business Case for the Grow College Green project and referred it back to the Capital Programme Committee for final decision.

Following the conclusion of the discussion of this item, Mr Shakespeare then returned to the meeting.

7. CER Regulations – Designation of Critical Entities

Ms Cullinan provided an update to the Board outlining that the NTA is a Competent Authority for specified transport sectors (road authorities/ITS operators and public transport service operators) under S.I. 559/2024 European Union (Resilience of Critical Entities) Regulations 2024 (the CER Regulations).

Following the update provided, Ms Cullinan responded to questions from Board members.

The Board noted the update provided by Ms Cullinan.

8. Section 12 Process under Taxi Regulation Act 2013

Ms Cullinan provided an overview of the intention of the NTA to utilise Section 12 Process under Taxi Regulation Act 2013.

Following the overview provided, Ms Cullinan responded to questions from Board members.

The Board noted the overview provided by M Cullinan.

9. Finance Matters

a) Management Accounts

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

b) Update on Budget 2027 Process

Mr O'Flynn provided an update on the ongoing work being done in respect of the NTA's submission regarding the 2027 budget process.

Following the overview provided, Mr O'Flynn responded to questions from the Board members.

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

c) Treasury and Banking Arrangements

Mr O'Flynn provided an overview of the NTA's Treasury and Banking Arrangements and the proposal to establish a banking relationship with Danske bank.

Following the overview provided, the Board approved the proposal to establish a banking relationship with Danske Bank with execution of the following:

- Corporate Agreement
- Zero Balancing Cash Pool Agreement
- Market Deposit Account Opening Agreement

The Board resolves that any two members of the Board and/or Executives are authorised to execute all documentation and approvals relating to Danske Bank arrangements, including amendments to

agreements, entry into Zero Balance Cash Pool agreements, and the addition of new bank accounts to the Cash Pool/Corporate agreement.

10. Risk & Governance Matters

a) Risk Update

The Board noted the Risk Report provided by Mr Cuddihy.

b) Risk Workshop Planning

Mr Adam Lickorish joined the meeting.

Mr Lickorish provided an overview of the ongoing preparation regarding the Risk Workshop for Board members which is being planned for Autumn 2026.

The Board noted the update provided by Mr Lickorish.

Mr Lickorish then left the meeting.

11. Audit & Risk Committee (ARC)

Mr McCormick outlined the main issues discussed at the ARC meeting held on 26th of June last and responded to questions from Board members.

The Board noted the update provided by Mr McCormick.

12. Plan to rebalance employee/ contractor ratio and reduce operating costs

Ms Shaw provided an update the NTA' proposed plan to rebalance the employee/ contractor ratio and reduce operating costs within the organisation.

The Board noted the update provided Ms Shaw and expressed its support for the proposals being put forward.

13. PSO Performance Update

Mr Ryan provided an overview of the Public Transport Operator Performance Report.

The report was noted by the Board.

14. AOB

None.

Next Meeting: Thursday 24th September 2026 at NTA HQ @ 11.30hrs with a special online meeting to be held in relation to MetroLink on 20th July 2026 at 11.00.

Signed: _____ Date: _____

Chairperson