

MINUTES 113th MEETING OF TII BOARD

ITEM

Subject:	TII BOARD MEETING	Meeting No:	113
Location:	TII Offices, Parkgate Street, Dublin 8, with some contributions by video link (Teams)	27th January 2026	Doc Revision: Approved

ATTENDEES

BOARD CHAIRPERSON	Gareth Llewellyn
BOARD MEMBERS	Patricia O’ Shea
	AnnMarie Farrelly
	Damien Ó Tuama
	Des Kenny
	Aebhric McGibney
	Colette Byrne
	Michael Wall
	Aidan Skelly
	Lorcan O’ Connor (CEO)
MEMBERS OF EXECUTIVE	Sandra McCarthy (Head of Governance and Legal, Secretary)
	Marie Mulvany (Executive Assistant)
	Audrey Keogh (Director of Business Services)
APOLOGIES	Sadhbh O’ Neill
	Mary O’ Donovan
PRESENTERS	Sandra McCarthy (Head of Governance & Legal, Secretary) – <i>Items 3.1, 3.2 & 3.3</i>
	Rachel Donnelly (Corporate Risk Manager) – <i>Items 3.5, 3.6, 3.7 & 3.8</i>
	Paolo Carbone (Head of Public Transport Capital Projects) – <i>Item 4</i>
	Nigel O’ Neill (Director of Capital Programme) – <i>Item 4</i>
	David Weldon (Head of Light Railway Dublin Metropolitan Area) - <i>Item 4</i>
	Sean Sweeney (MetroLink Programme Director) – <i>Items 5.1, 5.2 & 5.3</i>
	Steve Brunell (MetroLink Chief Performance & PMO Officer) – <i>Item 5.1, 5.2 & 5.3</i>
	Kaine Lynch (Task Order Lead – Director (T&T) – <i>Items 5.1, 5.2 & 5.3</i>
	Donal Steele (Procurement Lead (M401/403/403 Contracts Senior)) – <i>Items 5.1, 5.2 & 5.3</i>
	Lorcan O’ Connor (Chief Executive Officer) – <i>Item 6 & 6.1</i>
Geraldine Fitzpatrick (Head of Roads Capital Programme) - <i>Item 6.2</i>	
Anthony Duffy (Head of Project Services) – <i>Item 6.2</i>	

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	Mark Nolan (Financial Controller) – <i>Item 7</i>
	Michael Kennedy – (Acting Director of Corporate Services) – <i>Item 8</i>
	Pat Maher (Director of Network Management) – <i>Items 8 & 9.2</i>
	Donal Dunne (Luas Operations Manager) – <i>Item 8</i>
	Brendan Kennedy (Senior Asset Manager – Light Rail Network) – <i>Item 8</i>
	Helen Hughes (Director of Professional Services) - <i>Item 9.1</i>
	Conor Fitzgerald (Senior Manager Asset Management Maintenance) – <i>Item 9.2</i>

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PRIVATE BOARD DISCUSSION

The Board met prior to the meeting without the Executive or Secretary present.

1.0 CONFLICTS OF INTEREST

No conflicts of interest were declared.

2.0 COMMITTEE UPDATES

Audit & Risk Committee (ARC)

In the absence of the ARC Chairperson, Committee Member, Colette Byrne, advised the Board of the following matters:

1. The ARC reviewed the risk documentation to be presented to the Board today and is recommending same for approval.
2. The ARC further reviewed the proposed changes to the TII Code of Practice which are also before the Board today for approval with discussion focussed on thresholds and the treatment of contracts for smaller projects.
3. Review of the ARC Terms of Reference was deferred whilst consideration is given to whether same need to be amended to allow for an external person to be appointed to the ARC.
4. The ARC was pleased to acknowledge the three good audit reports received.

Infrastructure Committee (IC)

The Chairperson advised the Board of the following matters:

1. MetroLink (ML) – a) The withdrawal of the Judicial Review proceedings was noted together with the consequent positive impact on certain costs; b) The IC was briefed on the commencement of procurement for the M400 contracts noting that parties can bid for either lot, [REDACTED] [REDACTED] c) Approval Gate 2 (AG2) is currently scheduled to come to the [REDACTED] meeting of the Board; d) ML’s budget was discussed [REDACTED] [REDACTED]
2. Luas Finglas – The IC received a very detailed briefing on AG2 with particular emphasis on base costs and increases and is recommending the Board approve the AG2 document for onward submission to the NTA.

[REDACTED]
[REDACTED]
[REDACTED]

3.0 GOVERNANCE & LEGAL UPDATE /RISK MANAGEMENT

(3.1) TII Code of Practice – Following annual review, the Board Secretary presented a number of proposed changes to the TII Code of Practice including amendments to align the Code with the provisions of the Infrastructure Guidelines and provide clarity on the matters reserved for decision of the Board, including the approval of submission of Approval Gate 2 (AG2) and Approval Gate 3 (AG3) documentation to the Approving Authority.

Arising out of concerns that the Board might be seen to be in any way involving itself in the procurement process, it was **agreed** that the words “*approve the*” should be inserted before “*award [of] the main contract for construction of a major scheme*” in clause 1.8. Further, following on the ARC discussions referenced above regarding thresholds and the treatment of contracts for smaller projects, the Board also **agreed** that a further clause on non-Capital Projects is required to ensure that corporate procurement, for example, is captured and requested that consideration be given to this to ensure that the Board can scope the process. Subject to these two changes, the Board **approved** the proposed changes to the TII Code as presented.

(3.2) The Board Secretary reminded Members of their obligation to make a SIPO Declaration before 31st January 2026.

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(3.3) The Board **approved** the appointment of TII Regional Manager, Patrick Duffy, to Engineers Ireland’s Dispute Resolution Board and extended its best wishes to him.

(3.4) The Chairperson of the Infrastructure Committee (IC) presented the IC’s Terms of Reference for approval. Noting that there were no substantial changes proposed, the Board **approved**.

(3.5, 3.6, 3.7 and 3.8) The Corporate Risk Manager, presented the Risk Appetite Statement, Risk Management Plan and Risk Management Policy for approval. A full review of the Enterprise Risk Register was further presented.

The Chairperson noted that absent Member, Sadhbh O’ Neill, had provided some points which he will share separately but would not hold up approval. [REDACTED]

Following review, the Board **approved** the Risk Appetite Statement, Risk Management Plan and Risk Management Policy as presented.

4.0 APPROVAL GATE 2 LUAS FINGLAS

Paolo Carbone, Nigel O’ Neill and David Weldon presented.

Building on the update provided to the Infrastructure Committee to which all TII Board members were invited to attend, a review of the detailed business case was provided with focus on the key changes which have occurred since the Preliminary Business Case was prepared including base cost changes between Approval Gate 1 and Approval Gate 2 (AG2) and increase in scale for land take.

The Board **approved** the submission of AG2 documentation to the Approving Authority, noting with interest that the sooner that works get underway the more cost effective the project will be.

5.0 METROLINK

Steve Brunell, Sean Sweeney, Kaine Lynch and Donal Steele presented.

(5.1) MetroLink Governance Framework – The framework, as revised, was taken as read and **approved**.

(5.2) Approval Gate 2 (AG2) – The MetroLink Chief Performance & PMO Officer provided an update on AG2.

(5.3) Tender Commencement Approval M401 & M402 – The intention is to go to market next week and so approval is being sought from the TII Board for tender commencement.

The Chairperson sought clarification as to whether the request for approval was going to the MPSC tomorrow and it was confirmed that that was the case. On that basis, the Chairperson proposed that the Board does not give approval now but instead delegates approval to him and the Chief Executive and that they sign off subject to MPSC approval being provided. The Board **agreed**.

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[REDACTED]

6.0 CHIEF EXECUTIVE REPORT

Lorcan O’ Connor provided the monthly CEO report and highlighted the following items:

- 1. MetroLink – The successful outcome of the Judicial Review (JR) mediation held at the end of December was a very positive step forward. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Work is ongoing regarding the establishment of a new MetroLink body, and it appears that its governance arrangements will largely reflect those already in place for TII.

- 2. Luas Finglas – Three sets of JR proceedings have been received, [REDACTED].

[REDACTED]

- 3. Luas - Green line went down around Christmas with significant knock-on effects for retailers and commuters. [REDACTED]

[REDACTED]

[REDACTED]

(6.1) Following engagement between TII and the Department of Transport in relation to allocations, the 2026 Annual Plan and Budget was signed off on 14th January last by the Chief Executive and Chairperson, authority to do so having been delegated to them by the Board, provided that there were no material changes to what had been presented to the Board at its last meeting of 2025 in November. Details of the (non-material) changes were briefed to Members and a copy of the final Annual Plan and Budget, as signed off, provided to them.

(6.2) Geraldine Fitzpatrick and Anthony Duffy presented on the Financial Outturn for 2025.

[REDACTED]

[REDACTED]

ITEM

[REDACTED]

7.0 FINANCIAL PERFORMANCE MONTHLY REPORT

Mark Nolan provided this report.

[REDACTED]

8.0 PRESENTATION: (A) BUSINESS CONTINUITY (B) RESILIENCE

Pat Maher, Michael Kennedy, Donal Dunne and Brendan Kennedy presented.

An overview was provided on operation resilience and business continuity of TII’s national road network and Luas network. [REDACTED]

[REDACTED]

9.0 HEALTH & SAFETY PERFORMANCE REPORT

(9.1) Helen Hughes provided this report.

The Board was updated on safety and occupational health performance across TII, Luas Operations, MMARC, and major construction projects. No Lost Time Accidents (LTAs) involving TII staff or on TII funded major

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construction schemes were reported. On Luas, there were two incidents notifiable to the Commission for Railway Regulation.

(9.2) Conor Fitzgerald and Pat Maher presented.

The Board was updated on the Motorway Maintenance and Renewals Contracts ('MMaRC') Occupational Health & Safety Performance Review noting that there were no LTAs on Networks A or B during the reporting period (January – December 2025). Two LTAs were reported on Network C during the same period.

10.0 MINUTES OF PREVIOUS BOARD MEETING

The Minutes of the previous Board meetings held 28th October 2025, and 25th November 2025 were approved.

11.0 MATTERS ARISING

The progress of Matters Arising was noted by the Board.

12.0 ANY OTHER BUSINESS

Members queried TII's use of Social Media Platforms. The Chief Executive noted that whilst TII does not have a corporate account on X (Twitter), it does have a TII traffic account with approximately 30,000 regular users. Members suggested that it might be useful to talk to central government to see if there is a broad approach as to social media use which could be implemented.

Signed by _____

Chair

Date: _____