![Trinity College Dublin, Coláiste na Tríonóide, Baile Átha Cliath, The University of Dublin]

Trinity College Dublin
The University of Dublin

Minutes of the Risk and Compliance Committee

Wednesday, 12ᵗʰ November 2025, 14.15-15.45

Trinity Board Room

Present: Professor M Cunningham (Chair), Secretary to the College/Director of Governance (V Butler) (Secretary), Chief Operating Officer (N Gorman), J Harty, College Solicitor (S MacBride), E MacLennan O'Neill, Academic Secretary (P Maguire), Safety Officer (Dr Katharine Murray), S Anand Saraswati, D Scott, G Woods.

By Invitation: Risk Manager (F Gilligan)

In Attendance: S Brown (Minute-taker).

Apologies: Professor M Little, Dr N Ó Murchadha, A Blair, Dr L Kiernan Knowles

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RCC/25-26/16   Statements of Interest
There were no statements of interest declared by members.

RCC/25-26/17   Minutes
The RCC approved the draft minutes of the meeting of 25 September 2025.

RCC/25-26/18   Matters Arising
There were no matters arising.

RCC/25-26/19   Callover
The RCC noted the callover dated 25 September 2025.

The Academic Secretary joined the meeting at this point.

RCC/25-26/20   Business Continuity Update
Lee Mills, Head of Business Continuity, joined the meeting for this item.

The Chief Operating Officer provided the context for the update on the Business Continuity Response Structure noting that the Incident and Crisis Management plans are in the early stages of development and that the aim is to take a simple, streamlined approach.

The Head of Business Continuity introduced the item with reference to the presentation dated November 2025, which had been circulated in advance, under the following headings:
- Why Business Continuity Matters
- Business Continuity Programme Dashboard
- Business Continuity (Good Practice Guidelines Edition 7)
- Trinity's Business Continuity Response Structure
- Incident & Crisis Management (ISO)
- Overview of the Trinity Response Structure
- How we categorise and respond to Incidents
- The Role of the Provost
- The Role of the COO and College Secretary
- Business Continuity Maturity Assessment
- Support for Business Continuity.

The Chairperson thanked the Head of Business Continuity for the presentation and opened the item to RCC members for questions. In response to a query from the Chairperson, the Head of Business Continuity confirmed that it is planned to run practice exercises and that a professional consultant has been engaged who is currently reviewing the plans and who will run workshops and simulated exercises subsequently. It was noted that a recent major incident had already tested the plans and had provided learnings. The Head of Business Continuity confirmed that the membership of the Crisis Management and University Major Incident Management Teams is being finalised with a view to commencing inviting the team members to exercises in late January to early February 2026.

The Head of Business Continuity informed the RCC that they are working with the Risk Office to ensure the Crisis and Major Incident Management exercises are informed by the high residual rated risks on the University Risk Register.

In response to a question from a member, the Head of Business Continuity clarified that teaching and research are priority activities when considering restarting and recovering business after an incident. The priority of activities is agreed at a strategic level within the College. The Head of Business Continuity undertook to bring the order of priority of services/activities to a future RCC meeting.

The Head of Business Continuity clarified that to progress the current positioning of Trinity's Business Continuity Maturity Assessment from 'Evolved' to 'Optimised' under the United Nations Office for Disaster Risk Reduction maturity assessment, would require resources and engagement with every School and Unit in the University. With regard to the timescale for such engagement, the Head of Business Continuity advised that it is being rolled out across CSD in the first instance.

The Chief Operating Officer informed the RCC that there are issues to be resolved such as the team of one that comprises the Business Continuity Unit. The Chief Operating Officer advised that a desktop exercise at crisis management level would be conducted as soon as possible. The aim is for a uniform, standardised approach to be put in place, that is kept up to date.

It was agreed that the Head of Business Continuity would link in with the College Solicitor regarding the work of the Student Capacity Advisory Group to understand where it might fit in the Incident Response Framework.

It was clarified that notwithstanding that Trinity's satellite campuses present challenges for incident management, nonetheless the response structure would always involve one incident command centre and that it was not required to be located at the site of the incident.

In response to a query from a member, the Head of Business Continuity advised that business continuity incorporates within one framework both the response to an incident and the resumption of activities impacted by a disruption. The Head of Business Continuity undertook to come back to a future meeting of the RCC when the plan has been further developed.

It was agreed that the Chairperson should make the following recommendations and assurance to the Board:
- That scenario testing at different levels (crisis and major incident) is a priority;
- That resources should be put in place where needed (the Business Continuity Function currently comprises of only one staff member) but also resources in terms of the prioritisation of engagement in Schools and Units to put their plans in place, with support from the Head of Business Continuity.
- Assurance that much progress has been made in putting Crisis and Major Incident Management plans in place, linked with Business Continuity.

The Chairperson concluded the item by thanking the Head of Business Continuity.

Action/Decision
20.1 Head of Business Continuity undertook to bring back the order of priority of services/activities to a future RCC meeting.
20.2 Head of Business Continuity to link in with the College Solicitor regarding the work of the Student Capacity Advisory Group to understand where it might fit in the Incident Response Framework.
20.3 The Chairperson to make the following recommendations and assurance to the Board:
- That scenario testing at different levels (minor to major incidents) is a priority;
- That resources should be put in place where needed (the Business Continuity Function currently comprising of only one staff member) but also resources in terms of the prioritisation of engagement in Schools and Units with the Head of Business Continuity and others to put plans in place.
- Assurance that much progress has been made in putting Crisis and Incident Management plans in place, linked with Business Continuity.
20.4 The RCC received the presentation from the Head of Business Continuity dated November 2025.

Lee Mills left the meeting at this point.

RCC/25-26/21 Trinity's Sustainability Risks, Mitigation and Controls

Professor Jane Stout, Vice-President for Biodiversity and Climate Action, joined the meeting for this item.

Professor Jane Stout introduced the item with reference to the presentation dated November 2025 which had been circulated in advance, under the following headings:
- Global risks
- Extreme weather events
- Critical change to earth systems
- Biodiversity loss and ecosystem collapse
- Natural resource shortages
- Risks translate to University-level impacts
- URR8 Sustainability and Environmental Change risk
- Actions.

The Chairperson opened the item to the floor for questions. In response to a question about what the risk would be if Climate Action targets were not met by the University by the deadline of 2030, Prof Stout advised that the risks could be physical, financial or health related and that an additional financial risk that could materialise if the country as a whole did not meet its targets and incurred fines from the EU could be a possible scenario where fines would be passed on in part to Universities. However, such risks are not yet known.

In the course of discussion, the risk of not educating our students properly regarding sustainability and climate change was raised and Prof Stout acknowledged the challenges of complacency and of getting traction from Schools to include this in their curricula. The Trinity Business School was cited as an example of engagement in this regard, with a compulsory sustainability module now a requirement for all first year students. It was agreed that communication is key to mitigate against complacency.

With regard to reducing carbon emissions from energy sources, the Chief Operating Officer confirmed that a masterplan is under development to meet that requirement. While acknowledging the difficulty of dealing with energy sources in older buildings, the RCC welcomed the sustainable energy methods used in new buildings on campus such as the Rubrics, the Trinity Business School and the E3 Learning Foundry and hoped that this would continue going forward for any new buildings coming on stream.

The Chairperson concluded the item by thanking Professor Stout and invited her to present to a future meeting of the RCC on any updates.

Action/Decision

21.1 The RCC received the presentation from the Vice-President for Biodiversity and Climate Action, dated November 2025.

Professor Stout left the meeting at this point.

The item was taken at this point in the meeting.

RCC/25-26/22   Revised Management of Trademarks Portfolio Policy

The Secretary to the College/Director of Governance introduced the item with reference to the memorandum dated 3 November 2025 which had been circulated in advance.

The Secretary to the College/Director of Governance outlined the key changes to the revised policy which reflect current operational practices in the management, registration, licensing and protection of the University's trademark portfolio, and ensure alignment with the applicable legal and regulatory requirements under the Trade Marks Act 1996.

The RCC approved the memorandum dated 3 November 2025 and the revised Management of Trademarks Portfolio Policy and recommended it for approval to the Board.

Action/Decision
22.1 The RCC approved the memorandum dated 3 November 2025 and the revised Management of Trademarks Portfolio Policy and recommended it for approval to the Board.

The item was taken at this point in the meeting.

RCC/25-26/23   Coiste na Gaeilge Draft Minutes of 20 October 2025

The RCC noted and approved the Coiste na Gaeilge draft Minutes of 20 October 2025.

The item was taken at this point in the meeting.

RCC/25-26/24   Safety Committee
(i)   The RCC approved the revised Safety Committee Terms of Reference.
(ii)   The RCC noted and approved the Safety Committee Minutes of 26 June 2025.
(iii)   The RCC noted and approved the Safety Committee draft Minutes of 14 October 2025, including the following items:
   • Update to Fire Safety Policy Guidance re storage of Lithium-Ion transport devices
   • Re-establishment of Building Management Groups

RCC/25-26/25   University Risk Register
(i) University Risk Register 2025/26
The Risk Manager introduced the item with reference to the presentation dated 12 November 2025 which had been circulated in advance, under the following headings:
-   Executive Summary
-   Trinity College University Risk Register Methodology
-   Movement of the Top 6 Risks from 2024-2025
-   University Risk Register Movement within the Academic Year
-   Risk Register: New Risks added within the period
-   High Risk for Academic year 2025-2026
-   High Risks on the Register
-   University Risk Register Overview: High, Medium and Low Risks on the 2025-2026
-   University Sector Risk Profile 2025

- Emerging risks: on the horizon a Marco Level

In the course of discussion, it was clarified that the cybersecurity residual risk had decreased due to the significant investment in IT security, infrastructure resilience and ongoing maturity of the cybersecurity control environment but that the impact remained high.

The Secretary to the College/Director of Governance noted that the top-level risks align with those identified at a sectoral level and that the University's methodology and management of risk is on point.

The RCC approved the University Risk Register Risk Summary and Overview 2025/26 and recommended it for approval to the Board.

(ii) Proposed changes to the Risk Register cycle 2026-27
The Risk Manager introduced the item with reference to the memorandum dated 5 November 2025 which had been circulated in advance. The Risk Manager summarised the proposed changes to the current risk register cycle to change the timing of the University-wide Risk Register review by Schools and Units to January annually when they would have greater capacity to engage meaningfully with the process. It was also proposed to present the University Risk Register bi-annually to the Board.

The RCC approved the memorandum from the Risk Manager dated 5 November 2025 regarding proposed changes to the Risk Register cycle 2026-2027.

Action/Decision
25.1 The RCC approved the University Risk Register Risk Summary and Oversight 2025/26 and recommended it for approval to the Board.
25.2 The RCC approved the memorandum from the Risk Manager dated 5 November 2025 regarding proposed changes to the Risk Register cycle 2026-2027.

RCC/25-26/26 Policy Management Annual Report 2024/25
The Secretary to the College/Director of Governance introduced the item with reference to the presentation dated 12 November 2025 and memorandum dated 21 October 2025 which had been circulated in advance under the following headings:
- Policy Management Framework
- Policy Management Annual Report
- Policy Management Procedure
- Policy Data
  - Total Number of Policies
  - Percentage Breakdown of Total Policies by Category
  - Actual Number of Policies by Category for each of up to date, in progress and overdue
  - Breakdown of overdue policies by number of years since the policies were last reviewed
- Underlying Factors
- PMF Improvements.

The Chairperson opened the item to questions from RCC members. In response to a query from a member, it was clarified that the review of critical policies, i.e., policies that require updating to align them with changes to legislation, is prioritised above the review of other policies. It was also clarified that the policy review timeframe is 3 years for a new policy and 3 to 5 years thereafter or as required.

The RCC approved the memorandum dated 21 October 2025 and the accompanying Policy Management Annual Report 2024/25 and the assurance to the Board that the Policy Management Framework is operating effectively.

Action/Decision

26.1 The RCC approved the memorandum dated 21 October 2025 and the accompanying Policy Management Annual Report 2024/25 and the assurance to the Board that the Policy Management Framework is operating effectively.

RCC/25-26/27 High-level Compliance/Regulatory Framework (Annual Update)

The Secretary to the College/Director of Governance introduced the item with reference to the memorandum from the Deputy College Secretary and Project Manager dated 3 November 2025 which had been circulated in advance.

The Secretary to the College/Director of Governance provided the context for the Trinity College Dublin High-level Compliance Framework which had been provided for the first time in November 2024 in response to a request from the RCC to have oversight of the extent of the compliance and regulatory requirements across the University and the controls that oversee and monitor such compliance, i.e. the relevant regulatory bodies and the University's reporting requirements. The Secretary to the College/Director of Governance advised that the list of legislation, codes, standards, statutes, regulations and policies had been updated through consultation with the key areas included in the Framework.

The RCC noted and approved the memorandum from the Deputy College Secretary and Project Manager dated 3 November 2025 and the High-Level Compliance/Regulatory Framework Annual Update.

Action/Decision

27.1 The RCC noted and approved the memorandum from the Deputy College Secretary and Project Manager dated 3 November 2025 and the High-Level Compliance/Regulatory Framework Annual Update.

RCC/25-26/28 Any other business

The Secretary to the College/Director of Governance proposed and the RCC agreed that the Head of Business Continuity, Lee Mills, would be added to the membership of the RCC. The Secretary to the College/Director of Governance undertook to bring revised Terms of Reference to the next meeting of RCC for approval following which Board approval would be sought.

There were no other items of business.

28.1 The Secretary to the College/Director of Governance to bring revised Terms of Reference to the next meeting of the RCC.

The next meeting of the RCC will take place on Tuesday 20th January 2026 at 10.30.

Signed

Date   <u>20 January 2026</u>