



**Trinity College Dublin
The University of Dublin**

Minutes of the Critical Infrastructure Committee (CIC)

Tuesday, 19th November 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), Dean of Research (Prof. S. Ryan), Dean of Faculty of Health Sciences (Prof. B. O'Connell), Director of Campus Infrastructure (Mr. M. Clark), Director of IT Services (Mr. P. Magee), Librarian & College Archivist (Ms. H. Shenton), Deputy Chief Financial Officer (CFO Nominee, Mr. P. Moore), Mr. E. O'Donovan, Ms. E. Culleton-Quinn, Mr. B. O'Hora, Mr. D. Quinn
In Attendance	Ms. S. Cleary (Minute-taker), Ms. C. Burke, Mr. R. Saulnier (incoming Undergraduate student representative)
Apologies:	Postgraduate Student Representative (Mr. L. Brierton), Ms. A. Whitty, Mr. C. O'Connor

CIC /24-25/ 20	Welcome and Introductions The Chair informed the Critical Infrastructure Committee (CIC) of the new Postgraduate Student Representative, Mr. Lorcan Brierton and extended the appreciation and thanks of the CIC to the outgoing representative, Ms. Mariana Silva. Board is expected to approve the new Undergraduate Student Representative, Mr. Ruaidhrí Saulnier, at its next meeting and therefore Mr. Saulnier would be in attendance at this meeting.
CIC /24-25/ 21	Declaration of Potential Conflicts of Interest None received.
CIC /24-25/ 22	Members' Declaration The Chair led members who were not present at the last meeting in making Members' Declarations.
CIC /24-25/ 23	Minutes The CIC approved the draft minutes of the 26 th September 2024 meeting.
CIC /24-25/ 24	Matters arising from the Minutes The Chair informed the CIC that Board had informally agreed the three members of University staff who are listed in the Membership of the Committee would be nominated by the Group of Unions. In response to a query from a member, the Chair agreed to follow up with the Registrar about whether this should be made explicit in the Terms of Reference of Principal Committees of Board. The Chair updated the CIC that the Digital Transformation Strategy will be included in the Work Programme for 2024/25 in due course but awaits the approval of the Strategic Plan by Board in 2025 to confirm timing of the update to ensure strategic alignment.



The Secretary (Bursar and Director of Strategic Innovation) updated the CIC that in relation to lessons learned for the three projects indicated as 'to be closed' on the Capital Projects Dashboard presented at the last CIC meeting: (1) the Trinity Business School project's lessons learned were submitted through governance previously (Capital Review Group and Board) and the project is appearing as 'to be closed' due to a small sub-project being closed; (2) the Historic Accommodation Buildings lessons learned exercise is expected by end of the year; and (3) a summary from the Printing House Square lessons learned has been uploaded to Matters Arising in Decision Time for noting. In response to a request from a member, the full lessons learned from the Printing House Square project will be made available to the CIC. In response to a query from a member, the Director of Campus Infrastructure confirmed lessons learned from projects are brought forward to future projects through regular team meetings, and the Bursar further confirmed this is also being fed into the Capital Projects Review currently underway. Further consideration should be given to extending access to lessons learned to other project stakeholders, such as IT Services project teams.

The Secretary (Bursar) informed the CIC that the data requested in Action 60.1 from the CIC meeting of 18th June 2024 relating to the Maintenance Investment Programme had been uploaded in the Decision Time papers for this item.

Action 24.1 – The Chair/Secretary to follow up with the Registrar about making nomination by the Group of Unions for the three members of University Staff explicit in the Terms of Reference of Principal Committees of Board.

Action 24.2 – The full Printing House Square project lessons learned items to be made available to the CIC.

Action 24.3 – The COO to engage with the ePPM System Owner in the PMO to consider how IT Services project teams have access to lessons learned.

CIC /24-25/ 25

Work Programme 2024/25

The CIC noted the most recent version of the Work Programme.

CIC /24-25/ 26

Updates from other Principal Committees

The Deputy CFO updated the CIC the annual budget was recommended by the Finance Committee for onward consideration and approval by Board. Also, the Finance Committee approved no general increase in single year fees for AY25/26

-

Strategy and Strategic Items

CIC /24-25/ 27

Capital Projects Dashboard

The Chair updated the CIC that the Chairs of Principal Committees had discussed the usefulness of dashboards, and that the three dashboards of CIC (Capital Projects Dashboard, Digital Projects Dashboard, and Cyber-Security Threat Dashboard) may be submitted in future to Board for sharing.

The Bursar presented the Capital Projects Dashboard for noting. She provided an update on several of the projects notifying the CIC that Board had approved the procurement of the Old Library Redevelopment Project's integrated design team; an integrated design team had been appointed for the Laidlaw Library project; engagement was taking place to exhibit high-profile contemporary artwork on the Trinity East site outside Portal; and the Student Centre part of the Trinity South Renewal Programme had been approved by Finance Committee and will now proceed to Board, while the Law School element is still being worked upon.



CIC /24-25/ 28

Digital Projects Dashboard

The Director of IT Services presented the Digital Projects Dashboard for noting. His update included: notifying the CIC of the completion of two projects no longer appearing on the dashboard (the Higher Performance Computing project and the Library Services Platform tender); that a number of funding requirements had been submitted for consideration in the new Strategic Plan; and updates on governance, audit, risk register, AI and the Cyber-Security Programme.

In response to a query from a member, the Director of IT Services confirmed the appointment of the Single Integrated Strategic (SIS) partner would not result in increased outsourcing as this is a managed service arrangement, and it may provide retraining and upskilling opportunities for existing teams.

In response to a query from a member, the Director of IT Services confirmed there will be guidelines on AI for students especially around academic integrity and these will proceed through University Council, and that the Library conducts sessions for students. The Dean of Research further informed the CIC that the University statement on AI has proceeded through the Undergraduate and Graduate Studies Committees as well as Research Committee.

CIC /24-25/ 29

Cyber-Security Threat Dashboard

The Director of IT Services presented the Cyber-Security Threat Dashboard for noting. He explained that the dashboard had been 'reset' for the new financial year. There were 7 incidents in October, none of which caused disruption or required reporting. His update further covered phishing test exercises and the low take-up of offered training, Cyber-Security Awareness Month, the upcoming introduction of a compulsory bi-annual Cyber & Data Protection course; and the securing of Cyber-Security insurance which is expected to be entered into imminently.

CIC /24-25/ 30

Report from the Federated IT & Cyber-Security Group

The Chief Operating Officer (COO) introduced the item with reference to the circulated presentation dated October 2024, explaining that at the last meeting the Group agreed its remit will cover data and therefore will be renamed the Federated Data, Digital and Cyber-Security Group from its next meeting onwards. Her update covered the new EU Network and Information Systems 2 (NIS2) regulation and the recently published General Scheme of National Cyber Security bill in Ireland. She also updated the CIC on the EU's AI Act which came into force in August and has been reviewed by Trinity's Data Protection Officer. The Director of IT Services addressing later queries from members regarding NIS2 confirmed: he was unaware of any EU country where NIS2 had specifically applied to research universities.

The Director of IT Services further updated the CIC on the adoption of a Technology Strategy which will be aligned to the new College Strategic Plan and is based on 11 principles allowing flexibility and future realignment, with an intention of ensuring the university has the technology capabilities required to meet its objectives. In response to queries from members, the Director of IT Services confirmed that there had been wide consultation stretching back to the time of the predecessor committees to the CIC (Library & Information Policy Committee) both within IT Services and with other units; . In response to a query from a member, the COO undertook to revert to the CIC on the best way to publish the Technology Strategy as it is not a policy and therefore an extract of its principles may be the most appropriate presentation on public-facing webpages. It could be published in full on the IT Services website.

Action 30.1 – The COO to revert to the CIC on the best way to publish the Technology Strategy.



CIC /24-25/ 31

Maintenance Investment Programme (MIP)

The Director of Campus Infrastructure introduced the item with reference to his presentation dated 19th November 2024 which had been circulated in advance, noting the funding envelope for the coming year and informing the CIC of projects including the Campanile project, works on the 1937 Reading Room, St James's Science Centre, the SNIAM building roof, TBSI building lift replacements, and lighting, fire and alarm upgrades. He noted the Santry Book Repository had been added to the list of impairments, the Engineering Building is in need of works, and that the funding stream had not been forthcoming for the period houses at Dartry.

In response to a query from a member, the Director of Campus Infrastructure confirmed that MIP priorities are decided upon using the experience of the team and through analysing repeated requests for repairs for pieces of infrastructure such as specific lifts.

In response to queries from members, the Director of Campus Infrastructure noted the priority remains to undertake the essential maintenance to avoid more costly replacements later.

In response to suggestions or comments from members, the Director of Campus Infrastructure undertook to: see if the works on visitor WiFi being undertaken by the Commercial Revenue Unit could use the opportunity of the current works on the Campanile such as behind the grilles; would remove Unit 5 in Trinity East from the impairments list as it is currently being upgraded as part of the Trinity East project; and would engage with Trinity Communications on the completion of the Campanile project especially for external audiences. The COO commented prior external engagement such as for philanthropy on the Campanile project had not been possible as this had commenced as emergency works.

Action 31.1 – The Director of Campus Infrastructure to see if the works on visitor WiFi being undertaken by the Commercial Revenue Unit could use the opportunity of the current works on the Campanile.

Action 31.2 – The Director of Campus Infrastructure to remove Unit 5 in Trinity East from the impairments list once the works are complete.

Action 31.3 – The Director of Campus Infrastructure to engage with Trinity Communications on the completion of the Campanile project especially for external audiences.

CIC /24-25/ 32

Gap to Target update

The Director of Campus Infrastructure introduced the item with reference to his presentation dated 19th November 2024 which had been circulated in advance, and updated the CIC that Planning Group funding had been secured for feasibility studies for the 14 projects identified, noting that further funding will be required to proceed with the detailed design for any of these projects. The IUA was also advocating for additional funding on behalf of the universities. He provided the CIC with data on energy usage and carbon savings across the estate, and updated the CIC on completed projects including the Building Management System project and the Arts Building energy audit.

In response to a query from a member, the Director of Campus Infrastructure explained the TBSI building uses approximately 50% of the energy consumed across the estate as it is a very energy intensive building and unlike other buildings is open 24 hours 7 days per week. Further improvements were planned for the monitoring of the system and the more effective use of fume cupboards was being considered all of which would be underpinned through the implementation of behaviour change initiatives.



Ms. Edwina Hegarty, Senior Programme Manager for Strategic Projects, joined the meeting for the following Strategy & Strategic agenda items. The incoming Undergraduate student representative joined the meeting at this point.

CIC /24-25/ 33

Old Library Redevelopment Project (OLRP)

The Senior Programme Manager for Strategic Projects introduced the item with reference to her presentation dated 19th November 2024 which had been circulated in advance, updating the CIC that since the last update on the project given in June 2024: the project brief had been rewritten to focus on fire protection, conservation, and the continued use of the building; all relevant governance bodies had given approval for procuring PM/QS and Integrated Design teams with evaluations currently taking place; following their work on more detailed design, resubmission for planning permission and tendering will occur in 2026; and works would commence in 2027 for a planned project completion in 2029 and re-opening in 2030.

In response to queries from members, the Senior Programme Manager for Strategic Projects confirmed: the Old Library building will close just before works begin with an intention to keep it open for as long as possible; the exhibition will be located on the ground floor; retail space will be moved to a separate location from the Old Library and its business case is currently being worked through.

CIC /24-25/ 34

E3 Learning Foundry (E3LF) Project update

The Senior Programme Manager for Strategic Projects introduced the item with reference to her presentation dated 19th November 2024 which had been circulated in advance, updating the CIC that the building is very close to completion, but further testing and commissioning will then be required following resolution of mechanical and electrical issues that had arisen on the project. The Director of Campus Infrastructure further commented fit-out works will also be required and noted there is currently a volatile tender market; and agreed with comment from a member that IT Services work will also be required. The Senior Programme Manager for Strategic Projects further commented the project also consists of 15 enabling projects, 13 of which are now complete, a tender for one (the Zoology building refurbishment) currently in train, and a scoping exercise being completed for a possible Climate Science Centre in the Museum Building.

In response to requests from members, the Director of Campus Infrastructure: agreed to share lessons learned from the project regarding student spaces for the benefit of the Laidlaw Library project; and noted space freed up by the opening of the new building is currently being looked at by the Head of Space Management and Workplace Strategy.

Ms. Hegarty left the meeting at this point.

Action 34.1 – The Director of Campus Infrastructure to share lessons learned from the project regarding student spaces for the benefit of the Laidlaw Library project.

Policy

Risk & Oversight

CIC /24-25/ 35

Terms of Reference review

The Bursar introduced the item with reference to her memorandum dated 7th November 2024 which had been circulated in advance which contained a final draft of the proposed revised Terms of Reference of the CIC for approval and onward submission to Board. The Chair requested the CIC's approval pending two further changes arising from this meeting: (1)



making explicit the nomination of the three members of University staff to the membership by the Group of Unions (subject to confirmation by the Registrar); and (2) use of the new name of the Federated Data, Digital and Cyber-Security Group, and undertook to circulate the final approved draft following the CIC meeting.

The Librarian & College Archivist noted the minimal mention of the Library in the Terms of Reference and undertook to consider possible revisions to address this at the next annual review of the Terms of Reference.

The CIC approved the final draft of the revised Terms of Reference including the two final changes to be made and circulated after the meeting.

Action 35.1 – The two final changes to be made to the revised Terms of Reference and the final version circulated to the CIC and to the Board for final approval.

Action 35.2 – The Librarian & College Archivist to consider possible revisions to address the minimal mention of the Library at the next annual review of the Terms of Reference.

CIC /24-25/ 36

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 7th November 2024 which had been circulated in advance requesting CIC members keep the CIC updated on risks for which they are accountable including any changes to risks. The COO mentioned the Audit Committee will be having its first meeting under a new Chair and this may have an impact on risk items and the need for future reporting at CIC.

CIC /24-25/ 37

Minutes for Noting

The following meeting minutes were noted by CIC:

- Extracts from Environment & Sustainability Committee draft minutes - meeting 19.09.2024
- Extracts from Finance Committee minutes - meeting 17.09.2024

Next Meeting Dates

CIC /24-25/ 38

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

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

Any Other Business

CIC /24-25/ 39

Any Other Business

The Chair again 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 13th February 2025