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

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Minutes of the Risk and Compliance Committee

Tuesday, 6th October 2026, 10.00-11.30

Trinity Board Room

Present: Professor M Cunningham (Chair), Secretary to the College/Director of Governance (V Butler), A Blair, H Johnston, L Kenny, L Kiernan Knowles, College Solicitor (S MacBride), Academic Secretary (P Maguire), Head of Business Continuity (L Mills), Head of Safety (Dr K Murray), Dr N Ó Murchadha, Dean of Arts, Humanities and Social Sciences (Professor C O'Sullivan), Dr D Wallace.

By Invitation: Risk Manager (E Ó Cinnéide)

In Attendance: S Brown (Minute-taker)

Apologies: N Gorman, D Scott, G Woods

RCC/26-27/01 Statements of Interest
There were no statements of interest declared by members.

RCC/26-27/02 New Members' Declaration
The Chairperson invited the new members, Harry Johnston, Louise Kenny, Professor Carmel O'Sullivan and Dr Doireann Wallace, to make the declaration in the language of their choice.

RCC/26-27/03 Minutes
The RCC approved the draft minutes of the meeting of 21 May 2026.

RCC/26-27/04 Matters Arising
There were no matters arising.

RCC/26-27/05 Callover
The RCC noted the callover dated 21 May 2026.

RCC/26-27/06 Revised Terms of Reference
The importance of keeping teaching/assessment to the forefront was noted.

Action/Decision

06.1 The RCC noted and approved the revised Risk and Compliance Committee Terms of Reference which will be brought to the Board for final approval.

RCC/26-27/07 RCC Work Programme 2026/27

The Secretary to the College/Director of Governance introduced the item with reference to her memorandum dated 28 September 2026 which had been circulated in advance. She noted that certain items such as the Annual Governance Statement are required to be included on the work programme but that it is a living document that is subject to change and she invited members who wished additional items to be included to contact her.

In response to a suggestion from a member to include AI on the work programme as a standing item, the Risk Manager advised that the agenda item on the Risk Management Framework reinforces the need for ongoing horizon scanning and assessment of how external developments, including AI, are affecting the University objectives and wider risk profile. It was noted by the Risk Manager that AI is also a current focus for the Risk Management Group.

The College Solicitor informed the committee that work will be progressed in respect of the development of guidelines on the use of AI for professional staff.

Action/Decision

07.1 The RCC noted and approved the Risk and Compliance Committee Work Programme 2026/27, pending additions to the Safety Committee items.

RCC/26-27/08 Updated University Risk Management Framework

The Risk Manager, Eoin Ó Cinnéide, introduced the item with reference to the memorandum dated 28 September 2026 and presentation which had been circulated in advance. He presented the item under the following headings:

- Top University Risks
- Why we are changing
- Direction of Travel
- What does good risk information look like?
- What belongs on the University Top Risk Register?
- Role of RMG
- Role of Risk and Compliance Committee
- How the governance system fits together
- 2026/27 review cycle.

The Chairperson thanked the Risk Manager for his presentation and opened the item to the floor for comments.

In response to a query from a member about the omission of teaching amongst the high-level risks, the Risk Manager clarified that the non-inclusion of a risk on the high-level register did not mean that it was not important and that with regard to teaching, it was included on the broader University risk register which comprises some 53 risks. Through the revised framework it is intended to introduce a move towards managing risks as close as possible to

the activity. He noted the interconnectivity between risks which will all impact on the university's core mission of teaching and research.

With regard to student representation on the decision-making committees, it was clarified that decisions about managing risks, including those that impact on students, are part of a bottom-up process and that there is student representation on School and Faculty Executive Committees which provides the opportunity for the student voice to be heard. The Risk Manager confirmed that any risks identified will come through the RCC.

In response to a query about how oversight of the work of the Risk Management Group (RMG) will be provided to the RCC, the Risk Manager advised that he will report to the RCC on any significant actions that are underway or changes made by RMG, as well as, in time, providing quantitative data on leading indicators and the tolerance levels for higher-level risks. The Secretary to the College/Director of Governance clarified that the role of the RCC is to ensure that the RMG and Executive Officers Group (EOG) are managing risk properly and effectively and given that she was a member of RMG and EOG, she would also act as a conduit between those committees and the RCC.

A member of RCC commended the Risk Manager for his very clear presentation and flagged the importance of monitoring the risk on cybersecurity. Welcoming the establishment of a University Risk Forum, he suggested that it be used to explore the interconnected nature between risks where one driver, such as AI, can impact risks across a range of areas in the University.

In response to a comment from a member, the Risk Manager advised that risks linked to people and culture were managed from School/Unit level upwards as well as from the perspective of HR.

The Chairperson closed the item by thanking the Risk Manager for his presentation.

Action/Decision

08.1 The RCC noted and approved the memorandum from the Risk Manager dated 28 September 2026 and noted and supported the direction of travel for the revised risk management framework and the proposed distinction between executive risk management through RMG/EOG and RCC's oversight and assurance role.

RCC/26-27/09 Policy Management Annual Report 2025/26

The Secretary to the College/Director of Governance introduced the item with reference to her memorandum dated 1 September 2026 and presentation which had been circulated in advance. She presented the item under the following headings:

- Policy Management Framework
- Policy Management Annual Report
- Policy Management Procedure
- Policy Data
- Underlying Factors
- PMF Improvements

- Request of Risk and Compliance Committee.

Prof O'Sullivan left the meeting at this point.

The Chairperson thanked the Secretary to the College/Director of Governance and opened the item to the Committee for questions and comments.

In response to a query from the RCC, it was clarified that with regard to the outstanding policies due for review under HR, HR prioritises the review of policies that are required to be updated to align with legislative changes. In addition, they have put in place a longer term plan to review other policies overdue for review.

In the course of discussion, the Secretary to the College/Director of Governance noted that high-level policy breaches are captured through the Annual Governance Statement which is brought through the RCC and Board.

It was suggested that policies that are overdue review for more than 15 years should be reviewed to ensure they are non-critical and as to whether any should be discontinued.

Action/Decision
09.1 The RCC approved the memorandum from the Secretary to the College/Director of Governance dated 1 September 2026 and the Policy Management Annual Report 2025/26 and agreed that assurance should be provided to the Board that the PMF is operating effectively.

RCC/26-27/10 High-Level Compliance/Regulatory Framework Annual Update

The Secretary to the College/Director of Governance introduced the item with reference to her memorandum dated 21 September 2026 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 provides the RCC with 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.

Action/Decision
10.1 The RCC noted and approved the memorandum from the Secretary to the College/Director of Governance dated 21 September 2026 and the High-Level Compliance/Regulatory Framework Annual Update.

RCC/26-27/11 Risk and Compliance Committee Annual Report 2025/26

The RCC noted and approved the Risk and Compliance Committee Annual Report 2025/26.

RCC/26-27/12 Self-Assessment Performance Evaluation Questionnaire 2025/26

The Secretary to the College/Director of Governance introduced the item with reference to her memorandum dated 23 September 2026 and presentation which had been circulated in advance. She presented the item by summarising the key findings of the questionnaire.

Action/Decision

12.1 The RCC noted the memorandum from the Secretary to the College/Director of Governance dated 23 September 2026.

RCC/26-27/13 OGP Circular 09/2024 – Reporting on the Use of Centralised Procurement Arrangements

The RCC noted the memorandum from the Deputy Chief Financial Officer dated 25 September 2026.

RCC/26-27/14 Any other business

A member raised concerns about an upcoming high-profile event that would take place in the Old Library and it was confirmed that the normal event planning procedures have been activated that involve the Safety Office, College Insurance, Estates and Facilities, the Library, the Commercial Revenue Unit and the Secretary's Office, as well as external companies that would be providing support and expertise. It was noted that the event itself will be small when compared to other events and that the preparations were being well managed.

The Chairperson informed the RCC that at the September meeting of the Board the Provost had advised that the Department of Further and Higher Education, Research, Innovation and Science had launched a document on Research Security Guidelines 2026 and that the Research Office is looking at the implications that this will have for the University. An update will be provided to RCC in due course.

There were no other items of business.

The next meeting of the RCC will take place on Tuesday, 17 November 2026 at 10.00 in the Trinity Board Room.

Signed 

Date 17 November 2026