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

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Minutes of the Risk and Compliance Committee

Thursday, 21st May 2026, 14.00-15.30

Trinity Board Room

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

The Chairperson opened the meeting by thanking the two student members for their contribution to the Committee in 2025/26. He noted that several other members as well as his role as Chair would complete their first term at the end of the academic year and that in accordance with the Statutes the membership would be reviewed by the Provost, Registrar and Chair of the Board ahead of the next academic year.

RCC/25-26/57 Statements of Interest

There were no statements of interest declared by members.

RCC/25-26/58 Minutes

The RCC approved the draft minutes of the meeting of 4 March 2026.

RCC/25-26/59 Matters Arising

There were no matters arising.

RCC/25-26/60 Callover

The RCC noted the callover dated 4 March 2026.

RCC/25-26/61 Crisis and University Major Incident Management Plan

The Head of Business Continuity, Lee Mills, introduced the item with reference to her memorandum and presentation dated 21 May 2026 which had been circulated in advance, under the following headings:

- Purpose and Context
- Why This Plan Matters
- What Has Been Done
- How the Plan Works (High Level)
- How the Plan Works in Practice
- Where We Are Now
- Next Steps
- Readiness and Preparedness.

She noted that the owners of the Plan are the Provost, Chief Operating Officer and Secretary to the College and that she was presenting on their behalf.

The Chairperson thanked the Head of Business Continuity for her presentation and opened the item to the floor for questions and comments.

In response to a question from a member, the Head of Business Continuity advised that back-up solutions for dealing with the scenario of a major technical outage have been factored into planning, such as internal secure tools and secondary backup tools.

Several members commended the plan for its comprehensiveness, structure, clarity and ease of access for a potential user in a crisis situation.

With regard to whether any test simulations have been run, the Head of Business Continuity informed the Committee that two desktop simulations had been completed and that it is planned to run such desktop exercises twice per year. She noted that currently the preference is to complete several desktop exercises and to incorporate the learnings from these before proceeding to run a real-world simulation. Notwithstanding that three recent actual incidents had required the plan to be used and that subsequent lessons learnt had fed into the plan, nonetheless, the Committee concurred that it should be recommended to the Board that there should be a move from desktop to real-world simulations run on an annual basis, from which the learnings would feed into the plan on a continuous basis.

A member noted the importance of understanding that crisis and incident management operated outside of the business as usual framework and as such the importance of ensuring that those involved were at the right level to deal with incidents. With regard to communications, in response to a comment from a member who advocated the involvement of external agencies, the Head of Business Continuity responded that Trinity Communications is responsible for the crisis communications plan that will align with the Crisis and University Major Incident Management Plan.

In response to a comment from the Committee, the Head of Business Continuity advised that teams are formed for the purpose of dealing with a crisis, which requires leadership. She

confirmed that leadership from every Division is included as well as those with responsibility for students, with deputies identified should a primary member be unavailable.

In response to a query, the Head of Business Continuity clarified that the reference to configuring digital tools in the presentation referred to the use of Sharepoint and Teams to provide a platform for communications and sharing documents. In the case of inaccessibility to the online tools, she advised that "battle boxes" (fire-proof suitcases) will be in place that contain hard copies of the plan along with other items.

Action/Decision

61.1 The RCC received the presentation on Crisis and University Major Incident Management Plan and noted the update.

61.2 It was agreed that any member wishing to provide additional feedback should send their comments to the Head of Business Continuity and to the Secretary to the College by email within 5 working days.

61.3 The RCC recommended the Crisis and University Major Incident Management Plan to the Board incorporating a recommendation to move from desktop to real-world simulations on an annual basis, from which the learnings would feed into the plan on a continuous basis.

RCC/25-26/62 Capital Projects Risk

The Bursar/Chief Strategic Developments Officer, Prof Eleanor Denny and the Director of the Capital Programme Office, Niall Somers, joined the meeting for this item.

This item was taken as the next item at the meeting. The Bursar/Chief Strategic Developments Officer introduced the item with reference to the presentation from her and the Director of the Capital Programme Office dated 21 May 2026, which had been circulated in advance, under the following headings:

- URR 21 at a glance
- Risk Update Agenda
- Framework to Risk Guidance and Governance
- Key Objectives
- Risk Management Strategy (Structure) and Escalation (Process)
- Risk Management in Action: Tool – Data – Analysis
- Risk Management in Action – Data Analytics
- Case Study.

The Chairperson thanked the Bursar/Chief Strategic Developments Officer and the Director of the Capital Programme Office for their presentation and opened the item to the floor.

The Risk Manager commended the work that has been done in terms of identifying the underlying causes and drivers of the risk and articulating the risk reduction strategies including the masterplan. He recommended that the overarching capital projects risk on the university risk register be updated to reflect the extensive work undertaken. This update should include a prioritisation of the risk reduction strategies to include the target / intended outcomes and their timeframes and funding availability so that improvements could be tracked more precisely. Finally, the Risk Manager suggested a systemisation of early warnings to

demonstrate when a particular risk may be trending upwards on a traffic light scale e.g. percentage delays, non-compliance, budget variance etc.

The Director of the Capital Programme Office noted that the focus is currently on instilling a culture of increased accountability, risk ownership, and deadlines for taking action and that work is in progress in this regard.

The Chairperson congratulated the Bursar/Chief Strategic Developments Officer and the Director of the Capital Programme Office for producing such a mature and well-evolved risk management plan and it was agreed that the learnings from this plan should be applied to other high-level risks through the Risk Office.

With regard to a query from a member about Trinity's management of capital projects and the reason why some projects run over time and over budget, the Director of the Capital Programme Office advised that the Capital Programme Office is working on improving the probability scenarios for project delivery, and is striving to get a better understanding of the real probability, risks and costs through challenging the targets of the project team and the end user.

In response to a question from the Committee about whether there is sufficient data to extract the common themes and risks across all high-level capital projects, the Director of the Capital Programme Office clarified that the approach being taken is to gain an understanding of the key issues through involvement in high-level projects, through attending key stakeholder meetings and risk workshops. The Bursar/Chief Strategic Developments Officer advised that in addition, there will be an increased focus on extracting richer data through the lessons learnt exercises of completed projects.

Actions/Decisions

62.1 The RCC received the presentation on Capital Projects Risk.
62.2 The Chairperson undertook to report to the Board that there is an extremely effective risk management plan in place to manage the Capital Projects risk.
62.3 The RCC recommended that the Capital Projects risk management plan be used as an exemplar for and its learnings applied to other high-level risks and that the Risk Manager should liaise with the Bursar/Chief Strategic Developments Officer and the Director of the Capital Programme Office in this regard.

Prof Denny and Mr Somers left the meeting at this point.

RCC/25-26/63 Charities Governance Code Compliance Record Form 2025

The Secretary to the College/Director of Governance introduced the item with reference to the memorandum from the Deputy College Solicitor and Information Compliance Officer dated 15 April 2026 which had been circulated in advance.

The Secretary to the College/Director of Governance informed the Committee that Trinity qualifies as a charity under the Charities Act 2009 and is required to comply with the Charities

Governance Code. Trinity is obliged to keep the completed form on file confirming their compliance so that it is available if the Charities Regulator requests it.

Action/Decision
63.1 The RCC approved the memorandum from the Deputy College Solicitor and Information Compliance Officer dated 15 April 2026 and recommended it for approval to the Board.

RCC/25-26/64 Management Update on Audit Recommendations Log

The Secretary to the College/Director of Governance introduced the item with reference to the memorandum from the Internal Auditor dated 18 March 2026 which had been circulated in advance and provided the context for the audit recommendations log.

In response to a question from a member, the Secretary to the College/Director of Governance advised that an exercise to review items on the log that date back several years was underway with a view to removing any that were no longer relevant or had been risk accepted.

Action/Decision
64.1 The RCC noted the memorandum from the Internal Auditor dated 18 March 2026.

RCC/25-26/65 Transition Year Placements – Relevant Policies

The Secretary to the College/Director of Governance introduced the item with reference to her memorandum dated 7 April 2026 which had been circulated in advance. The document was welcomed and the importance of communicating it to relevant stakeholders such as Heads of School was noted. It was agreed to provide clarification to RCC about a detail under the section on Garda vetting.

Action/Decision
64.1 The RCC noted the memorandum from the Secretary to the College/Director of Governance dated 7 April 2026.
64.2 Clarification to be provided to RCC about a detail on Garda vetting.

RCC/25-26/66 Almanack 2026/27

The RCC approved the memorandum from the Editor of the Calendar/Secretary to the College dated 11 May 2026 and accompanying Almanack 2026/27 and recommended it for approval to the Board.

RCC/25-26/67 Dates of Risk and Compliance Committee Meetings 2026/27

The RCC noted and approved the memorandum from the Secretary to the College/Director of Governance dated 7 May 2026.

RCC/25-26/68 Self-Assessment Performance Evaluation Questionnaire 2025/26

The RCC noted the memorandum from the Secretary to the College/Director of Governance dated 7 May 2026.

RCC/25-26/69 Associated Companies Directors' Reports

The RCC noted and approved the memorandum from the Secretary to the College/Director of Governance dated 18 May 2026.

RCC/25-26/70 Coiste na Gaeilge

The RCC noted and approved the draft minutes of 27 April 2026.

RCC/25-26/71 Safety Committee

The RCC noted and approved the draft minutes of 25 February 2026.

The Secretary to the College/Director of Governance raised two issues that had arisen at the Safety Committee meeting of 20 May 2026.

(i) Firstly, she advised that the Safety Committee has noted repeatedly with concern that part of the University's research infrastructure is not fit for purpose and that there is insufficient funding available to address this. The Chairperson noted that funding has been provided through the Government investment package for research infrastructure INSPIRE and that expressions of interest are being sought in each Faculty to be prioritised by Faculty Deans. It was agreed that data already available through other sources (such as from the Safety Office, quality reports, Report of the Working Group on Research Infrastructure 2025 (which highlights significant maintenance and service coverage gaps across university research equipment, alongside broader infrastructure challenges), and business continuity business impact assessments) should be provided to the Faculty Deans to assist them in prioritising which research infrastructure is most critical from a maintenance, replacement and investment perspective.

(ii) The Secretary to the College/Director of Governance informed the RCC that the Director of College Health had received notification of mandatory HSE testing to be introduced for health science students which may have associated risks. She advised that further information will be provided to RCC when available.

Action/Decision

71.1 The RCC noted and approved the draft minutes of 25 February 2026.

71.2 The Chairperson undertook to contact the Faculty Deans to point them to the information sources available that would assist them in making an informed decision when prioritising which research infrastructure is most critical from a maintenance, replacement and investment perspective from the expressions of interest submitted.

RCC/25-26/72 Any other business

There were no other items of business.

The Chairperson thanked RCC members for their contribution to the Committee in 2025/26.

The next meeting of the RCC will take place on Tuesday 6 October 2026 at 10.00 in the Trinity Board Room.

Signed 

Date 6 October 2026