

MINUTES 111th MEETING OF TII BOARD

ITEM

Subject:	TII BOARD MEETING	Meeting No:	111
Location:	TII Offices, Parkgate Street, Dublin 8, with some contributions by video link (Teams)	Date held: 28 th October 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)
PRESENTERS	Sandra McCarthy (Head of Governance & Legal, Secretary) – <i>Items 3.1 & 3.2</i>
	Martina Curran (Assurance & Performance Reporting Manager) – <i>Item 3.3</i>
	Audrey Keogh (Director of Business Services) – <i>Item 3.4</i>
	Helen Hughes (Director of Professional Services) – <i>Items 4 & 10</i>
	Kevin O’ Rourke (Head of Network Operations) – <i>Item 4</i>
	Cathal Masterson (Director of Commercial Operations) – <i>Item 4</i>
	Lorcan O’ Connor (Chief Executive Officer) – <i>Item 5</i>
	Declan Wylde (Head of Finance) – <i>Item 6</i>
	Geraldine Fitzpatrick (Director of Capital Programme) – <i>Item 7</i>
	Rachel Cahill (Director of Executive Office & Sustainability Lead) – <i>Item 7</i>
	Anthony Duffy (Head of Project Services) - <i>Item 7</i>
	Ken Spratt (Secretary General, Department of Transport) – <i>Item 8</i>
	Garret Doocey (Assistant Secretary General, Department of Transport) – <i>Item 8</i>
	Andrew Ebrill (Public Transport & Policy Division, Department of Transport) – <i>Item 8</i>

MINUTES 111th MEETING OF TII BOARD

ITEM

	Fiona Ross (Chairperson, MetroLink Programme Steering Committee) – <i>Item 8</i>
	Robert Desmond (Head of Infrastructure Finance & Partnerships) – <i>Item 9</i>
	Pat Maher (Director of Network Management) - <i>Item 9</i>
	Cathal Masterson (Director of Commercial Operations) – <i>Item 9</i>
	Reddy Morley (TII Head of Rail Safety & Occupational H&S) – <i>Item 10.1</i>

ITEM

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

Infrastructure Committee (IC)

The Chairperson, in his capacity as Acting Committee Chair for the October meeting of the IC, advised the Board of the following matters:

In addition to receiving an overview of PPP and carrying out a review of the IC Terms of Reference with no significant changes made, the Committee received an update on the MetroLink project from the Programme Director.

The Chair advised Members that matters pertaining to both the timing and format of MetroLink reporting were discussed and that, post the IC November meeting, it was agreed to adjust the calendar for IC meetings next year alongside changes to be made to the formatting of reports to make them more digestible.

Having been approved for recommendation by the MetroLink Programme Steering Committee last Wednesday, the Programme Delivery Partner contract is before the TII Board today for approval to issue Invitation to Tender. [REDACTED]

[REDACTED]

3.0 GOVERNANCE & LEGAL UPDATE /RISK MANAGEMENT

(3.1) The Board Secretary presented the proposed 2026 annual calendar of TII Board meetings, and the dates were **approved** as presented.

(3.2) The Board Secretary presented proposed amendments to the TII Board Terms of Reference and same were **approved** subject to the following:

- In relation to the proposed change to the *“Role of the Board”*, it was **agreed** that this should be separated into two bullet points making it clear that existing power to delegate to management is on *“delivery”* and that, with reference to the MetroLink Governance Framework, delegation to the MetroLink Programme Steering Committee is in relation to *“oversight functions”*.
- Where the word *“exceptionally”* appears in the section on *“Procedures to be followed when, exceptionally, decisions are required between Board meeting”*, it was **agreed** that this should be changed to *“in exceptional cases”*.

(3.3) The Assurance & Performance Reporting Manager presented the Q3 review of strategic activities.

Arising out of the review, Members requested that an update be given on the workings of the Accelerating Infrastructure task force for the next Board meeting, noting that a report was due to be completed by this group shortly. It was suggested that the Director of Capital Programme, Nigel O’ Neill, who is currently on secondment with the Department of Transport but due to return to TII in November, could potentially provide this update.

Members discussed funding requirements and whether the request for funding and the NDP requirements included the items that form part of the 2050 vision for TII and, further, suggested that it would be helpful to see a full list of strategic priorities, as opposed to strategic activities, that would have formed part of the NDP submission.

ITEM

(3.4) The Director of Business Services presented proposed bank mandate changes and same were **approved**.

(3.5) The Board papers were taken as read and the TII Board **approved** sign off of the Certification of Valuation in respect of the proposed MetroLink Office Accommodation.

(3.6) The Board papers were taken as read and, noting that the contract is Task Order based, the TII Board **approved** the proposed commencement of procurement for the MetroLink Programme Delivery Partner contact.

4.0 PRESENTATION: ENT RISK 1 & 2 STRATEGIC SAFETY OVERVIEW

Helen Hughes, Kevin O Rourke and Cathal Masterson presented a strategic overview of TII Safety Management.

The areas of focus for ENT 1 & 2 were detailed and a summary of controls outlined noting that defining, monitoring and embedding safety is at the centre of all TII’s activities.

Members queried incidents of cyclists tripping on tram tracks and the challenge to capturing this data. Members wondered whether there is a more robust way it could be captured and were advised that at present this remains a challenge but something to which further consideration will be given.

The Chairperson observed that in a cost saving exercise safety elements can sometimes be engineered out and noted that in business cases coming to the Board it should be clear what elements would be fundamental to safety operations.

5.0 CHIEF EXECUTIVE REPORT

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

- MetroLink – The work of Aidan Foley and his team was acknowledged in getting a positive Railway Order. The 8-week Judicial Review period has commenced and will run to the end of November.
Market engagement appears to have been very well received with the contributions of the Taoiseach, Tánaiste and Minister for Transport being particularly welcomed.
- Roads - [REDACTED]
- Annual Plan for 2026
 - Greenways - [REDACTED]
 - Maintenance – [REDACTED]
- George’s Dock – Work is progressing in accordance with the programme amid a tight timeline.
- Oireachtas Committees – Appearances are scheduled at two meetings of the Joint Oireachtas Transport Committee in November.
- The new Chief Executive offered his thanks to his predecessor and to the Executive Team for the support provided during the transition and for the various briefings he has received as he settles into his new position.

Members observed that consultation on Luas Cork appears to have been very positive.

In regard to the Dublin Port Tunnel, Members noted that communications and the process around delays are important, and the Chairperson observed that Business Continuity will be coming up as a risk deep dive

ITEM

and consideration might be given to including the consequence of something happening in the tunnel in that presentation.

6.0 FINANCIAL PERFORMANCE MONTHLY REPORT

Declan Wyldé provided this report and highlighted the following item:

- [REDACTED]

7.0 PRESENTATION: DRAFT 2026 ANNUAL PLAN AND BUDGET (INCLUDING CARBON ASSESSMENT)

Geraldine Fitzpatrick, Rachel Cahill and Anthony Duffy presented.

Priority delivery for 2026 was outlined with funding assumptions for roads/greenways detailed. [REDACTED]

Members observed, regarding the carbon assessment element of the Annual Plan and Budget, that it should reference the 2021 Climate Act and the national climate objective contained therein.

The Chairperson observed that TII is on a journey with regards to such matters and progress has been made in the past 2 years. The challenge is reconciling what TII is obliged to do under the 2021 Climate Act with TII's other statutory obligations and, as a public body, any directions it receives from Government.

The Chairperson further observed that the Board is not being asked to sign off on the Annual Plan and Budget today but hopefully will be next month and thanked the team for the continuous engagement with the Department of Transport on this matter.

8.0 DEPARTMENT OF TRANSPORT DISCUSSIONS (COMMERCIALLY SENSITIVE)

Ken Spratt, Garret Doocey and Andrew Ebrill of the Department of Transport (DoT) joined the meeting together with the MetroLink Programme Steering Committee (MPSC) Chair, Fiona Ross.

MetroLink:

[REDACTED]

ITEM

[REDACTED]

Roads:

[REDACTED]

9.0 2026 TOLLING CHARGES (FOR APPROVAL)

Robert Desmond, Cathal Masterson and Pat Maher presented.

Following last month’s detailed presentation, the proposed changes were detailed together with basis for same.

Members queried the long-term position of PPPs. Members further queried the efforts being made to rationalise tolling in Ireland and were advised that the next step is to set up a working group to discuss what comes next.

Following discussion, the Board **approved:** 1) Dublin Tunnel 2026 Appropriate Tolls and 2) M50 2026 Applicable Tolls as presented and confirmed **agreement** to 1) M50 2026 Default Tolls and 2) PPP Toll Concession Schemes 2026 Appropriate Tolls as presented.

10.0 HEALTH & SAFETY PERFORMANCE REPORT

Helen Hughes provided this report and confirmed that there were no lost time accidents for the reporting period on TII Occupational Health, Motorway Operations (MMaRC) or on TII funded major construction projects.

The quarterly sick leave statistics were also provided to the Board with the Director of Business Services providing further input on staffing matters.

(10.1) Reddy Morley presented and provided an Occupational Health & Safety update, including future work for the TII Rail Safety and Occupational Health & Safety section.

11.0 MINUTES OF PREVIOUS BOARD MEETING

The Minutes of the previous Board meeting held 23 September 2025 were approved.

12.0 MATTERS ARISING

The progress of Matters Arising was noted by the Board.

The Chairperson, noting that the Board is scheduled to have a risk deep dive on Business Continuity at the January meeting of the Board, suggested that the focus of the presentation should be on loss of infrastructure and/or services but requested that Members advise the Executive should they wish to see anything else covered.

ITEM

13.0 ANY OTHER BUSINESS

1. Members suggested that it would be helpful to have a presentation on the work of Regional Offices.
2. The Board Secretary, noting that the External Board Evaluation is now underway, advised Members that the Evaluators, Governance Ireland, have requested that they be permitted to attend at the November meeting of the TII Board as part of the evaluation and the Board **agreed**.
3. The Board Secretary, noting that the Terms of Reference of the Infrastructure Committee provide that the Committee will be appointed by the Board and will consist of such members and numbers thereof as decided by the Board, requested Board approval for the appointment of the new TII Chief Executive, Lorcan O' Connor, to the Committee in place of the now retired Chief Executive, Peter Walsh, and the Board **approved**.
4. The Board Secretary advised Members that the requested training on the Infrastructure Guidelines will form part of Infrastructure Committee Meeting on 13th November and will be taken early on the agenda to facilitate attendance by those with other commitments later in the day.

Members queried if this training would include training on NEC4 contracts and were advised that a separate training session is being arranged on procurement/NEC4.

Signed by _____

Chair

Date: _____