



**Approved Minutes of the Estates Policy Committee Meeting of 9<sup>th</sup> June 2022**

**Via Microsoft Teams**

<b>Present:</b>	Rachel Mathews-McKay ( <b>Chair</b> ) Professor Eleanor Denny, Bursar & Director of Strategic Innovation ( <b>Secretary</b> ) Orla Cunningham - Interim Chief Operating Officer Peter Reynolds - Chief Financial Officer Gisele Scanlon - President of the Graduate Students Union Mike Clark - Director of Campus Infrastructure Dr Stephen Waldren – Curator of the Botanic Gardens (Botany TCD) Trevor Payne – External member – Director of Estates – University of Birmingham Sarah
<b>Minute Secretary</b>	Sarah Lardner – Senior Executive Officer / Niamh Hurley – Administrative Officer
<b>In Attendance</b>	<b>For Item 5:</b> Colin Brogan, Sharon O'Reilly and Roisin Heneghan <b>For Item 6:</b> Drew Duggan
<b>Apologies:</b>	Professor Christine Casey – Department of History of Art and Architecture Ciaran O'Connor – Office of Public Works
<b>Statement of Interest:</b>	None declared.
<b>EPC/21-22/027</b>	<b>Draft Minutes of 14<sup>th</sup> March 2022</b> The minutes of the EPC meeting held on 14 <sup>th</sup> March 2022 were approved by the Committee.
<b>EPC/21-22/028</b>	<b>Matters Arising</b>  There were no matters arising.
<b>EPC/21-22/029</b>	<b>Section A: Draft Habitat's Policy</b>  Mike Clark spoke to the presentation that was previously circulated. He referenced the different Habitat types found within Campus and summarised the regulations in effect. He advised the draft policy has been created in consultation with many stakeholders (internal and external) to help TCD work within the regulations. It was approved by Grounds & Gardens in 2021. EPC are requested to approve the draft policy so that it can be sent to the Board. <ul style="list-style-type: none"><li>• It was noted while draft policy regularises what is done in college, acting in the interest of public safety overrides everything.</li><li>• In response to a query about how the sustainability strategy is aligned to this biodiversity strategy, Mike noted the overlap has been informal but with the appointment of a Vice President for Biodiversity and Climate Action, it is expected this will become more connected going forward.</li><li>• Estates and Facilities were thanked for their careful deliberation and consultation on scaffolding the Museum building roof as the Swift bird population has increased i.e nesting conditions were not affected during the repairs, indicative of protecting the species.</li></ul>



- The background between 'No Mow' and 'Low Mow' decisions taken in May 2022 was explained and how important it is to balance expectations and preferences within the college community to the location in response to an enquiry if the policy covered 'low mow' strategy options.
- A request was made to note the success of the recent bird head count, which reflected a big increase in numbers year on year and was an excellent outcome for the university.
- Bursar enquired how this draft policy compares nationally and internationally; are Trinity a Leader or responder in this field? Mike expected this to vary as campuses are very different, but some informal canvassing within peer college network may be conducted. It was noted that in the UK in particular a Habitat Policy is increasingly being embraced and the sentiment and intent of this policy were correct. It is very important to manage expectations and to be clear on the benefits of what is done and what is not done.
- Chair added that this was a very good document and is good news for TCD while mentioning a compromise preference for 'low mow' May!
  - **Action:** Mike Clark to establish how prevalent Habitat Policies are amongst peer colleges and assess whether Board approval of this policy would create a 'fanfare' opportunity?
  - **Decision:** Draft Habitat Policy Document approved and can be circulated to the Board

EPC/21-22/030

#### Section B: Update on OLRP / Interim Exhibition

Colin Brogan, Sharon O'Reilly and Roisin Heneghan (external) joined the meeting for this discussion agenda item.

Orla Cunningham summarised the presentation circulated earlier giving extra detail on the interim exhibition and proposed routes for visitors. It was confirmed Grounds & Gardens were supportive of the proposal. EPC were requested to approve the presentation.

- Chair asked that consideration be given to signage in College Park to minimise attempts to exit by the perimeter gate on Nassau Street which is for Staff only. Orla advised that the group are working on this currently with a focus on temporary signage for the high tourist season.
- It was suggested a very strong message about Trinity's approach would be sent if the building was a Zero Carbon building. EPC were advised that the goal has been to do this in an environmentally sustainable way but there are limiting factors e.g. what the market has to offer and the semi permanence of the building. Orla mentioned that the new pavilion will be reusable and materials from the old library exhibition will be reused for the Printing House exhibition where possible.
- In response to a query whether the square space was public or private, it was noted that within the campus it is deemed to be private space and the college can decide who comes onto campus. The intent is to be as welcoming as can be given the circumstances. Addressing an observation about noise pollution from the New Square, EPC were advised the goal is to move people through the route quickly, but the building walls have the same rating as a permanent building which should be a benefit in respect of noise transmission concerns.
- Bursar asked for detail on the planning timeline. Orla Cunningham advised tenders should be finalised imminently and will be presented to the Board next week. The intention is to submit planning by the end of July 2022.

Colin, Sharon and Roisin were thanked by EPC and then left the meeting.

- **Action/Suggestion:** Orla will review possibility of lobbying Google to correct the labelling of perimeter gate.



**EPC/21-22/031**

### **Section B: Trinity Trails**

Drew Duggan attended the meeting for this update

A presentation had been circulated previously and Drew elaborated on the purpose and concept of Trinity Trails as an opportunity for revenue growth and driving sustainable tourism on campus. Initially the focus is on increasing average visitor value. Tour bundles including the Book of Kells tour and guided tours for 25 people taking in 14 points of interest across the campus commenced in May 2022. Bookings are going well. The Trinity App will soon have a self-guided tour following the 14 points of interest, with audio and Augmented Reality options. Release is dependent on installation of public WiFi.

Feedback from the EPC was extremely positive.

- Feedback provided was this is a fantastic initiative with professional implementation. The focus on quality is a good starting place as the college can build on positive reviews received. The balance of integrating college community and tourists with allowing college community to show off the college works very well.
- Responding to an enquiry whether the Trinity Tours, once launched, would be seasonal or all year round and available in a 'virtual' manner, Drew indicated that in effect it would be seasonal due to demand but will be available all year round. Virtual elements will be added in time and the opportunities to expand virtual activity are huge, this will be part of the next phase.
- Bursar congratulated the team on a fantastic offering. She suggested the EPC meet 'in person' early in the new academic year and go on a guided tour of the campus. In the meantime, it was suggested that CRU could provide the external members of EPC with an access code to try the APP themselves. Chair agreed with this suggestion.
- Chair enquired about the 'updating' plan for the trail. Will things change if you do this more than once? Drew mentioned this is managed via a Content Management system which they control so there will be regular updates and an expansion of materials e.g. podcasts and integrating with other departments in a 'soft' way e.g. pop up suggestion if you are beside Buttery. The potential offered by the technology is significant including integrating with other platforms e.g. Dublin City Council.
  - Chair wondered if this would be a good concept for Trinity plans for Dublin Culture night whose registration deadline is looming.
- Merits and Benefits of a similar Trail App for Botanic Gardens were noted.
- Drew advised a 3D modelling of the museum building was already included on the self-guided APP.
- Chair added that Christine Casey and Patrick Wyse Jackson have a book on the museum which might be advertised on the pop ups and not to forget sporting occasions on campus. Drew advised they have a new Director of Marketing and is hopeful that many new opportunities in this area will be identified.

Congratulations were offered to Drew and his team and he left the meeting.

**EPC/21-22/032**

### **Section B: Review of Estates Policy Committee**

The current EPC Terms of Reference (TOR) approved in March 2020 were circulated prior to the meeting and Bursar apologised as the first attachment was an outdated version. Bursar advised that there is a requirement to self-review on an annual basis and identify any necessary changes to the TOR (item 5). She opened the floor to a discussion on the terms of reference and sought suggestions for things that EPC may do differently.

- Bursar – three suggestions relating to membership arising from changes since March 2020
  - Include the new Vice Provost for Biodiversity and Climate Action as a member on the EPC



- Include the new Vice Provost for Equality, Diversity and Inclusion as a member on the EPC
- Formally recognise Grounds and Gardens representative as a member of the Committee

If the committee concur with these suggestions, the numbers will increase beyond the 9-maximum. Bursar will make contact with the Registrar about what changes to statutes may be needed to accommodate this.

- A clarification was sought on how the group would fulfil performance evaluation (item 5) for themselves, is there a standard template available for this and is it a common practice across college committees? It was suggested that surveys can be sent to all members where they rate aspects of performance but if a relatively new group is involved, a verbal conversation might be a good starting place.
- It was noted that formalising the Grounds & Gardens membership of EPC would be positive and the committee agreed on the inclusion of the VP for Biodiversity and Climate Action and the VP for Equality, Diversity and Inclusion in the committee membership.
- The Chair felt it would be beneficial to circulate a survey for this purpose to remain consistent with other committees.
  - **Actions:**
  - Bursar to arrange a survey of performance evaluation assessment to be circulated to the committee.
  - Bursar will contact the Registrar about increasing the maximum Committee membership and on updating the Terms of Reference to incorporate the three suggested membership changes
  - If this is possible, the amended TOR will be recirculated via email with the intent to constitute the new membership in time for the first meeting of the new academic year.
  - Follow up with committee will be done via email.

EPC/2021-22/033

### Section C: Signage for Douglas Hyde Gallery

Mike Clark indicated a request has been received from Douglas Hyde Gallery to allow them to install an interactive sign (plasma screen format) in a recessed enclosure at the gallery to try to encourage visitors. There is a static sign in place currently. Planning would be covered by prior Nassau Street area consensus approvals

- In response to a query about what this would look like; an image of the proposed planning drawing was shared with Committee showing the level of visibility from the street
- Concern was raised about the negative impact of strobe lighting on the proposed interactive screen. It was agreed that no accidental harm to people or road users should arise with the installation of an interactive sign.
- It was suggested that such a sign provide opportunity to transmit different messages from Trinity's perspective e.g Healthy Trinity Cycle information etc. If the technology is there, will it be available beyond messages from the Douglas Hyde Gallery?
- It was noted that no undertakings have been given to the Douglas Hyde Gallery, and following discussion there is approval, in principle, for such a sign but due to the prominent location, it would not be for exclusive use of the Douglas Hyde Gallery. The next steps would be to seek design drawings and costings for this, and it would be important to ensure it is in keeping with current fabric of building and appropriate connectivity with the data system used for screens in the Nassau Street Entrance.
- A query was raised about timeline for this and whether funds were in situ. It was advised these are in place but need to clarify impact on funds availability with the requirement for shared content on the interactive screen.



- It was suggested that the proposal should cover operational aspects once a screen is installed especially regarding content management (appropriateness / relevance).
  - **Actions:**
  - Agreement to develop the concept over the summer recess and return to EPC with a proposal for approval in the new Academic year
  - Proposal will include operational aspects i.e. content management, relevance once the screen is installed with reference to existing Trinity protocols and policies.

**EPC-21-22/034**

**Section C: Three Antennas to roof of Aras on Phiarsaigh**

Mike Clarke explained this item is being brought to EPC for noting and gave background to the multiple points of relationship (beneficial and favourable) the College has with 'Three'. He then gave an overview of the proposed telecoms installation on the roof of the Aras on Phiarsaigh building by Three (Ireland). It is intended to add the antennas in with the existing plant enclosure and this has been agreed with Dublin City Council and other rooftop plant occupiers.

- A query was raised about the impact on biodiversity and any potential adverse effects to wildlife from the antenna masts. It was mentioned that mobile providers have issues with birds roosting on masts, so it was not expected to have an adverse effect.
- It was noted that these masts would improve speed and access to signals and services as they are 5G compatible. There is also an academic benefit as it supports work of Prof. Ruffini. The revenue benefits were not shared as they are commercially sensitive.

**Post Meeting Update (Friday, 10<sup>th</sup> June 2022) requested by Chair**

Mike Clark provided information in respect of the query about AAP telecoms installation harming birds, and sent the Chair a link to an article titled 'no 5g radio waves do not kill birds'. The source is The National Audubon Society, an American non-profit environmental organisation dedicated to conservation of birds and their habitats. Located in the United States and incorporated in 1905, Audubon is one of the oldest of such organisations in the world.

<https://www.audubon.org/news/no-5g-radio-waves-do-not-kill-birds>

**EPC/21-22/035**

**Section C: Capital Review Group Minutes**

The minutes of the Capital Review Group (CRG) held on Tuesday, 12 April 2022 were noted by the EPC.

**EPC/21-22/036**

**Section C: Space Allocation Committee Minutes**

EPC noted the minutes of the Space Allocation Group Meeting held on Monday, 4<sup>th</sup> April 2022.

- Chair commented that post Covid, with hybrid and blended working, there seems to be a lack of space for staff to have 'in person' contact as a lot of activities are being held online. Perhaps during the summer, the opportunity to facilitate use of empty offices for meetings could be taken.
- Bursar noted an EPC priority is to increase utilisation of space and while hybrid working will help to increase utilisation, finding a way to manage bookings efficiently and effectively for meeting rooms is important. The Space Allocation Group considers space requests that have not been resolved locally i.e. gone through earlier escalations of Head of School or Dean and this is something to keep in mind while further developing the Space Utilisation policy.
- A concern was noted about Chemistry Annex moves affecting Zoology research labs. The Bursar advised that Zoology will be cohabitants of the Chemistry Annex and maintain their activities there.

- It was suggested to consider having designated spaces available for student communications e.g. counselling, 121 meetings for PHD as during COVID space on campus was a lifeline for students. It was noted this would be something to bear in mind going forward and a lesson learned from the pandemic.

**EPC/21-22/037 Section C: Any Other Business**

- The Bursar advised the Group that EPC meetings for next year will be scheduled over the coming weeks. The Bursar proposed to schedule the first or second meeting 'in person' and to coordinate a guided tour for EPC members at that time.

The Chair thanked all members for their commitment and time during 2021/2022. Have a good summer and see you in the new term.

**Next meetings**

Meeting schedule for new academic year to be arranged.

**Signed:**



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**Rachel Mathews-McKay – Chair**

**Date: Approved at Meeting on 20<sup>th</sup> September 2022**

## Appendix A – Revised Terms of Reference for Estates Policy

### Terms of Reference for the Estates Policy Committee

#### Role of the Estates Policy Committee

The Estates Policy Committee is a Principal Committee of the Board responsible for making recommendations to Board on policy relevant to the development and operation of the College's sites, physical facilities and utilities; its function is to oversee the implementation of the College's Estates Strategy and to provide timely advice to Board on areas within its remit.

#### 1. Membership of the Committee

1. The membership shall have a minimum of seven members and a maximum of ~~nine~~ [twelve](#) members.
2. The chairperson shall be an elected member of Board.
3. The membership shall be as follows:
  - I. Elected member of Board (Chair)
  - II. Bursar (Secretary)
  - III. Treasurer/Chief Financial Officer
  - IV. At most two external members.

The external members shall have expertise in Architecture, Planning, Construction or Facilities Management, and at least one member shall be an architect with significant management experience. External members will be appointed by the Board on the nomination of the Provost.
  - V. At most three members of the College Community (at least one of whom shall be a student [and another a member of the Grounds and Gardens Committee](#)) appointed by the Board on the nomination of the Registrar, after consultation with the Chair of the Committee. (These members shall not be holders of executive positions or management positions in the College.)
  - VI. Chief Operating Officer
  - ~~VII.~~ [The Director of Campus infrastructure](#)
  - ~~VIII.~~ [The Vice Provost ~~resident~~ for Biodiversity and Climate Action](#)
  - ~~VII-IX.~~ [The Associate Vice Provost for Equality, Diversity and Inclusion](#)
4. The membership will be reviewed regularly by the Chair of the Committee in consultation with the Registrar.
5. The membership shall comply with College policies in relation to gender balance and diversity.



6. Membership of the Committee shall normally be for an initial term of three (3) years, with the possibility of an extension of a further three (3) years.
7. The Board shall reserve the right to remove any member from the Committee at any time.

## **2. Meetings and Quorum**

1. The Committee shall meet twice a term, or more frequently if the business requiring its attention should dictate.
2. If agreed by the Provost and the Chair of the Committee, decisions between meetings may be made by written or email resolution following circulation of documents, and shall be minuted.
3. The secretariat of the Committee will be provided from the Office of the Bursar.
4. An agenda and papers will normally be circulated one week in advance of each meeting. Agenda Items will be classified as follows:
  - I. Section A items: Policy Issues
  - II. Section B Items: Oversight of policy matters
  - III. Section C items: items for noting
5. Meetings shall require a quorum of half the number of members plus one.
6. The Committee shall invite the Project Sponsors and Project or Programme Managers of major project(s) to attend the Committee for agenda items of relevance to such project(s). Project Sponsors/Programme Managers may report to the Committee at several stages over the lifecycle of their projects. For capital projects that require planning permission presentation(s) to Estates Policy Committee should be made sufficiently early in the process to allow the project team to assimilate the Committee's advice and recommendations in advance of submission of a planning permission application.
7. The Committee may also invite other people to attend meeting(s) of the Committee, as it may, from time to time, consider desirable assistance in achieving its objectives.
8. In order to provide financial oversight, the draft minutes of the Estates Policy Committee shall be forwarded to the Secretary of the Finance Committee within one week of the meeting of the Estates Policy Committee. After review by Finance Committee they will be forwarded to Board as soon as possible for noting and/or discussion as necessary. Items, if any, of concern to Board will be noted in the minutes.
9. Decisions of Finance Committee that have implications for matters affecting the estate will be brought to the attention of the Estates Policy Committee by the Chief Financial Officer.
10. The Chair of the Committee shall provide a report to Board in addition to the minutes.





### **3. Duties**

1. The Committee shall receive briefing on relevant legislative and regulatory issues and review arrangements to be established by College for compliance with relevant legislative, regulatory and Board policies.
2. Policy Review:
  - I. Review of the College's Development Plan
  - II. Review policies in relation to Estates brought to it by Executive Officers of the College
  - III. Review the Trinity Estates Strategy in relation to its alignment with College policies and the overall College strategy
3. Oversight and Advisory:
  - I. Oversee the implementation of the College's Development Plan
  - II. Oversee the implementation of the Estates Strategy
  - III. Monitor the effective application of strategic risk management in the development and operation of the estates through reports from responsible officers
  - IV. Receive quarterly and annual reports against agreed plans from:
    - a. The Director of Campus Infrastructure
    - b. The Head of the Programme Management Office
    - c. The Commercial Director
  - V. Review the implementation of the annual maintenance plan and in the context of the wider estate strategy and capital investment programme, ensure that a coordinated and effective use of resources is being achieved.
  - VI. Agree appropriate key performance indicators for the monitoring of the performance of the estate against an agreed peer group of universities.
4. Monitor the activities of advisory Committees (e.g. Grounds & Gardens Advisory Committee and Sustainability Committee) and/or working groups through consideration of minutes, recommendations and/or presentations to the Committee.

### **4. Authority**

1. The Committee shall operate under delegated authority from Board, which is ultimately responsible for all matters relating to Estates. The Estates Policy Committee shall:
  - I. Make recommendations to Board on proposed policy changes that it has reviewed
  - II. Review the Estates Strategy and make recommendations on it to the Board
  - III. Ensure that the development of the estate is aligned to the Estates Strategy
2. Make recommendations to Board on the compliance with College policy of the estates related decisions of the Director of Campus Infrastructure, the Commercial Director, the Executive Officers group and its relevant sub-Committees.



3. Submit an annual report to Board on the implementation of the Estates Strategy based on quarterly and annual reports from the Director of Campus Infrastructure, the Head of the Programme Management Office and the Chief Operating Officer.
4. In relation to construction projects with a budget of greater than €3 million to review the planned development to ensure that it is in line with the College Estates Strategy and governance processes prior to the submission of a planning permission application.
5. To request that the Director of Campus Infrastructure, the Head of the Programme Management Office, Commercial Director and the Chief Operating Officer make a formal response to the Committee on any issue in relation to Estates raised by the Committee.
6. To establish, review and approve the terms of reference and membership for working groups as may be required to advise on issues in relation to Estates matters.
7. The Committee is authorised to seek any reasonable information it requires from any employee of the College or associated body to enable it discharge its responsibilities and shall have made available to it on a timely basis all information requested from any employee in a clear, concise and well-organised manner.
8. The Estates Policy Committee shall carry out other such functions that may be delegated to it from time to time by the Board.

## **5. Performance Evaluation**

The Committee shall, at least once a year, review its own performance and its terms of reference and shall report its conclusions and recommend any changes it considers necessary to the Board.

\*\*\*\*\* End \*\*\*\*\*