

**GOVERNMENT OF INDIA/ भारत सरकार**  
**MINISTRY OF RAILWAYS/ रेल मंत्रालय**  
**(RAILWAY BOARD)**

No.2024/E&R/8(1)/4


Dated: 19.06.2024

**All General Managers,**  
**(Open Line & PUs)**  
**DG/RDSO, MD/DFCCIL,**  
**CMD/KRCL, MD/CRIS**

**Sub: Minutes of the General Managers' Meeting held on 16<sup>th</sup> & 17<sup>th</sup> May 2024 in New Delhi - Reg.**

Please find enclosed minutes of meeting, chaired by CRB & CEO, with all General Managers (Open line including Metro), CMD/KRCL, MD/DFCCIL and MD/CRIS on 16<sup>th</sup> and 17<sup>th</sup> May 2024 for kind perusal and further necessary action please.

DA: As above.

  
19/06/24  
**(Alok Kumar Misra)**  
**ED(Mech.)/Transformation**  
**Railway Board**

1. **PSO to CRB & CEO - for kind information of CRB & CEO.**
2. **PPS/Member(Fin), PSO/Member(Infra), PSO/Member(O&BD),**  
**PSO/Member(T&RS), Sr.PPS/DG(HR), Sr.PPS/DG(RHS),**  
**Sr.PPS/DG/RPF, PPS/DG/Safety – for kind information of**  
**Members/ DGs.**

## Minutes of Meeting with General Managers - 16th and 17th May, 2024

S.No.	Item	Action by
	<b>Address by CRB &amp; CEO</b>	
i.	Government of India's vision of 'Viksit Bharat 2047' sets an ambitious yet achievable target for a developed India in which IR will play a crucial role.	All Board Members, GMs/ All Zonal Railways and Production Units
ii.	IR's focus should be to break down the goals of Viksit Bharat-2047 into achievable milestones, and work upon them. Further, targets have been set for the next 5-Years and 100-day by IR.	
iii.	Performance during 2023-24 has been promising as IR has performed better across multiple fronts: freight loading has increased month-on-month, more cargo and passenger trains have been run, more than 5000 km of new track has been laid (14 km/day target has been achieved), new Rolling Stocks have been inducted (and widely received) and the signaling systems over IR have improved.	
iv.	Learnings from all untoward incidents need to be ingrained and the importance of Safety has to be emphasized in day-to-day working. All sensitive installations over IR should be maintained as per codal provisions.	
v.	With an increase in workload, the need for supervision by field supervisors and officers is higher than ever. The criticality of Supervision to be driven into the psyche of field officials through regular counseling and awareness sessions.	
vi.	Pressure on passenger services has increased in the recent past. Consequently, the importance of punctuality, water availability, catering, cleanliness, and reduced waiting lists has also increased. In this regard, a concerted effort is required for ensuring: <ul style="list-style-type: none"> <li>a. Unauthorized passengers do not board the trains.</li> <li>b. Adequate provisions for Onboard services, Watering, Catering and Cleaning</li> <li>c. Punctual running of trains</li> <li>d. Special trains are planned in advance.</li> </ul>	
ix.	Trains with poor cleanliness, linen and OBHS issues should be monitored and improved in a targeted manner. Failures of LHB springs have to be arrested.	
x.	All works including NIs should be planned beforehand and made part of RBP and the blocks outside RBP should be curtailed. The execution should match the plan.	
xi.	Software and dashboard for Rolling Block Program developed by CRIS is under trial within CRIS. CRIS to provide the software for trial to WR.	
xii.	Railways should now start working on removal of those PSRs which till now were not planned as it required land acquisition.	
xiii.	Number of asset failures and the time taken for their rectification needs to be analyzed in greater detail. With the induction of new technologies, the need for training of field officials and line staff in troubleshooting is paramount.	
xiv.	Plan for the future should include targets for laying 8000 km of new track (annually) and induction of Rolling Stocks (more Vande Bharat, Amrit Bharat rakes and new design Wagon), electrification.	
xv.	Trial for Kavach system was recently carried out over NCR, and the train was successfully controlled during trials conducted.	
xvi.	Freight development portal should be updated at the earliest, so that STS proposals and industry requests can be captured in the system.	



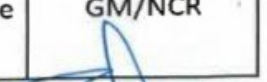
S.No.	Item	Action by
2	<b>Address by Board Members and Director Generals</b>	
2.1.	<b>Member (Infrastructure):</b>	
	<ul style="list-style-type: none"> <li>i. During field inspections, all items related to train operations should be inspected minutely and focused attention to deficiencies observed during should be done.</li> <li>ii. General Managers should set up systems for efficient monitoring of track machine utilization, progress of track fencing and moving towards 'Zero-Fish plated Yards'.</li> <li>iii. Quick removal of TSRs and reduction in PSRs should be focused upon.</li> <li>iv. Track fencing works, 130/160 kmph sectional speed upgradation works needs to be expedited and completed in a time bound manner.</li> <li>v. Predictive maintenance of Signaling assets should be planned based upon feedback from Data loggers and other systems.</li> <li>vi. Several DPRs pending with the zones, should be sent after thorough scrutiny for early sanction of work, specially for corridor projects.</li> <li>vii. The completion of RGM sidings needs to be monitored and work should be executed in a time bound manner.</li> <li>viii. Deficiencies observed during FOB inspections should be rectified at the earliest.</li> <li>ix. Subways which are prone to flooding should be examined and an action plan should be made for improvement before the rainy season.</li> </ul>	GMs/ All Zonal Railways and Production Units
3.	<b>Member (Operations and Business Development):</b>	
	<ul style="list-style-type: none"> <li>i. Exercise for mapping of Freight business has recently been started and is showing promising results. An opportunity for tapping approx. 500 MT of additional traffic exists for IR. The infrastructure development and upgradation work of existing freight terminals for higher handling capacity should be undertaken.</li> <li>ii. Actionable plan to capture and retain the traffic on rail should be drawn. SR has engaged professional agency which may be replicated in all Zones.</li> <li>iii. Block time allocated in Rolling Block Programs (RBPs) needs to be adhered to, and planning needs to be intensively done for proper time allocation.</li> <li>iv. Utilization of crew needs to be improved and crew links to be optimized.</li> <li>v. CC+6+2 routes should be prioritized and target opening of sections should be met.</li> <li>vi. Demands for concession in Freight tariff should be sent with a detailed STS proposal with proper analysis.</li> <li>vii. Overall passenger demand is expected to rise to 10 bn by 2030. Passenger Terminals should be planned to cater to this demand.</li> <li>viii. All stations should have station facility maps at prominent locations which schematically show all the facilities.</li> <li>ix. 100% digital payments should be targeted by Zonal Railways. The dark zones should be identified across Zones and same should be addressed on priority.</li> <li>x. With a move towards large-scale digitization by IR, protection against cyber-attacks and provisions of cyber crisis management plans should be made.</li> <li>xi. Disaster Management plans with contingency provision of Diesel Locomotives in case of grid failure should be prepared by all ZRs.</li> </ul>	GMs/ All Zonal Railways and Production Units, MD/CRIS

S.No.	Item	Action by
4.	<b>Member (Traction and Rolling Stock):</b>	
	<ul style="list-style-type: none"> <li>i. Proper investigation and root-cause analysis of each SPAD case should be done, with assistance from REMLOTT, CVVRS data.</li> <li>ii. Zonal Railways should undertake measures to improve the housekeeping, coach cleaning, watering, and linen activities.</li> <li>iii. Manpower based contracts should be resorted to in Coach cleanliness/watering works like OBHS, MCC, CTS etc as per extant policy.</li> <li>iv. The sanctioned projects for development of depots for Vande Bharat and Amrit Bharat train maintenance should be expedited by Zonal Railways.</li> <li>v. Utilization of crew and 12 hours working needs to be regularly monitored.</li> <li>vi. The provision and functioning of Fire and Smoke Detection Systems (FSDS) and Fire Detection and Suppression Systems (FDSS) need to be monitored. Proper maintenance of fire extinguishers as per IS provisions should be ensured.</li> <li>vii. The availability of diesel locomotives as part of the Crisis Management Plans should be ensured by Zones.</li> <li>viii. Training of field staff in troubleshooting the on-line faults in Vande Bharat rakes should be stepped up, instead of relying solely on OEMs. Sufficient nomination for seminars conducted by RDSO should be ensured.</li> <li>ix. Provision of Dual water-filling arrangement in LHB coaches as per latest RCF instructions to be expedited across Railways.</li> <li>x. The project work for installation of Quick Watering System on identified locations at different stages of execution should be monitored for timely completion.</li> <li>xi. With increased requirement of linen, zones should consider setting up/augmentation of Departmental Laundries whenever required.</li> </ul>	GMs/ All Zonal Railways and Production Units
5.	<b>Member (Finance):</b>	
	<ul style="list-style-type: none"> <li>i. Highest ever Capital provisions have been made for the FY 2024-25. Sufficient Capital for infrastructural works is expected to continue in the coming years.</li> <li>ii. Zonal Railways should identify new avenues for revenue, using e-Auctions in earning contracts to the extent possible.</li> <li>iii. The Ordinary Working Expenses should be kept within target.</li> <li>iv. The tender conditions of contracts should be properly prepared, so that the chances of arbitration are minimized. The cases in arbitration should be closely monitored for minimizing losses to IR.</li> <li>v. The augmentation of the Model SOP granting enhanced financial powers should increase the rate of delivery of projects and services, by minimizing the sanctioning delays.</li> </ul>	GMs/ All Zonal Railways and Production Units
6.	<b>Director General (Human Resource):</b>	
	<ul style="list-style-type: none"> <li>i. The merger and simplification of the cadres should be undertaken.</li> <li>ii. The coverage of the "Prarambh" Training module should be increased across ZRs.</li> <li>iii. The onboarding on the iGoT portal should be expedited across ZRs.</li> <li>iv. Compassionate appointments and medically decategorized cases should be finalized on priority.</li> </ul>	GMs/ All Zonal Railways and Production Units

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v.	In order to avoid the problems of over/under-indenting to RRB, Zonal Railways should ensure that requirements are assessed properly.	
vi.	CBT exams should be conducted as per provisions for timely promotions.	
7.	<b>Director General (Railway Health Services):</b>	
i.	Provision of the Ayush Scheme has been tried out in a few locations (Delhi, Mumbai, Guwahati, Kolkata and Chennai), and found to be successful. The same needs to be replicated at other locations also.	All GMs
8.	<b>Director General (RPF):</b>	
i.	The lack of fresh manpower input in RPF cadre is proving to be a challenge against the rising need for security and surveillance. In order to solve the problem, a greater reliance on technology is needed.	GMs/ All Zonal Railways and Production Units
ii.	During the redevelopment of stations under the Amrit Bharat Station Scheme, and during construction of new Stations, the designing of entry/exit points should be done optimally, keeping in mind the security aspects. Ideally, entry points should be restricted to a maximum of 4 per station.	
iii.	Further, in order to control the access to stations and deter unauthorized persons from entering, technological inputs such as use of turnstiles with QR-based entry should be explored. Installation of more CCTVs should also be resorted to.	
iv.	54 important stations have been planned to be covered under the Station Security Plan, for which efficient coordination from Zonal Railways is solicited.	
v.	Similar to considerations of security, the design of stations and other fixed installations should be done with appropriate provision of resting, changing and toilet facilities for women RPF employees.	
vi.	The barracks in use by GRP staff are in dilapidated condition in few Zonal Railways. The same needs to be surveyed and repaired.	
vii.	With greater outsourcing across departments, screening of contractual staff at the time of induction, provision of police verification and IDs should be done.	
9.	<b>Director General (Safety):</b>	
i.	In the analysis of recent accidents and safety related incidents, human error and lapses in maintenance have been the primary causes.	GMs/ All Zonal Railways and Production Units
ii.	The use of technological inputs for maintenance such as OMRS, HAHW detectors, CVVRS, Trackside monitoring systems should be proliferated.	
iii.	Counseling of LP/ALPs should be done for minimizing the distractions and reducing the instances of SPADs. Appropriate Duty hours and adequate rest for all running staff should be ensured.	
iv.	The fire safety devices provided in trains and establishments should be maintained and proper working to be ensured. The installation of entry scanners at stations should be increased to ensure that inflammable material is not transported through trains.	
v.	The use of suitable PPEs in maintenance depots, stations, yards, and block sites should be ensured in the field. Assessments should also be done for	

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vi.	weatherproofing of the infrastructure assets. Yards for improvement and gradient verification have been identified, the same should be monitored and expedited by Zonal Railways.	
10.	<b>Viksit Bharat 2047</b>	
	The IR agenda for "Viksit Bharat 2047" was presented. The following key themes were discussed: a) Improvement in passenger services: b) World Class trains and stations c) Freight Services d) Corridor Approach for infrastructure augmentation e) 5 year (2024-29), One-year (2024-25) and 100 days targets were discussed on Capacity building, Passenger comfort and Safety, Higher Safety Standards, Freight Transportation and Green initiatives heads.	All Board Members, GMs/ All Zonal Railways and Production Units
	<b>Discussion on Agenda item and assistance required by Zones</b>	
11.	<b>Central Railway:</b>	
	a) To remove operational bottlenecks in Balharshah, CR and SCR should chalk out an action plan within a week and submit it to the Board. b) Similarly for remodeling of Nagpur yard, CR & SECR should prepare short term and long-term plan to reduce detention during interchange. c) The Proposal to reduce TAC in container traffic should be supported with detailed analysis and action plan as blanket concessions cannot be given. d) Quick Watering facility at 09 identified locations should be expedited by CR. e) GM/CR informed that new software for crew booking as per dynamic slate system is under development. However, it was advised that as the CMS application is already available necessary changes for dynamic planning in CMS can be developed and integrated in the existing system by CRIS. f) Policy of medical de-categorization of crew due to Lasik surgery may be reviewed.	GM/CR & SCR GM/CR & SECR All GMs GM/CR MD/CRIS DG/RHS
12.	<b>East Central Railway:</b>	
	a) The Govt of Bihar has backed out from construction of 46 ROBs on cost sharing basis as per MOU signed and has agreed to share cost only on 14 out of 46 ROBs. Such proposals should be sent to Board and execution of work of ROB should be planned for early closure of Level crossings. b) Contractual agreements for approx. 70 Coal Sidings are not available with ECR; the Ministry of Coal may be contacted for obtaining them at the earliest. c) Provision of Spare rake vice Tejas Rajdhani is required for POH of existing coaches.	MI MOBD, MF MTRS
13.	<b>East Coast Railway:</b>	
	a) Progress on the development of new lobbies in ECOR needs to be expedited. b) Proposal for Setting up of infrastructure facilities for Vande Bharat Depot at Malatipatpur, sent to Railway Board, may be expedited.	GM/ECOR



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14.	<b>Eastern Railway:</b>	
	<ul style="list-style-type: none"> <li>a) Analysis of loco stalling cases to be done in detail (gradient-wise, Loco class-wise), as these cases are high over ER.</li> <li>b) Timelines for HWH yard remodeling to be adhered to and early completion to be ensured. Sanction of revised estimate to be expedited at Railway Board.</li> <li>c) Conversion of long distance HWH-KLK Netaji exp. into LHB is requested</li> <li>d) A separate satellite terminal at Dakuni near HWH to reduce congestion in HWH yard was proposed by ER. It was advised to develop Santragachi and Shalimar station as Kolkata city is growing around these stations.</li> </ul>	<p>GM/ER</p> <p>MI GM/ER MOBD</p> <p>GM/ER</p>
15.	<b>North Eastern Railway:</b>	
	<ul style="list-style-type: none"> <li>a) All LHB rakes may be dispatched from production units in standard rake formation.</li> <li>b) Early approval of Railway Advocate panel for RCTs</li> <li>c) Permission for piecemeal loading of food grain may be examined.</li> </ul>	<p>MTRS DG/HR MOBD</p>
16.	<b>North East Frontier Railway:</b>	
	<ul style="list-style-type: none"> <li>a) Out of 75 coaches overdue for MLR, only 5-10 coaches can be taken up at NBQS/NFR. Permission may be accorded for sending some MLR due coaches to WR. It may be examined to develop facility for this activity in eastern region itself.</li> <li>b) There are several vacancies of doctors and difficulty is faced in engaging CMPs due to prevailing payment scales, terms of engagements and local challenges of Northeast region. NFR's requested for necessary changes in policy.</li> <li>c) Proposal of Two-Point loading for POL of NFR may be examined at Railway Board.</li> </ul>	<p>MTRS</p> <p>DG/RHS</p> <p>MOBD</p>
17.	<b>Northern Railway:</b>	
	<ul style="list-style-type: none"> <li>a) A comprehensive policy for upkeep of station building, and facilities renovated under the Amrit Bharat Station Scheme may be issued.</li> <li>b) For fulfilling the requirement of maintenance of new railway assets in the USBRL project calling of option from staff over IR needs to be expedited.</li> <li>c) Rationalization of BCACBM rates vis-a-vis road tariff may be examined.</li> </ul>	<p>MI</p> <p>DG/HR</p> <p>MOBD</p>
18.	<b>North Western Railway:</b>	
	<ul style="list-style-type: none"> <li>a) WR has denotified Kapadvanj terminal which is causing loss to NWR. WR and NWR to make coordinated efforts to resolve this issue.</li> <li>b) Cant deficiency trials have been carried out on 11 coach types by RDSO; they should be expedited or extrapolated to the other coach variants.</li> <li>c) RDSO is conducting speed trials of double stack container on newly designed BLSS and BLCS container flat wagons. The process of certification may be expedited.</li> </ul>	<p>GM/NWR &amp;WR</p> <p>DG/RDSO</p> <p>DG/RDSO</p>
19.	<b>North Central Railway:</b>	
	<ul style="list-style-type: none"> <li>a) It was advised to take steps for removing encroachment in approaches to the Yamuna bridge between PRYJ -Naini section for 3rd line construction.</li> </ul>	<p>GM/NCR</p> 

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	<ul style="list-style-type: none"> <li>b) Issue of non-availability of live visibility of DFC stations in the IR control room was raised. MD/DFCCIL agreed to address the issue.</li> <li>c) In view of the scheduled Kumbh mela at PRYJ, necessary preparations related to crowd management, stabling of rakes and proper maintenance of passenger amenities should be undertaken.</li> <li>d) Coach watering facility at Prayagraj, Chheoki will be functional by August 2024.</li> <li>e) Training of crew &amp; staff on KAVACH system should be organized.</li> </ul>	<p>MD/DFCCIL</p> <p>GM/NCR</p> <p>GM/NCR All GMs</p>
20.	<b>South Central Railway:</b>	
	<ul style="list-style-type: none"> <li>a) It was requested to permit redistribution of posts from non-safety to safety categories based on equivalent money value. It may be examined.</li> <li>b) SCR has developed a Cable Protection management System (CPMS) to monitor cable cutting. CRIS should develop software for all ZRs.</li> <li>c) Zone requested for additional trains-new, augmentation, clone &amp; TODs on need basis as per demand on routes such as DNR, HWH, GHY, GKP, CSMT, JP &amp; ASR.</li> <li>d) On high demand routes 8 coach VBs may be replaced with 16 coach rakes.</li> <li>e) Umbrella work for augmentation of running rooms may be sanctioned.</li> </ul>	<p>MD/CRIS</p> <p>MD/CRIS</p> <p>MOBD</p> <p>MOBD, MTRS MTRS</p>
21.	<b>South Eastern Railway:</b>	
	<ul style="list-style-type: none"> <li>a) To increase freight loading, clubbing of GPWIS rakes (of sister concern companies) for purpose of rake formation and spare management was proposed.</li> <li>b) Jharsuguda yard remodeling work is targeted for completion by Nov 2024.</li> <li>c) SER was advised to look into tapping additional freight loading from Bokaro Steel Plant, which has an ambitious plan for future expansion.</li> <li>d) The revised estimate for additional platforms at Santragachi &amp; Shalimar should be sent to board at the earliest.</li> </ul>	<p>MOBD</p> <p>GM/SER</p> <p>GM/SER GM/SER</p>
22.	<b>South East Central Railway:</b>	
	<ul style="list-style-type: none"> <li>a) SECR requested for monitoring of 4 nos flyover projects that are undertaken by adjacent railways at Jharsuguda for timely completion of these projects.</li> <li>b) Upgraded specifications for P. Way (beyond 80 GMT) may be issued.</li> <li>c) Budget allotment for railway quarter maintenance may be enhanced.</li> </ul>	<p>GM/SER, GM/SECR &amp; GM/ECOR MI MF</p>
23.	<b>Southern Railway:</b>	
	<ul style="list-style-type: none"> <li>a) e-TSR has been developed by SR. CRIS to study the same and integrate with COA.</li> <li>b) Coach watering requires 12 men per train, which has been stipulated in SR. It has significantly reduced no. of complaints. It may be studied and replicated.</li> <li>c) Specifications of USB charging points in coaches may be issued at the earliest.</li> </ul>	<p>MD/CRIS All GMs</p> <p>MTRS</p>
24.	<b>South Western Railway:</b>	
	<ul style="list-style-type: none"> <li>a) DMG authentication and forest permit issues are not interfaced with FOIS. CRIS and SWR may work on the issue jointly.</li> </ul>	<p>GM/SWR &amp; MD/CRIS</p>



S.No.	Item	Action by
	<ul style="list-style-type: none"> <li>b) SWR proposal for allowing 25 T axle load in identified Iron Ore routes especially in Bellary-Rayadurga-Chikjajur may be examined on priority.</li> <li>a) Delegation of Power to GM for sanction of Rolling Stock Sub-assemblies under RSP on the pattern of WP/M&amp;P Program may be given.</li> <li>b) In-principle approval for construction of a Wagon workshop in SWR may be processed on priority.</li> </ul>	<p>MOBD</p> <p>MTRS</p> <p>MTRS</p>
25.	<b>West Central Railway:</b>	
	a) There is a requirement of BOBYN rakes for ballast recoupmnt in several zones. Detailed planning may be done at Board level.	MOBD, MI
26.	<b>Western Railway:</b>	
	<ul style="list-style-type: none"> <li>a) Comprehensive analysis of additional coach requirements for catering unreserved passengers may be done at Board level.</li> <li>b) Proper earthing arrangement during welding at sidings may be ensured by all ZRs as it leads to hot-axle.</li> </ul>	<p>MOBD, MTRS</p> <p>MTRS</p>
27.	<b>Metro Railway:</b>	
	<ul style="list-style-type: none"> <li>a) GM/metro railway mentioned that a lot of structural assets over Kolkata Metro railway are overaged therefore speed restrictions have been imposed. Proposal for rehabilitation of overaged structures may be sent.</li> <li>b) With opening of new sections, there is requirement of additional rakes.</li> </ul>	<p>MI, MF</p> <p>MTRS</p>
28.	<b>Konkan Railway:</b>	
	<ul style="list-style-type: none"> <li>a) To increase mobility over KR, SWR may examine reception of additional rakes on Ghat section.</li> <li>b) KRCL requested for enhancement of CMD's power for Capital Budget.</li> <li>c) Additional BRN and BTPN rakes are required to increase loading.</li> </ul>	<p>GM/SWR</p> <p>MF</p> <p>MOBD</p>
29.	<b>DFCCIL:</b>	
	<ul style="list-style-type: none"> <li>a) A joint meeting between NWR and DFCCIL to be convened to address the issue of long hours of crew.</li> <li>b) DFCCIL to synchronize their block hours with IR networks to reduce effect on passenger trains over IR. DFCCIL to look into the possibility of availing night blocks.</li> <li>c) Key Performance Indices (KPI) for DFCCIL should be finalized at the earliest.</li> <li>d) Loco Inspectors of ZRs should also monitor their nominated LPs on DFCCIL routes.</li> </ul>	<p>GM/NWR &amp; MD/DFCCIL</p> <p>MD/DFCCIL</p> <p>ALL GMs</p>
30.	The meeting ended with Vote of thanks to the chair.	