

MINUTES 112th MEETING OF TII BOARD

ITEM

Subject:	TII BOARD MEETING	Meeting No:	112
Location:	TII Offices, Parkgate Street, Dublin 8, with some contributions by video link (Teams)	Date held: 25th November 2025	Doc Revision: Approved

ATTENDEES

BOARD CHAIRPERSON	Gareth Llewellyn
BOARD MEMBERS	Patricia O’ Shea
	Mary O’Donovan
	AnnMarie Farrelly
	Damien Ó Tuama
	Des Kenny
	Aebhric McGibney
	Colette Byrne
	Michael Wall
	Sadhbh O’Neill
	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)
EXTERNAL BOARD EVALUATOR	[REDACTED]
PRESENTERS	Sean Sweeney (MetroLink Programme Director) – <i>Items 3.1 & 4</i>
	Steve Brunell (MetroLink Chief Performance & PMO Officer) – <i>Items 3.1 & 4</i>
	Michael Horan (Head of Land & Property Services) – <i>Item 3.1</i>
	Sandra McCarthy (Head of Governance & Legal, Secretary) – <i>Items 3.3 & 3.4</i>
	Lorcan O’ Connor (Chief Executive Officer) – <i>Item 5</i>
	Declan Wylde (Head of Finance) – <i>Item 6</i>
	Nigel O’ Neill (Director of Capital Programme) – <i>Item 7.1</i>
	James Dillon (Head of Human Resources) – <i>Item 7.2</i>
	Geraldine Fitzpatrick (Head of Roads Capital Programme) - <i>Item 8</i>
	Rachel Cahill (Director of Executive Office) – <i>Item 8</i>
	Helen Hughes (Director of Professional Services) - <i>Item 9.1</i>
	Aidan Foley (Chief Engineer (Light Rail Network)) – <i>Item 9.2</i>
	Eamonn Slattery (Senior Railway Safety Specialist SMS Co-ordinator) – <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. It was noted by the Chairperson that a MetroLink Deep Dive on Key Risk was on the agenda and that Patricia O’ Shea had agreed to absent herself in the event that anything relating to DAA was raised.

2.0 COMMITTEE UPDATES

Infrastructure Committee (IC)

The Chairperson advised the Board of the following matters:

1. Training on the Infrastructure Guidelines was provided to the IC with the TEN-T and Luas Finglas projects cited as examples of how the Guidelines are navigated in practice.
2. MetroLink – The IC received a summary for October reflecting progress made in September. The MetroLink Chief Performance & PMO Officer has indicated to the IC that future reporting will be more up to date and sharp. Discussions took place with regards to the role of the TII Board in relation to matters such as approval of AG2, for example, and there appears to be more clarity here now. Updates were provided in relation to matters such as the budget for next year, staff turnover, and changes to the delivery model.

Audit & Risk Committee (ARC)

The Chairperson advised the Board of the following matters:

1. [REDACTED]
2. Funding – [REDACTED].
3. One MIS – [REDACTED]. The Head of Finance has confirmed that he is satisfied with the level of support and engagement the project is getting.
4. Internal Audit (IA) - The plan was discussed, and it was noted that 3 audits have been completed, 3 have started and 3 are yet to commence. [REDACTED]

On IA, the Chief Executive observed that the TII executive, having moved to an external service provider, needs to service the auditor and turn around what is required.

3.0 GOVERNANCE & LEGAL UPDATE /RISK MANAGEMENT

(3.1) Sean Sweeney, Steve Brunell and Michael Horan presented.

Having previously agreed to sign off on the valuation provided to enable negotiations to commence for new office accommodation for the MetroLink project, the Board was now asked, in line with the requirements of the TII Property Policy, to approve the acquisition of the proposed premises.

Referencing the Board papers, the Head of Land & Property Services noted that the detail of what the proposed figure includes is set out and confirmed that stress testing of numbers had been carried out by valuers. [REDACTED]

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From a sequencing point of view, the Chief Executive pointed out that Ministerial approval is required and that these things can take time so what is now being sought is Board approval subject to such Ministerial approval.

The Chairperson observed that the matter of new MetroLink office accommodation had already been before the Infrastructure Committee twice and the Board once. The Head of Land & Property Services added that the MetroLink Programme Steering Committee had also approved, and it was due back before that Committee on Friday.

Members queried the number of car parking spaces [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Noting that TII will be taking on ZEVl during the time that this space will be used, the Chairperson suggested that the Board approve contingent on Ministerial approval and that consideration be given as to how the spaces are best used. The Members agreed and the Board **approved** the proposed acquisition subject to Ministerial approval.

(3.2) The Board papers submitted by the Assurance & Performance Reporting Manager detailing Department of Transport suggested changes to the TII Statement of Strategy 2026-2030 were taken as read. Noting that the content of the document will be revisited at its mid-point, the Board **approved** TII’s Statement of Strategy 2026-2030 as previously drafted and it will now proceed to publication.

(3.3) The Board Secretary reminded the Members of the obligations regarding their SIPO Declaration and confirmed that, as is the usual practice, a copy should be provided to the Board Secretary for the record.

*(3.4) Deferred until after item 7.2 below.

4.0 PRESENTATION: METROLINK DEEP DIVE ON KEY RISKS

Sean Sweeney and Steve Brunell presented.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

MetroLink Chief Performance & PMO Officer advised the Board that MetroLink (ML) has [REDACTED] risk meetings every month and these reviews inform any updates. Technical go live of RiskHive was achieved in November 2025. A risk overview was provided and the ML risk hierarchy outlined. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Key activities through to end of Q1 2026 were then detailed. AnnMarie Farrelly recused herself at 11.27am after the presentation and before the Q&A section.

Members noted the Judicial Review proceedings which have been received, and which are due before the High Court next Monday.

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[REDACTED]

5.0 CHIEF EXECUTIVE REPORT

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

- MetroLink (ML) – The Chairperson wrote to the Department of Transport (DoT) following the last Board meeting and the response, in the Chief Executive’s view, confirmed the Chair’s understanding of TII’s ongoing role as outlined. Arising out of this, the ML Governance Framework requires some revision [REDACTED]

In relation to the proposed new delivery body, TII attended the first Working Group meeting with DoT. Initial work is centred around what form of body might take.

- Budgeting & Expenditure - [REDACTED]
- Railway Orders - Two Railway Orders were granted in the month of October. ML on the first day, Luas Finglas on the last. On a very positive note for TII, the Commission took particular account on the Luas Finglas application of the consideration given to the safety of women using public transport. It is expected that Luas Finglas AG2 will go to the Infrastructure Committee in January and then come to the Board for approval. [REDACTED].
- Oireachtas Committees – The Chief Executive attended at two committees, one on roads, MetroLink and Luas and the other on greenways. [REDACTED]

- Misc. – On tolling, the Chair of Oireachtas requested that feedback be provided to the effect that the TII Board should reflect on the decision made to increase tolls having regard to the significant increase in funding that TII received for next year. The Chief Executive advised that he explained the considerations that go into agreeing figures.

The Chief Executive informed the Board that there would likely be a couple of TII items on Prime Time over the next couple of weeks. The first, how we deal with M50 congestion, breakdown etc., and the second on a pilot cycling facility in Kildare looking at engineering solutions to make cycling safer. The selection of this location has come in for some criticism but it is expected that TII will get significant learnings out of this pilot.

(5.1) Briefing Note – National and Regional Greenways

The Chairperson noted at the outset that no decision required here and that this is a briefing only previously requested at a meeting of the Board.

[REDACTED]

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[REDACTED]

6.0 FINANCIAL PERFORMANCE MONTHLY REPORT

Declan Wylde provided this report and highlighted the following items:

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

7.0 PRESENTATIONS: 1) ACCELERATING INFRASTRUCTURE AND 2) GENDER PAY GAP

(7.1) The Director of Capital Programmes, Nigel O’ Neill, was welcomed back by the Chairperson following his recent departmental secondment and provided an update to Members on the work of the Accelerating Infrastructure Taskforce.

The background as to the formation of the Infrastructure Division was outlined noting its mission to address critical challenges. Following stakeholder engagement, a report was published in July of this year identifying 12 barriers including regulatory and environmental barriers as well as those arising out of the planning and legal system. The plan is to introduce implementable targeted measures at government level with multi-annual funding to be considered for core services. The focus will be on a small number of high impact measures. It is anticipated that the plan will be published soon with an indicative publication date of 4th December.

(7.2) James Dillion presented on the Gender Pay Gap and overall figures (based on snapshot date in June 2025) were outlined. Of the 314 employees, 37% are female and 63% male. The Mean Pay Gap stands at 20.55% (up from 18.09% 2024) and the Median at 15.89% (down from 18.11% 2024).

The figures provided were placed in an organisation context with some internal and external drivers outlined. For example, of the 99 engineers in TII, 84 are male and the STEM pipeline remains a challenge. The steps currently being taken by TII include inclusive benefits and policies, flexible working, talent development, EDI Programme and availing of STEPS Programme sponsorship opportunities. Looking to the

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future, plans for 2026 and beyond include focus on EDI Strategy, recruitment and retention, talent management and employee engagement/culture.

Members queried whether it is mandatory to undertake unconscious bias training and were advised that it is not mandatory at present but available for all staff. Members also observed that it was striking in a more general sense that there is no women in engineering network and suggested that TII could considering sponsoring such a network.

Members wondered whether female turnover was higher and whether female careers could be expanded by allowing longer breaks before they return to work and were advised that whilst figures on female turnover were not to hand, TII allows for flexible working arrangements including provision for a career break of anywhere from 6 months to 5 years.

The Chairperson queried whether the mean pay gap would change if certain MetroLink senior leadership were not included and the Director of Business Services confirmed that it would result in a significant change as MetroLink recruited all male senior leadership. The Head of Human Resources also noted that TII is required to report on temporary workers, and this also impacts the figures. Observing that many measures being taken are internal, the Chairperson stated that the profile of the organisation should encourage females to want to work for TII. The Chief Executive concurred noting that TII’s responsibility extends to the pipeline and work will continue in this regard.

*(3.4) The Board papers in relation to the proposal to continue TII’s sponsorship of Engineers Ireland’s STEPS Programme were taken as read and the Board **approved**.

8.0 ANNUAL PLAN & BUDGET FINAL

Geraldine Fitzpatrick and Rachel Cahill presented.

Geraldine Fitzpatrick informed the Board that there had been significant engagement with the Department of Transport (DoT) since the last meeting of the Board and that some figures have since been confirmed. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Chairperson, noting that there are a number of figures still to be confirmed, stated that, in his view, there were three options for the Board: 1) sign off with caveats; 2) decline to sign off and request that the matter come back before the Board in January; or 3) Members agree to delegate sign off the Chairperson and Chief Executive on behalf of Board once they are satisfied.

Having considered the options, Members **agreed** to delegate sign off on the 2026 Annual Plan and Budget to the Chairperson and the TII Chief Executive provided nothing material arises, noting that allocation booklets can issue to Local Authorities in the meantime. Final approval of the Annual Plan & Budget was therefore deferred pending further discussions with DoT officials.

9.0 HEALTH & SAFETY PERFORMANCE REPORT

At the outset, the Chair, on behalf of the Board, offered its thanks and appreciation to Aidan Foley for the positive MetroLink Railway Order result. Aidan thanked the Board and acknowledged the effort of the team in getting that result.

(9.1) Helen Hughes firstly presented monthly Health & Safety Performance Report and updated the Board on safety and occupational health performance across TII, Luas Operations, MMARC, and major construction projects. No Lost Time Accidents (LTAs) were reported. The M28 Cork to Ringaskiddy project is included as

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over 100,000 hours have now been worked. MMARC contracts reported LTA rates between 0.55 and 0.57 per 100,000 hours.

The draft Health & Safety Policy for 2026 was then presented with the Chairperson noting that the Board is required to sign off given that it is a policy.

Members queried how MetroLink fits into the draft policy and were advised that the project has its own policy. The Chairperson observed that TII’s job here is to make sure that people go home safely to their families and that this, more than compliance, should always be the focus of communications. The Board then proceeded to **approve** the policy as presented.

(9.2) Aidan Foley and Eamonn Slattery presented.

The Board was briefed on light rail network management safety with particular focus on the George’s Dock bridge replacement on which works are nearing completion. An overview was provided of the CRR acceptance process and the kind of collaborative working put into effect on site. Nearly 50 people were working in a very confined area in a controlled manner with no accidents on site.

A small media event is planned for 27th November, at which the Minister for Transport is expected to be in attendance, with full service scheduled to resume on 28th November, just 15 weeks following the fire.

Members queried the cause as well as the cost of the bridge replacement. The cause will not be confirmed until Gas Networks Ireland completes its investigations and reports back, and the cost yet is to be presented.

Members offered congratulations to all those involved for the great work and positive outcome.

10.0 MINUTES OF PREVIOUS BOARD MEETING

The Minutes of the previous Board meeting held 28 October 2025 were approved save for a possible rewording of part of item 7.0 in terms proposed by Member Sadhbh O’ Neill. The Chairperson suggested, and the Members agreed, that the proposed changes should be incorporated into a redline version of the draft October Minutes and circulated to Members for consideration.

11.0 MATTERS ARISING

The progress of Matters Arising was noted by the Board.

12.0 ANY OTHER BUSINESS

1. The Chairperson noted that Approval Gate 2 for both MetroLink and Luas Finglas will likely be coming to the Board at the same time but observed that the Infrastructure Committee will likely do much of the work for Luas Finglas as a result of which sign off by the Board in January should be relatively straightforward. MetroLink will be more complicated. There will be briefings for the MetroLink Programme Steering Committee and the Chairperson suggested that Members join those briefings thereby obviating the need for another Board meeting.
2. Statement of Strategy – It was clarified that the TII Statement of Strategy 2026-2030, as approved earlier, has not yet been published.
3. The Chairperson advised Members that a springtime away day meeting of the TII Board in Cork is being considered.

Signed by _____

Chair

Date: _____