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Trinity College Dublin
The University of Dublin

Minutes of the Critical Infrastructure Committee (CIC)

Thursday, 13th February 2025, 10.00-13.00

House 1 (Provost's House) Dining Room

Present:	Ms. T. Doyle (Chair), Bursar & Director of Strategic Innovation (Prof. E. Denny) (Secretary), 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), Undergraduate Student Representative (Mr. R. Saulnier), Mr. C. O'Connor, 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
Apologies:	Chief Operating Officer (Ms. O. Cunningham), Ms. A. Whitty, Postgraduate Student Representative (Mr. L. Brierton)

CIC /24-25/ 40	**Welcome and Introductions** The Chair informed the Critical Infrastructure Committee (CIC) that this was the final meeting of the current Chief Operating Officer (COO), Ms. O. Cunningham, who had given her apologies to the meeting. On behalf of the committee, the Chair extended deep gratitude and appreciation for the significant contribution and the commitment of the COO to both the CIC and its predecessor committees.
CIC /24-25/ 41	**Declaration of Potential Conflicts of Interest** None received.
CIC /24-25/ 42	**Members' Declaration** At the invitation of the Chair, members who were not present at previous meetings made their Members' Declarations.
CIC /24-25/ 43	**Minutes** The CIC approved the draft minutes of the 19th November 2024 meeting following agreement to incorporate one amendment in Minute CIC /24-25/ 24: Matters Arising from the Minutes.
CIC /24-25/ 44	**Matters Arising from the Minutes** The Chair informed the CIC that the full 'lessons learned' from the Printing House Square project had been uploaded in the circulated papers, and that a summary of the main 'lessons learned' from the Historic Accommodation Buildings project had also been uploaded. In response to a query from a member, it was confirmed that the full lessons learned from this project had not been completed by the project team prior to circulation for this meeting and would be uploaded to the following meeting's papers. The Librarian & College Archivist (the Librarian) informed the CIC that in considering which Library-related policies and items should be submitted to CIC and which to Council, she had agreed with the Provost that only items relevant to infrastructure should be submitted to CIC.

In response to a query from a member, the Director of IT Services informed the CIC that as well as publishing the Technology Strategy on the IT Services website, it may also be published as an addendum to the next College Strategic Plan.

Action 44.1 – The full Historic Accommodation Buildings project 'lessons learned' items to be made available to the CIC at its next meeting.

CIC /24-25/ 45 **Terms of Reference and Work Programme 2024/25**
The CIC noted the CIC Terms of Reference approved by Board on 4th December 2024 and the most recent version of the CIC Work Programme. In response to a comment by a member that the Public Spending Code had been replaced by the new Infrastructure Guidelines, the Director of Campus Infrastructure agreed to circulate a summary of the main changes to the following CIC meeting.

Action 45.1 – The Director of Campus Infrastructure to circulate a summary of the main changes between the Public Spending Code and the new Infrastructure Guidelines to the next meeting of the CIC.

CIC /24-25/ 46 **Updates from other Principal Committees**
The Bursar & Director of Strategic Innovation (the Bursar) updated the CIC that at the last Environment & Sustainability Committee meeting, there had been discussion about a possible joint meeting with the CIC on matters involving both committees and the Chairs of these committees might meet about this.

The Deputy CFO updated the CIC that at the last Finance Committee meeting the main items discussed were,
- Q4 Financial performance highlights
- Investment Committee Annual Report
- Capital Projects update
- HEA oversight agreement

Action 46.1 – The Chair of the CIC to meet with the Chair of the Environment & Sustainability Committee to discuss a possible joint meeting to cover matters involving both committees.

Strategy and Strategic Items

CIC /24-25/ 47 **Capital Projects Dashboard**
The Bursar presented the Capital Projects Dashboard dated January 2025 for noting.   In response to a comment from a member, the significant workload and commitment of staff involved in three significant projects coming to completion was acknowledged and appreciated by the CIC.

CIC /24-25/ 48 **Digital Projects Dashboard**
The Director of IT Services presented the Digital Projects Dashboard dated January 2025, noting there had been little change since the last dashboard in November 2024 with no new or removed projects. In response to a query from a member, the Director of IT Services acknowledged while all Trinity-owned campus facilities and accommodations were included in the university WiFi network refresh, surveys were needed to identify where there are gaps such as in clinical partner sites which impact on student and staff experience, such as access to the Library or VLE. He highlighted collaboration with those responsible for the non-Trinity managed facilities would be required and undertook to discuss this within the WiFi project.

Action 48.1 – The Director of IT Services to discuss how to address gaps in WiFi networks impacting Trinity students and staff located on non-Trinity managed facilities such as those raised by a member of the CIC.

CIC /24-25/ 49   **Cyber-Security Threat Dashboard**
The Director of IT Services presented the Cyber-Security Threat Dashboard dated February 2025 for noting.

In response to comments and queries from members commending the recently released mandatory training modules on data protection and cyber-security, and noting the need for regular training, the Director of IT Services confirmed Trinity will progress to more frequent and updated training and this is not a "once and done" especially in an environment of social engineering and AI. He also noted training is required for cyber-security insurance declarations, and further confirmed this will be required for external members including those on the CIC who have been granted access to Trinity's systems. In response to a request from a member, the Director of IT Services agreed to work with the member on a communication to researchers in the university explaining the need for the training.

Action 49.1 – The Director of IT Services to work with the relevant CIC member on a communication regarding the mandatory training.

CIC /24-25/ 50   **Report from the Federated Data, Digital & Cyber-Security Group**
The Director of IT Services introduced the item with reference to the circulated presentation dated January 2025 which covered: the cyber-security insurance; Annual Governance Statement; Next Generation Network; preparation for the AI Act; and a potential Digital Asset Register for the university. Specific items of note were: only three out of the eleven areas represented in the Federated Data, Digital & Cyber-Security Group (FDDCSG) submitted compliance assurance statements in time for the Annual Governance Statement and lessons have been learned for future lead time and follow-up; some disruption will be encountered as the Next Generation Network increases capacity from 10GB to 100GB and WiFi becomes integrated; systems would need to be categorised into high, medium and low risk for the AI Act and this will also have to be extended to vendors; and an AI statement had been released by the Senior Lecturer in the previous days. In response to a query from a member, the Director of IT Services noted the compliance assurance statements not received in time would not impact the Annual Governance Statement as the statement only references areas that are centrally managed by IT Services and the exercise reflects instead the stronger shared responsibility for compliance desired by Trinity in this area.

In response to a query from a member, the Director of IT Services confirmed space management software had been considered as part of the Digital Transformation element of the Strategic Plan but requires funding. The Director of Campus Infrastructure further noted the software would need to suit teaching as well as office space.

In response to comments from members, the Director of IT Services confirmed the Data Protection Officer was also keen to avoid a siloed approach to AI, cyber-security and data protection both generally and in relation to training, and noted the recently adopted university AI statement is considered a live statement containing links which will be updated with new information.

CIC /24-25/ 51   **Trinity East Programme update**

The Bursar introduced the item with reference to her presentation dated 27th January 2025 which had been circulated in advance, updating the CIC on implementation of the first 'green phase' of the programme covering 2023-28. She further provided information on the pros and cons of the options for the next phase, titled 'red', 'blue' and 'yellow' phases, which currently do not have funding secured. However, the choice of next phase will impact some aspects of implementing the 'green' phase. The Bursar proposed adoption of the 'yellow' phase next due to its alignment with the core research mission of the university, its causing of the least disruption to the AML and other research activities on the site, its lack of overlap with the 'green' phase, and its attractiveness to philanthropic funding, noting this had been preferred at other committees such as Research Committee.

The CIC approved the update including the proposal to adopt the 'yellow' phase of the programme next.

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

CIC /24-25/ 52   **Trinity South Renewal Programme update**

The Bursar introduced the item with reference to her presentation dated 27th January 2025 which had been circulated in advance, requesting the approval of the CIC for a proposal to change the new build part of the programme to a refurbishment approach. Following a brief recap covering the three main parts of the programme, the Bursar reiterated the commitment of the university and the Law School to the project. The proposed refurbishment approach would locate the Law School in refurbished space at Trinity Central. She acknowledged t the leadership provided by the Head of the Law School and the Law School executive in progressing the project. She noted this approach would align to the sustainability ethos of the university, to the goal of improved space utilisation, and confirmed it had been approved by Environment & Sustainability Committee, and Finance Committee in principle with a business case to be presented at its next meeting. It will proceed for Board approval following the CIC approval being sought at the current meeting.

In response to queries from members, the Bursar confirmed: the vacant space to be converted to teaching space is on the ground floor which will help reduce disruption to other Schools and units occupying the building and would further provide an opportunity to utilise currently unused space; there had been consideration given to the Law School occupying the lower first and second floors instead but this was not feasible due to cost and logistics; the Design Team will be requested to engage with the School of Medicine located in the building next door including for any 'lessons learned' such as movement between floors and procurement of quality lifts; timetabling for students taught on the main campus would be carefully managed; and that a submission for formal approval from the HEA for a change in use of the funding granted will take place in parallel with the business case submission to Finance Committee. It was further noted the physical positioning of the Law School in Trinity Central will strengthen the connection to the Trinity East campus and the new digital Laidlaw Library.

In response to queries and comments from members, the Director of Campus Infrastructure noted: there would not be the existing capacity in Estates & Facilities to absorb a large-scale refurbishment project such as the Trinity South Renewal Programme but there will be involvement in ongoing maintenance; and that a short-term view should be avoided including ensuring sufficient refreshment and catering providers are located in the area.

Mr. Greenan left the meeting at this point.

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

CIC /24-25/ 53   **Strategic Space Management update**

The Head of Space Management & Workplace Strategy introduced the item with reference to his presentation dated 13th February 2025 which had been circulated in advance, updating the CIC on two projects: the Teaching Spaces Strategy, and the Student Social Spaces Review. Both adopted similar approaches and intended deliverables, including utilisation of existing space data and extensive user engagement on the areas of space condition, functionality and utilisation.

The Teaching Spaces Strategy has consisted of two surveys with a third to be conducted shortly by RKD Architects, and will be used for HEA reporting requirements. Engagement with staff, students and those involved in timetabling will commence over the coming weeks.

The Student Social Spaces Review involved engaging closely with students through work conducted by Reddy Architects, the same firm which will proceed to perform the design work. Areas consulted upon included life-cycle, durability of furniture, inclusivity, and the need for diverse student spaces especially refuge, perch and quieter spaces. This work will feed into the upcoming Masterplan.

In response to queries and comments from members, the Head of Space Management & Workplace Strategy confirmed: soft furnishings will be procured with ease of sanitisation in mind; a toolkit is being developed for use by all design teams across capital projects which will include an ethos of less dedicated and more flexible space usage; student space shortfalls had been identified and furniture will be a focus; mismatches of class size with space occupation will also be a focus; there will be a need to balance the university's desire and the external pressures to increase utilisation rates with opportunities to maintain and improve space especially during the Summer period; the HEA uses the same condition grades as used in the UK; the Schools have been engaged with including in regards to the appropriateness of space to their needs; and that these reviews will now feed into the overall university Masterplan as a next step.

In response to a comment by a member about joining up this work with the Laidlaw Library project, the Bursar undertook to connect the Head of Space Management & Workplace Strategy with the programme manager of the project to share early findings.

In response to a query from a member, the Head of Space Management & Workplace Strategy confirmed the teaching space surveys were conducted prior to the examination period and he would ensure those counting occupation enter the physical room to ensure an accurate read of data.

Action 53.1 – The Bursar to put in contact the Head of Space Management & Workplace Strategy with the programme manager of the Laidlaw Library project to share early findings of the two Strategic Space Management projects.

Action 53.1 – The Head of Space Management & Workplace Strategy to ensure those counting occupation during teaching space surveys enter the physical room to ensure an accurate read of data.

CIC /24-25/ 54 **Masterplan**

The Head of Space Management & Workplace Strategy introduced the item with reference to his presentation dated 13th February 2025 which had been circulated in advance, explaining the Masterplan could be seen as a comprehensive 'project of projects' and would focus on condition, functionality and refurbishment to contribute towards decarbonisation goals. The firm engaged, Allies & Morrison, had completed the first Data Collection stage of the five project stages, and would now begin the second Engagement stage which may include Town Hall and pop-up events with the design team, as well as one-to-one and School meetings to be possibly combined with the Teaching Spaces Strategy work.

In response to queries and comments from members, the Head of Space Management & Workplace Strategy confirmed the timeline for the work was approximately six months with completion due during the Summer period; and the Bursar agreed wording regarding minimising of new builds should not be rigid as it is acknowledged there will be times a new build would be the better option, for example in accommodation projects.

Mr. Brassil left the meeting at this point.

CIC /24-25/ 55 **Research Infrastructure Review update**

The Dean of Research introduced the item with reference to her presentation which had been circulated in advance, which focused mainly on research equipment (rather than research facilities or materials, or computing equipment or capital projects). She explained funding for research infrastructure is based mainly on severely oversubscribed competitive calls causing unpredictability and is not eligible to be covered by research overhead budgets, with the new Research Ireland's approach to funding not yet known. The university has been in receipt of two tranches of funding over the past two years under the Higher Education Research Equipment Grant (HEREG) as a direct result of lobbying which all Faculties benefited from, but there is no sense this will be a multi-annual commitment. She further explained most of this equipment is located in the Faculty of Science, Technology, Engineering & Mathematics (FSTEM), as well as the Faculty of Health Sciences (FHS) and the Library, and that an Irish Universities Association (IUA) 2022 survey showed significant ageing infrastructure across the sector, reducing competitiveness, impacting student experience, and causing recruitment difficulties. This survey did not cover e-infrastructure which would cost the university €21m to replace out-of-warranty items. The new Minister of the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) has been highly supportive of this area and there will now be much action in preparation for the June pre-budget submissions. The university has formed a new working group based in FSTEM for now and led by an Associate Dean of Research which will look at solutions such as efficiencies of scale, sharing of equipment, and international engagement.

In response to queries and comments from members, the Dean of Research confirmed: the working group based in FSTEM is currently being constituted and will eventually include all Faculties; the working group will look at computing requirements around data storage across all three Faculties; sharing of equipment nationally is being discussed between the IUA and DFHERIS; international exemplars such as Finland and the Netherlands are being learned from; replacing heavily used, ageing equipment can pay its costs back quickly for example in electricity savings; increased pressure has resulted from commercial entities who can now compete for international competitive funding calls; the small size of Ireland requires a focused, strategic approach; and she undertook to discuss with the working group the challenge of disposing obsolete research equipment and freeing up the much-needed space it occupies.

Action 55.1 – The Dean of Research to discuss with the new working group based in FSTEM the challenge of disposing obsolete research equipment to free up the much-needed space it occupies.

Policy

CIC /24-25/ 56   **Open Licensing of the Library's Digitised Content Policy**

The Librarian introduced the item with reference to her presentation dated 13th February 2025 which had been circulated in advance, explaining the scope of the policy was the Library's digitised content where we have the original and it's not in copyright, and that it followed a philosophy of openness while ensuring compliance. In response to a suggestion from a member, the Librarian agreed to ensure the word 'Trinity' is used throughout the policy, ensuring its scope refers to the university's material.

The CIC supported the policy for onward submission to Board, noting the policy will first be submitted to Council for approval.

Action 56.1 – The Librarian to ensure the word 'Trinity' is used throughout the policy document.

Risk & Oversight

CIC /24-25/ 57   **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 4th February 2025 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. In response to a comment from a member, the Bursar noted the inadvertent appearance of risk URR-18 under both the Red and Amber categories, and undertook to correct for this under Matters Arising at the next CIC meeting.

Action 57.1 – The Bursar to correct for the inadvertent appearance of risk URR-18 under both the Red and Amber categories at the next CIC meeting.

CIC /24-25/ 58   **Minutes for Noting**

The following meeting minutes were noted by CIC:
- Extracts of Environment & Sustainability Committee draft minutes – meeting 28.11.2024
- Extracts of Finance Committee minutes - meeting 14.11.2024
- Extracts of Risk & Compliance Committee minutes – meeting 13.11.2024
- Grounds & Gardens Advisory Committee minutes – meeting 06.06.2024

Next Meeting Dates

CIC /24-25/ 59   The following **Critical Infrastructure Committee (CIC) meeting dates** were noted for 2024/25:
- 10.00 – 13.00 Tuesday 15th April 2025
- 10.00 – 13.00 Wednesday 18th June 2025

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Any Other Business

CIC /24-25/ 60   **Any Other Business**
The Chair informed the CIC that the link to the EDI in Higher Education online module training had been included in the Decision Time pack under this agenda item.

Tara Doyle
Chair – Critical Infrastructure Committee
Approved at Meeting on 16th April 2025