



**Trinity College Dublin  
The University of Dublin**

**Minutes of the Critical Infrastructure Committee (CIC)**

**Tuesday, 26<sup>th</sup> September 2024, 10.00-13.00**

**Trinity Board Room**

- Present:** Ms. T. Doyle (Chair), Bursar & Director of Strategic Innovation (Prof. E. Denny) (Secretary), Chief Operating Officer (Ms. O. Cunningham), Director of Campus Infrastructure (Mr. M. Clark), Librarian & College Archivist (Ms. H. Shenton), Deputy Chief Financial Officer (CFO Nominee, Mr. P. Moore), Ms. Mariana Silva, Ms. A. Whitty, Ms. E. Culleton-Quinn, Mr. B. O'Hora, Mr. D. Quinn
- In Attendance** Ms. S. Cleary (Minute-taker)
- Apologies:** Dean of Research (Prof. S. Ryan), Dean of Faculty of Health Sciences (Prof. B. O'Connell), Director of IT Services (Mr. P. Magee), Mr. C. O'Connor, Mr. E. O'Donovan
- One Undergraduate student representative vacancy to be filled.

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| <b>CIC /24-25/ 01</b> | <b>Welcome and Introductions</b><br>The Chair welcomed Mr. Patrick Moore who joins the Critical Infrastructure Committee (CIC) as the nominee of the Chief Financial Officer.   |
| <b>CIC /24-25/ 02</b> | <b>Declaration of Potential Conflicts of Interest</b><br>None received.   |
| <b>CIC /24-25/ 03</b> | <b>Members' Declaration</b><br>The Chair led the members present in making Members' Declarations.   |
| <b>CIC /24-25/ 04</b> | <b>Minutes</b><br>The CIC approved the draft minutes of the 18 <sup>th</sup> June 2024 meeting.   |
| <b>CIC /24-25/ 05</b> | <b>Work Programme 2024/25</b><br>The CIC approved the memorandum from the Bursar & Director of Strategic Innovation (the Bursar) dated 16 <sup>th</sup> September 2024 which had been circulated in advance, setting out the 2024/25 CIC Work Programme. The Bursar mentioned there is flexibility built into the Work Programme, and CIC members are invited to submit additions during the year. In response to queries from members, the IT Infrastructure and Digital Transformation Strategy items will have dates identified for the 2024/25 year, and will include specific items such as the Next Generation Network project via discussion and recommendation from the Federated IT & Cyber-Security Group (FITCSG). |
- Action 5.1** – The Chief Operating Officer (COO) and Director of IT Services to provide dates for the IT Infrastructure and Digital Transformation Strategy items for the 2024/25 Work Programme.



**CIC /24-25/ 06**

### **Updates from other Principal Committees**

No significant items were noted by CIC members who are members of other Principal Committees of Board. The Bursar informed the CIC she has now been added as a member of the Environment & Sustainability Committee.

## **Strategy and Strategic Items**

**CIC /24-25/ 07**

### **Capital Projects Dashboard**

The Bursar presented the Capital Projects Dashboard for noting. She provided an update on several of the projects including the Old Library Redevelopment Project which is currently tendering for Design and PM/QS (Project Management/Quantity Surveyor) teams. In response to a suggestion from a member, the Bursar agreed to request close-out reports from the three major projects listed on the dashboard as 'to be Closed' which are Trinity Business School, Printing House Square, and Historic Accommodation Buildings.

**Action 7.1** – The Bursar to request for the CIC the close-out reports from the three major projects listed on the dashboard as 'to be Closed'.

**CIC /24-25/ 08**

### **Digital Projects Dashboard**

The Digital Projects Dashboard was noted by the CIC as submitted by the Director of IT Services who had given apologies to the meeting.

*Ms. Sara McAneney, University Cyber-Security Manager, joined the meeting at this point.*

**CIC /24-25/ 09**

### **Cyber-Security Threat Dashboard**

Ms. McAneney presented the Cyber-Security Threat Dashboard, drawing the CIC's attention to the increasing numbers of detected cyber-security incidents and phishing attempts, due both to increased monitoring and increased activity by threat actors. She confirmed, in response to a query from a member, that the university is not outside the norm especially when considering universities are relatively open targets. The Cyber-Security Policy has been approved by Board and the Federated IT & Cyber-Security Group (FITCSG) will play a key role in ensuring that the policy is adhered to across the university. The COO commented this will take time to establish with FITCSG members.

In response to queries from members, Ms. McAneney confirmed additional resources are being sought to support the cyber-security work but recruitment has been challenging; the definition of 'Copyright Infringement' used for the dashboard relates to copyright infringement notices received by the university from owners or managers of copyrighted material; and systems containing sensitive data such as HR and personal data are specifically identified and actively monitored. The COO further noted while much work has been done in this area, this has been during the first year of a 2-year programme which includes recruitment, establishment of the FITCSG and sourcing its nominated members, and endeavouring to obtain cyber-security insurance.

*Ms. McAneney left the meeting at this point.*

**CIC /24-25/ 10**

### **Report from the Federated IT & Cyber-Security Group**

The COO introduced the item with reference to the draft agenda for the upcoming meeting of the FITCSG in October and Terms of Reference of the Group. As the meeting had not yet taken place there was no verbal update to provide at this meeting, but the CIC will be updated at the next meeting in November. The COO confirmed items discussed at FITCSG will then be submitted to the CIC for approval.



*Mr. Rory Greenan, Trinity South Renewal Programme Manager, joined the meeting at this point.*

**CIC /24-25/ 11**

**Trinity South Renewal Programme**

The Bursar introduced the item with reference to her presentation dated 18<sup>th</sup> September 2024 which had been circulated in advance, seeking approval for the Student Centre part of the project to proceed through further governance to Board and notifying the CIC a special meeting may need to be convened if there are significant developments to approve in relation to the Law School part of the project which is currently being worked on.

Mr. Greenan provided information on the Arts Building part of the project which included an energy audit by consultants KSN which showed the project's plans are capable of meeting the desired decarbonisation targets which will contribute to the overall 51% carbon reduction 2030 targets but much will depend on final design and available finances. This will involve for example installation of Photovoltaic (PV) cells and replacement of 'leaky' windows which in some cases are 40 years old. The Bursar and Mr. Greenan committed to follow up with the Librarian to confirm the included footprint of the works and the extent to which the Lecky Library will benefit from the improvements.

In response to a query from a member, Mr. Greenan confirmed operating costs may actually increase initially due to the move from gas to electricity (as gas is currently cheaper than electricity), but this may be offset by PV cells following any enabling works on the Arts Building roof and by further work being undertaken nationally to decarbonise the electricity grid.

In response to a query from a member, Mr. Greenan and the Bursar confirmed Building Information Modelling (BIM) was part of the project scope which can be utilised for smart building/digital twin considerations and the project is at a very early stage where all priorities are being looked at in the context of the business case; and further confirmed the Student Centre part of the project has the support of the TCD Students' Union.

The CIC approved the request for onward submission to Finance Committee and Board for approval.

*Mr. Greenan left the meeting at this point.*

**Action 11.1** – The Bursar and Mr. Greenan to make available KSN energy audit data in response to a member's request.

*Mr. Kieran Brassil, Head of Space Management & Workplace Strategy, joined the meeting at this point.*

**CIC /24-25/ 12**

**Masterplan**

The Director of Campus Infrastructure introduced the item with reference to his presentation dated 26<sup>th</sup> September 2024 which had been circulated in advance, updating the CIC that the architects and urban designers Allies and Morrison has been engaged for the 6-month project to produce the university's next estates masterplan. Although focussed on the Island Campus, other sites such as the Hospital sites, Dartry, and Stack B will also be considered and will focus on a retrofit-first approach. A key activity will also be to test the feasibility of the projects identified as part of the Gap-to Target programme, initially through a more detailed study of the Main Campus, North East Energy Centre.



In response to queries from members, the Director of Campus Infrastructure and Mr. Brassil confirmed space utilisation data will also feed into the project; it is expected outcomes from the masterplan work will indicate the possibility of disposals across the estate; and will include extensive stakeholder consultation. The Bursar further commented the Space Framework submitted to the CIC earlier in the year included plans for further work in the area of space usage or disposals due to the increasing demand to demonstrate better usage of our existing estate. The Masterplan will also be informed by the current Strategic Plan, and will need to be flexible enough to cater for a range of options to support its implementation. In response to queries from members, the Bursar and Director of Campus Infrastructure confirmed engagement will be done with Principal Committees such as the CIC and the Environment & Sustainability Committee prior to recommendations from the masterplan being made to Board, and will undergo sign-off procedures by a sub-group of relevant committees/executive management groups which might include one of the external members of CIC with expertise in this area.

*Mr. Brassil left the meeting at this point.*

**Action 12.1** – The Director of Campus Infrastructure to identify dates for the Masterplan to return as an item for CIC meetings during 2024/25 which will be added to the Work Programme.

**Action 12.2** – The Director of Campus Infrastructure to contact the external member of CIC with expertise in this area to assist any sub-group to be formed to provide sign-offs during the development of the Masterplan.

#### CIC /24-25/ 13

##### **Trinity East**

The Bursar introduced the item with reference to her presentation dated 18<sup>th</sup> September 2024 which had been circulated in advance, updating the CIC on four pillars of the current Phase 1 of the programme, and providing considerations for the decision on what will take place in the next phase.

A member commented that the need for more Research Infrastructure is consistently mentioned in other committees and fora.

Members commented that in relation to plans for the business case, cross-charging for space usage can incur a significant administrative burden; if space charges are funded by research overheads this could disadvantage areas with less large grants; and affordable student accommodation is required for researchers to be enabled to deliver quality research and therefore the next plans for the campus should take into account both research and accommodation space as much as possible.

The CIC approved the update from the Bursar.

#### **Policy**

#### **Risk & Oversight**

#### CIC /24-25/ 14

##### **Terms of Reference review**

The Bursar introduced the item with reference to her memorandum dated 16<sup>th</sup> September 2024 which had been circulated in advance which contained a first draft of proposed amendments to the Terms of Reference. Internal Audit and the COO have requested further amendments which will be incorporated into a further draft to be submitted to the CIC for approval and submission to Board by December. She invited CIC members to revert with any further



suggested changes. A member queried whether the 'Three Members of University Staff' included in the membership listing referred to any staff in the university, or staff belonging to unions.

**Action 14.1** – The Bursar to clarify whether the 'Three Members of University Staff' included in the membership listing referred to any staff in the university, or staff belonging to unions.

**CIC /24-25/ 15**

#### **Committee Self-Evaluation**

The Bursar introduced the item with reference to her memorandum dated 16<sup>th</sup> September 2024 which had been circulated in advance which contained a summary of a survey issued to CIC members during the summer. The responses indicated the CIC needed more time to properly self-evaluate its performance, its remit was extremely broad, and taking all factors into account its first year of performance had been good. She invited members to provide further feedback which will be incorporated into an assessment to be submitted to Board by December.

**CIC /24-25/ 16**

#### **Review of University Risk Register items within the remit of the Critical Infrastructure Committee**

The Bursar introduced the item with reference to her memorandum dated 16<sup>th</sup> September 2024 which had been circulated in advance and requested that with the risk reporting cycle starting now for 2024/25, any changes in risks for which CIC members are accountable and which fall within the remit of the committee should be explained at future CIC meetings.

**CIC /24-25/ 17**

#### **Minutes for Noting**

The following meeting minutes were noted by CIC:

- Extracts from Environment & Sustainability Committee draft minutes - meeting 20.06.2024
- Extracts from Finance Committee minutes - meeting 30.05.2024
- Extracts from Risk & Compliance Committee minutes – meeting 09.05.2024

#### **Next Meeting Dates**

**CIC /24-25/ 18**

The following **Critical Infrastructure Committee (CIC) meeting dates** were noted for 2024/25:

- 10.00 – 13.00 Tuesday 19th November 2024
- 10.00 – 13.00 Thursday 13th February 2025
- 10.00 – 13.00 Tuesday 15th April 2025
- 10.00 – 13.00 Wednesday 18th June 2025

The Chair noted a special meeting may need to be convened specifically for the Trinity South Renewal Programme.

#### **Any Other Business**

**CIC /24-25/ 19**

#### **Any Other Business**

The Chair requested members complete the EDI in Higher Education online module training and submit Certificates of Completion to Ms. Cleary for committee records.

**Tara Doyle**

**Chair – Critical Infrastructure Committee**

**Approved at Meeting on 19<sup>th</sup> November 2024**