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Trinity College Dublin
The University of Dublin

Minutes of the Risk and Compliance Committee

Tuesday, 20th January 2026, 10.30-12.00

Online

Present:	Professor M Cunningham (Chair), A Blair, J Harty, College Solicitor (S MacBride), Dr N Ó Murchadha, Academic Secretary (P Maguire), Safety Officer (Dr K Murray), S Anand Saraswati, D Scott, G Woods.
By Invitation:	Risk Manager (E O Cinneide)
In Attendance:	S Brown (Minute-taker), Head of Business Continuity (L Mills)
Apologies:	Secretary to the College/Director of Governance (V Butler), Professor M Little, Chief Operating Officer (N Gorman), E MacLennan O'Neill, Dr L Kiernan Knowles

RCC/25-26/29 The Chairperson opened the meeting by welcoming the Head of Business Continuity, Lee Mills, noting that Lee Mills would become a full member of the RCC following Board approval of the revised Terms of Reference later that month.

The Chairperson also welcomed the Risk Manager, Eoin O Cinneide, to the meeting, noting that Eoin O Cinneide was there by invitation as a representative of the Risk Office.

RCC/25-26/30 **Statements of Interest**
There were no statements of interest declared by members.

RCC/25-26/31 **Minutes**
The RCC approved the draft minutes of the meeting of 12 November 2025.

RCC/25-26/32 **Matters Arising**
There were no matters arising.

RCC/25-26/33 **Callover**
The RCC noted the callover dated 12 November 2025.

RCC/25-26/34   Business Continuity: Initial Business Impact Analysis

The Head of Business Continuity introduced the item with reference to their memorandum dated 6 January 2026 and presentation dated January 2026, which had been circulated in advance, under the following headings:

- Definition of Business Continuity
- Why does Business Impact Analysis (BIA) matter?
- Types of Business Impact Analysis
- Priority Levels and Recovery Targets
- Key Terms & Metrics
- Key Concept in Business Impact Analysis
- Initial Business Impact Analysis
- Next Steps
- Committee Feedback and Endorsement.

The Head of Business Continuity noted that the Business Impact Analysis (BIA) was being brought to the RCC for review and feedback.

The Chairperson opened the item to the floor for questions and comments.

A member of RCC queried whether in the development of business continuity planning there was an awareness of the importance of distinguishing between what the University can and cannot control and also of two elements that often present major difficulties for business continuity, namely human error and communications. In response, the Head of Business Continuity confirmed that there is an awareness of key resources that can only be controlled internally and that these will form the basis of business continuity planning. The focus will be on determining how to use resources from areas within the University's control, such as Estates and Facilities, and IT Services, to restore services within the Maximum Tolerable Period of Disruption (MTPD). Incident Management Plans currently under development will include plans for internal and external communications and allow for human reaction.
The Head of Business Continuity confirmed that they are engaged in compiling Crisis and Major Incident Management plans which will address these issues and which will be followed by Schools and Service Units creating their Business Continuity plans.

In response to a question from a member, the Head of Business Continuity confirmed that the Minimum Business Continuity Objective of 50% given to teaching and learning delivery refers to moving classes online. Examples of scenarios where this might occur were given such as the inability to access a premises or mass unavailability of teaching staff, or a cyberattack. In the course of discussion, there was some consensus that the MTPD of 1 day given to teaching and learning delivery may be too strong and would depend on the subject area; ramifications that a 1-day stoppage would have such as the impact on timetabling would also need to be taken into account.

The issue of visitor attractions such as the Book of Kells was raised with regard to whether commercial activities needed to be included in the prioritisation of activities. Notwithstanding that disruption of commercial activities might have a significant impact on the University's finances, nonetheless the Head of Business Continuity stressed that ultimately the University's

senior management will need to decide on what the University's priorities are in terms of what is really valued. This approach would include the prioritisation level of financial operations and payroll.

The Head of Business Continuity confirmed that the BIA was based on the University's Risk Appetite Statement and that the Risk Office would be asked to ensure that it is fully aligned with the University's risk tolerance.

In response to a concern raised by a member that setting MTPDs that are too tight could in some scenarios be difficult to achieve, the Head of Business Continuity advised that the MTPDs are set as part of a consultative process and that it is important to know what the University considers to be a tolerable period of disruption. However arising from this will be the solution design stage which will determine how much it would cost to deliver the BIA MTPDs and this ultimately would help to determine the University's MTPD timelines. The Head of Business Continuity stressed the importance of the MTPD being set from the top, as it will be for senior management to decide the top priorities of the University. The Head of Business Continuity noted that MTPDs can be shortened or extended at any stage on the advice of relevant committees.

Noting the importance of priorities being set from the top, nonetheless it was agreed that it will be important to get buy in at Faculty/School level. The Head of Business Continuity confirmed that in this regard, work had commenced in Corporate Services Division on creating a Level 2 Service BIA, from which detailed plans will be developed. It is envisaged that the engagement with CSD will be used as a template to roll out to other Divisions and to the Faculties/Schools.

In response to a query from a member, the Head of Business Continuity advised that the Trinity Foundation is a separate legal entity from the University and as such has its own Board and its own BIA and business continuity plan.

The Chairperson concluded the item by thanking the Head of Business Continuity for the helpful and informative presentation.

Action/Decision
34.1 The RCC noted the memorandum on Business Continuity Initial Business Impact Analysis from the Head of Business Continuity dated 6 January 2026.

RCC/25-26/35 **HEA Oversight Agreement**
Anne Marie O'Mullane, Deputy Secretary to the College, joined the meeting for this item.

The Deputy Secretary to the College introduced the item with reference to the presentation and memorandum from the Deputy Secretary to the College and the Head of Financial Planning dated 13 January 2026 which had been circulated in advance.

In response to a question raised by a member as to whether there is any difficulty in conducting a dialogue with the HEA due to a difference in terminology used by the Sector and

the HEA, the Deputy Secretary to the College advised that since the adoption of the Code of Practice for the Governance of State Bodies 2016 (SBC), there is a convergence of understanding around terminology given the careful consideration of applicability of the expectations set out in the SBC to the sector as part of the adoption process. The Deputy Secretary to the College confirmed, in response to a question, that there are groups at Irish University Association (IUA) level, which work collaboratively to ensure there is a common understanding of new expectations set by the HEA across the sector. The Deputy Secretary to the College confirmed that the issue of language was not considered to be of concern. A member recommended an edit to the presentation to make it clearer that existing practice met the new expectations set out in the draft document.

Action/Decision
35.1 The RCC approved the memorandum from the Deputy Secretary to the College and the Head of Financial Planning dated 13 January 2026 and recommended it for approval to the Board.

RCC/25-26/36   High Level Summary Report of Conflicts of Interest FY 2024/25
The Deputy Secretary to the College introduced the item with reference to the memorandum from the Secretary to the College/Director of Governance dated 20 January 2026 which had been circulated in advance.

The Deputy Secretary to the College advised that the report provided a high-level summary of consolidated information submitted from Trinity Innovation and Enterprise to the Secretary's Office of any declarations of interest received and management plans put in place to deal with any conflicts of interest identified in the financial year 2024/25. The Deputy Secretary to the College clarified that heretofore, the Board had been provided with such a summary in accordance with the requirements of the Annual Governance Statement. This was the first time that such a report was being brought to the Risk and Compliance Committee in order to provide assurance to it and to the Board. The Deputy Secretary to the College noted that an umbrella conflict of interest policy that would set down a default process for declaring any perceived, potential or actual conflicts of interest had been drafted which would be brought forward for approval in the near future. This would result in annual reporting on conflicts of interest from across the University being brought to RCC and to the Board.

Action/Decision
36.1 The RCC approved the memorandum from the Secretary to the College/Director of Governance dated 20 January 2026 and accompanying High-level Summary Report on Conflicts of Interest, Financial Year 2024-25, and recommended them for approval to the Board.

RCC/25-26/37   Associated Companies Directors' Reports
This item was taken at this point in the meeting.

The Deputy Secretary to the College presented the item with reference to the memorandum from the Secretary to the College/Director of Governance dated 14 January 2026 which had been circulated in advance. The Deputy Secretary to the College reminded RCC members that

similar to trading subsidiaries, an update is provided by the director of each associated company on a bi-annual basis outlining major activities and risks of which the University should be aware. The Deputy Secretary to the College drew RCC members' attention to the Secretary to the College/Director of Governance's memorandum which noted that Trinity Asia Services Ltd had formally been wound-up during the reporting period and that no further returns would be made in respect of that company.

Action/Decision
37.1 The RCC noted and approved the memorandum from the Secretary to the College/Director of Governance dated 14 January 2026 and accompanying Associated Companies Directors' Reports and recommended them for approval to the Board.

The Deputy Secretary to the College left the meeting at this point.

RCC/25-26/38 Revised Policy Management Framework (Record Sheets)
The RCC noted and approved the memorandum from the Secretary to the College/Director of Governance dated 5 January 2026 and accompanying revised record sheets and recommended them for approval to the Board.

RCC/25-26/39 Revised Risk and Compliance Committee Terms of Reference
The RCC noted and approved the memorandum from the Secretary to the College/Director of Governance dated 17 November 2025 and accompanying revised Risk and Compliance Committee Terms of Reference and recommended them for approval to the Board.

RCC/25-26/40 Any other business
There were no other items of business.

The next meeting of the RCC will take place on Wednesday 4 March 2026 at 14.00 in the Trinity Board Room.

Signed

Date   4 March 2026