



**Trinity College Dublin
The University of Dublin**

Minutes of the Critical Infrastructure Committee (CIC)

Tuesday, 15th April 2025, 10.00-13.00

Trinity Board Room

Present:	Ms. T. Doyle (Chair), Bursar & Chief Strategic Developments Officer (Prof. E. Denny) (Secretary), Chief Operating Officer (Mr. N. Gorman), Dean of Research (Prof. S. Ryan), 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. 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:	Dean of Faculty of Health Sciences (Prof. B. O'Connell), Mr. C. O'Connor, Ms. A. Whitty

CIC /24-25/ 61	Welcome and Introductions The Chair welcomed the new Chief Operating Officer (COO) to his first Critical Infrastructure Committee (CIC) meeting.
CIC /24-25/ 62	Declaration of Potential Conflicts of Interest None received.
CIC /24-25/ 63	Members' Declaration At the invitation of the Chair, the COO made his Members' Declaration.
CIC /24-25/ 64	Minutes The CIC approved the draft minutes of the 13 th February 2025 meeting.
CIC /24-25/ 65	Matters Arising from the Minutes The Chair informed the CIC that the full 'lessons learned' from the Historic Accommodation Buildings project had been uploaded, and a note from the Director of Campus Infrastructure regarding the Infrastructure Guidelines that replaced the Public Spending Code had also been uploaded in the papers for this meeting. A member requested that Historic Accommodations Buildings and Printing House Square projects Lessons Learned be made available on ePPM. The Bursar & Chief Strategic Developments Officer (Bursar) confirmed the Risk URR-18 which had inadvertently appeared under both the Red and Amber categories in the memorandum on risks within CIC's remit at the meeting of 13.02.2025 had been corrected for in this meeting's memorandum for the standing agenda item on Risk. The Librarian & College Archivist (the Librarian) informed the CIC that in relation to Action 56.1 from the draft CIC minutes for the meeting of 13.02.2025 where it was agreed the word 'Trinity' be inserted throughout the Open Licensing of the Library's Digitised Content Policy, it was subsequently discussed and agreed at Council that due to the significant change this would



cause the entire policy, it would remain as originally presented covering only the Library. The policy has now been signed off by Board.

The Chair updated the CIC that following discussions with the Chair of the Environment & Sustainability Committee on how best to structure cooperation between the two committees with their many overlapping agenda items, the new Masterplan provides an opportunity and a joint workshop of members will be scheduled for the new academic year.

Action 65.1 – The Bursar to contact the Secretary of the Environment & Sustainability Committee to arrange a joint workshop on the Masterplan.

CIC /24-25/ 66

Work Programme 2024/25

The CIC the most recent version of the Work Programme. The Chair requested members begin considering what items should appear on the 2025/26 Work Programme.

A member suggested that review of Board approved Structured Cabling policy be include on work programme for next year. Director IT Services recommended review via the Federated Data, Digital and Cyber-Security Group.

Action 66.1 – CIC members to begin considering items for the CIC Work Programme 2025/26.

Action 66.2 – The Federated Data, Digital and Cyber-Security Group to add a review of the Board approved Structured Cabling policy to their work programme next year.

CIC /24-25/ 67

Updates from other Principal Committees

The Deputy CFO updated the CIC that at the last two Finance Committee meetings, the main items discussed were:

- The Consolidated Financial Statements which have now been approved by Board
- Q1 financial dashboards
- Various Capital Project updates
- A meeting with the HEA attended annually by the Provost and Financial Services Division (FSD) members regarding financial outturns, forecasts, and the status of capital projects.

Strategy and Strategic Items

Professor Eoin O'Sullivan, Old Library Redevelopment Project sponsor, and Ms. Beatrice Moran, Project Manager, joined the meeting at this point.

CIC /24-25/ 68

Old Library Redevelopment Project

The Project Manager introduced the item with reference to the circulated presentation dated 15th April 2025 and updated the CIC on the Old Library Redevelopment Project's (OLRP) latest developments and timeframes, including that preferred design options are currently being assessed for a decision at the end of April. The Bursar explained that due to the timing of the next CIC meeting being before the final Board meeting, a single agenda item meeting to approve the decision may need to be scheduled for CIC which will be held on-line.

In response to a query from a member, the Project Manager confirmed IT Services will be fully engaged in the design brief and noted the Deputy Director of IT Services was on the OLRP Steering Committee, and the Director of Campus Infrastructure confirmed in response to a query on the Common Data Environment (CDE) that the architect team on the project have



CDE experience, and that Estates & Facilities are currently recruiting two staff involved in this area, an Information Systems Manager and a BIM Manager.

In response to a query from a member, the Project Manager confirmed the Old Library would be closed for approximately 30 months in total, with the design teams and the Library's teams looking at how to minimise this. The Librarian further confirmed communications have included this is a once-in-a-century project.

The CIC noted the update on the OLRP.

Prof. O'Sullivan and Ms. Moran left the meeting at this point.

Mr. Patrick Griffin, Project Manager, and Mr. Drew Duggan, Head of Tourism, joined the meeting at this point.

CIC /24-25/ 69

Book of Kells Experience – Planning Extension Request

The Project Manager introduced the item with reference to the circulated presentation dated 8th April 2025 explaining the background and the current request to CIC to approve submission of a Planning Permission Application to Dublin City Council (DCC) to extend the use of the temporary Pavilion & Book of Kells Experience and Printing House to house the Book of Kells while the OLRP is being implemented. The current Planning Permission ends in January 2028 and this new Application would enable the continued use of the temporary Pavilion and the Printing House and align with the OLRP's timelines and the current anticipated completion date in 2030. The Application will seek an 8-year Planning Permission to mitigate the risk of possible delays to the OLRP programme.

In response to a query from a member, the Project Manager and Head of Tourism confirmed all works and changes of use of historical buildings like the Printing House require Planning Permission. Once expired, internal fit-out will need to be removed and the building will become available for its next use subject to DCC approval of a future Planning Application for a future use of the building.

In response to a query from a member, the Director of Campus Infrastructure confirmed all Planning Permissions run the risk of appeals or judicial review requests

The CIC approved the request to submit a Planning Permission extension request

Mr. Griffin and Mr. Duggan left the meeting at this point.

CIC /24-25/ 70

Capital Projects Dashboard

The Bursar presented the Capital Projects Dashboard dated April 2025 for noting. In response to a query from a member, the Director of Campus Infrastructure noted delays are mitigated across all capital projects and the Bursar confirmed the E3 Learning Foundry continues to be on track for opening in time for the next academic year.

CIC /24-25/ 71

Digital Projects Dashboard

The Director of IT Services presented the Digital Projects Dashboard dated April 2025, noting there had been little change since the last dashboard in January. He informed CIC of the continued work with the Programme Management Office (PMO) to create a direct feed and therefore the dashboard at the next CIC meeting will have a different appearance. In response to queries from members, the Director of IT Services confirmed synergies between the core network and WiFi upgrade projects have led to their presentation as one Next-Generation



Network project; and the Senior Lecturer is establishing a workgroup on AI, an update of which may be suitable for the CIC Work Programme next year.

Action 71.1 – An update from the Senior Lecturer on AI to be placed on the CIC Work Programme for next year.

CIC /24-25/ 72

Cyber-Security Threat Dashboard

The Director of IT Services presented the Cyber-Security Threat Dashboard dated 15th April 2025 for noting.

CIC /24-25/ 73

Report from the Federated Data, Digital & Cyber-Security Group

The Director of IT Services introduced the item with reference to the circulated summary dated 1st April 2025 and the Federated Data, Digital & Cyber-Security Group's (FDDCSG) minutes dated 28th January 2025, expressing appreciation to the former COO who was instrumental in the establishment and chairing of the Group, and informing CIC of the upcoming review of its Terms of Reference. In response to queries and comments from members, the Director of IT Services confirmed the planned Digital Asset Register will contribute to greater visibility of the systems, databases and online subscriptions across the university, is being worked upon in conjunction with the Data Protection Officer, and has had a staff member assigned to work on it.

Professor Kevin O'Kelly, Trinity South Laidlaw Library Project Sponsor, joined the meeting at this point.

CIC /24-25/ 74

Trinity East – Laidlaw Library

The Project Sponsor introduced the item with reference to his presentation dated 15th April 2025 which had been circulated in advance and updated the CIC including presentation of a 'fly-through' video of the Laidlaw Library at completion. He informed the CIC that the 360 new spaces will reverse the year-on-year shortfall in Library spaces compared to the growth in student numbers, and that the project had been successful in being granted Pathfinder funding covering nine sustainability elements. This will require some redesign work but will not affect or delay the critical path of the project, and the funding may free up some of the original budget allocated to sustainability elements. In response to a query from a member, the Librarian provided comprehensive background on the concept of digital libraries and the benefits that will accrue to Trinity's community from the project. In response to queries from members, the Project Sponsor confirmed all accessibility considerations had been taken into account with the Disability Service including lifts, and IT Services have been and will continue to be closely engaged and consulted with.

The CIC approved the update, noting design teams are working to ensure the project will proceed to Finance Committee in May and Board in June.

Professor O'Kelly left the meeting at this point.

CIC /24-25/ 75

Disaster Recovery – Physical Infrastructure

The Director of Campus Infrastructure introduced the item with reference to his presentation dated April 2025 which had been circulated in advance, providing background to the CIC on elements of disaster recovery involving physical infrastructure such as insurance and membership of the HE Business Continuity Network. In response to queries and comments from members, the Director of Campus Infrastructure confirmed protocols are being put in place for emergency response with the Secretary's Office, and the COO agreed to look into the coordination and integration of emergency response, communication and escalation plans in



various areas of Trinity such as the Library and Financial Services Division with the overall university emergency response plan.

Action 75.1 – The COO to look into the coordination and integration of emergency response, communication and escalation plans in various areas of Trinity such as the Library and Financial Services Division with the overall university emergency response plan.

CIC /24-25/ 76

Guidance Document on Property Acquisitions and Disposals

The Director of Campus Infrastructure introduced the item with reference to his presentation dated 15th April 2025 which had been circulated in advance, noting the draft document circulated was a guidance document rather than a university policy and was updating a previous version of the document which had been approved by EOG in 2019. In response to suggestions from members, he agreed any HEA communication required for acquisitions should be added to the document, any references to the 'Public Spending Code' should be updated to 'Infrastructure Guidelines', the Business Case section should mention alignment with the Strategic Plan, and would consider adding a reference to the benefits of "attracting talent and students".

The CIC approved the draft document pending the suggested changes and considerations.

Action 76.1 – The Director of Campus Infrastructure to insert into the draft document any communications required with the HEA relating to property acquisitions.

Action 76.2 – The Director of Campus Infrastructure to update any references in the draft document to the 'Public Spending Code' to 'Infrastructure Guidelines'.

Action 76.3 – The Director of Campus Infrastructure to mention alignment with the Strategic Plan in the Business Case section of the draft document.

Action 76.4 – The Director of Campus Infrastructure to consider adding a reference to the benefits of "attracting talent and students" into the draft document.

Policy

Risk & Oversight

CIC /24-25/ 77

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 April 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 query from a member, the Director of IT Services confirmed the cyber-security risk had been reviewed recently and although some mitigation had been implemented, the risk remains at its high risk level.

CIC /24-25/ 78

Minutes for Noting

The following meeting minutes were noted by CIC:

- Extracts of Audit Committee minutes – meeting of 25.11.2024
- Extracts of Environment & Sustainability Committee draft minutes – meeting 23.01.2025
- Extracts of Finance Committee minutes – meetings 30.01.2025 and 06.03.2025



- Extracts of Risk & Compliance Committee minutes – meetings 05.02.2025 and 18.02.2025
- Grounds & Gardens Advisory Committee minutes – meeting 28.11.2024

Next Meeting Dates

CIC /24-25/ 79

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

- 10.00 – 13.00 Wednesday 18th June 2025

Any Other Business

CIC /24-25/ 80

Any Other Business

The Chair informed the CIC that following discussion with the Provost, the Federated Data, Digital and Cyber-Security Group would have an additional member added from the Group of Unions. This is to be actioned by the COO and Director of IT Services.

The Chair reminded members of the EDI in Higher Education online module training, a link to which was included in the Decision Time pack under this agenda item.

Action 80.1 – The COO and Director of IT Services to liaise with the Group of Unions regarding the addition of a member to the Federated Data, Digital and Cyber-Security Group.

Tara Doyle

Chair – Critical Infrastructure Committee

Approved at Meeting on 18th June 2025