



**Trinity College Dublin
The University of Dublin**

Minutes of the Critical Infrastructure Committee (CIC)

Wednesday, 18th June 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 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. E. O'Donovan, Ms. A. Whitty, Mr. B. O'Hora
In Attendance	Ms. S. Cleary (Minute-taker), Ms. C. Burke
Apologies:	Dean of Research (Prof. S. Ryan), Mr. C. O'Connor, Ms. E. Culleton-Quinn, Mr. D. Quinn

CIC /24-25/ 86	Welcome and Introductions The Chair expressed the thanks and appreciation of the CIC to the outgoing Undergraduate Student Representative.
CIC /24-25/ 87	Declaration of Potential Conflicts of Interest None received.
CIC /24-25/ 88	Minutes The Chair informed the CIC of two requested amendments to the minutes of the 15 th April 2025 meeting which had been received following circulation. The CIC approved the draft minutes of the 15 th April 2025 meeting including the two amendments, and the draft minutes of the 26 th May 2025 meeting.
CIC /24-25/ 89	Matters Arising from the Minutes At the invitation of the Chair, the COO updated the CIC on the development of a College-wide Emergency Response escalation process, involving Estates & Facilities and the Secretary's Office. This will move forward for approval and adoption later in the (calendar) year. The Bursar & Chief Strategic Developments Officer (Bursar) updated the CIC on suggestions made at the 26 th May 2025 CIC meeting which had been subsequently raised with the design team on the Old Library Redevelopment Project including around powering CCTV, future-proofing for possible photovoltaic use, and risk mitigation for fire and 'hot works'.
CIC /24-25/ 90	Work Programme 2024/25 The CIC noted the final version of the Work Programme for 2024/25 and the initial draft of next year's Work Programme. The Chair requested members submit requested additions or amendments for the 2025/26 Work Programme prior to submission to Board at the end of September 2025.



A member requested the CCTV Policy be made a priority for next year's Work Programme due to the increase of CCTV as capital projects have been coming to completion. The Director of IT Services noted it must first be submitted to the Federated Data, Digital and Cyber-Security Group (FDDCSG) and would ensure it is placed on that Group's work programme.

Action 90.1 – CIC members to submit requested additions or amendments of the 2025/26 Work Programme prior to submission to Board at the end of September 2025.

Action 90.2 – The CCTV Policy to be included on the 2025/26 Work Programme.

Action 90.3 – The Director of IT Services to ensure the CCTV Policy is also added to the work programme of the Federated Data, Digital and Cyber-Security Group.

CIC /24-25/ 91

Updates from other Principal Committees

The Chair confirmed there will be a joint Committee meeting with the Environment & Sustainability Committee immediately following the first CIC meeting of 2025/26.

Strategy and Strategic Items

CIC /24-25/ 92

Capital Projects Dashboard

The Bursar presented the Capital Projects Dashboard dated June 2025 for noting. She mentioned that in relation to the Dartry project, presented as a 'Project On Hold', conversations are ongoing with the Department of Further & Higher Education, Research & Innovation (DFHERIS) for funding and the project may return to CIC next year. A member noted the Portal project's continued dealings with the cabling contractor post-project completion.

CIC /24-25/ 93

Digital Projects Dashboard

The Director of IT Services presented the Digital Projects Dashboard dated June 2025, noting a new presentation format reflecting a direct feed from the ePPM system and requesting feedback from the CIC as the format may also be used for Board in due course. He noted funding for WiFi replacement had been received since finalisation of the dashboard.

CIC /24-25/ 94

Cyber-Security Threat Dashboard

The Director of IT Services presented the Cyber-Security Threat Dashboard dated April 2025, noting the date of the dashboard due to its presentation to the FDDCSG in May and confirming no substantial changes to the dashboard since then. In response to queries from members, the Director of IT Services confirmed processes for automatic disabling and immediate contact with impacted individuals are in place for detections of Trinity credentials on the dark web, and also noted the increasing trend of credential-related detections due to improved quality of detection tools as well as use of Trinity password sign-ins on other systems.

CIC /24-25/ 95

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

The Chief Operating Officer (COO) introduced the item with reference to the circulated summary dated 3rd June 2025, the FDDCSG's minutes dated 1st April 2025, and its draft minutes dated 3rd June 2025. Together with the Director of IT Services, he informed the CIC of two new members who had been added to the FDDCSG, its focus on creation of a College-wide Digital Asset Register which will address cyber-security concerns and insurance requirements, core infrastructure replacement planned over the Summer, and new AI guidelines issued by the government. In response to a suggestion from a member, the FDDCSG will consider how best to link the Digital Asset Register with the Financial Fixed Asset Register.



Action 95.1 - The FDDCSG to consider how best to link the Digital Asset Register with the Financial Fixed Asset Register

Ms. Breda Walls, Director of Student Services, and Mr. Brian MacNeice, Senior Managing Director, Teneo Ireland, joined the meeting at this point.

CIC /24-25/ 96

Sports Review

The Director of Student Services introduced the item with reference to the presentation dated June 2025 which had been circulated in advance. The Senior Managing Director of Teneo Ireland briefed the CIC on the 'Sport in Trinity' report produced following extensive stakeholder consultation which assessed the positioning and current state of sport in the university and made a number of recommendations. He confirmed that since publication of the 2023-24 report, Trinity had made a decision to position sport as a strategic priority which would be apparent in the upcoming Strategic Plan, and this would flow into decisions CIC will be involved in such as investment into sporting facilities and grounds.

In response to queries and suggestions from members, the Director of Student Services and Senior Managing Director of Teneo Ireland confirmed: the Commercial Revenue Unit (CRU) will be engaged with such as on options for The Pavilion Bar and sports merchandising; former President Mary McAleese will be followed up with especially in relation to her involvement with women in GAA; the possibility of shared gym memberships and synergies with other Dublin universities would be looked into; and in looking at the area of sports scholarships, options were being considered to accommodate students involved in sports at a high-level such as longer time periods to complete their studies. In response to comments from members, they noted the Group of Unions would be welcome to contribute to future discussions, and welcomed the flexibility around future options for the Santry book repository noting that data from the report had been shared with the masterplanners.

Ms. Walls and Mr. Teneo left the meeting at this point.

Action 96.1 - The Director of Student Services to follow up on engagement with former President Mary McAleese especially in relation to her involvement with women in GAA.

Action 96.2 - The Director of Student Services to look into the possibility of shared gym memberships and synergies with other Dublin universities would be looked into.

Prof. B. O'Connell left the meeting at this point

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

CIC /24-25/ 97

Masterplan

The Head of Space Management & Workplace Strategy introduced the item with reference to the presentation dated 10th June 2025 which had been circulated in advance, updating the CIC on the Masterplan project which was nearing the end of the first 'Understand' phase and moving into the second 'Synthesise' phase. Seven priorities had emerged from the first phase, with Decarbonisation forming a separate major piece of work, and the next phase will involve developing a brief and a suite of project options. These will provide input for the final phase of developing a proposal for approval later in the year. In response to a query from a member, the Head of Space Management & Workplace Strategy confirmed the findings of a lack of informal meeting space covered both students and staff, and that experiences of those located in sites



off the main campus such as St. James's Hospital had been noted which will lead to efforts towards a more integrated and cohesive experience with those on the main campus.

Mr. Brassil left the meeting at this point.

Ms. Sandra Kenny, Project Manager, joined the meeting at this point.

CIC /24-25/ 98

Simon Perry Building planning permission

The Project Manager introduced the item with reference to her presentation dated 11th June 2025 which had been circulated in advance, requesting the CIC's approval for an amendment to the planning permission on the Simon Perry building. She provided background on the original plans to demolish the building as part of the Trinity Business School project, and the rationale behind the change in approach to retain the building for the use of the Civil Engineering Department including the university's strategic pivot towards refurbishment and re-use in line with sustainability considerations. In response to queries from members, the Project Manager confirmed there was no overlap with the E3 Learning Foundry project, and that the reasons for the timing of requesting this planning permission amendment now was due firstly to delays during Covid and secondly due to the necessity to map out the route to making this change in conjunction with Dublin City Council who are supportive.

The CIC approved the submission for an amendment to the planning permission for the Simon Perry Building.

CIC /24-25/ 99

Maintenance Investment Programme (MIP) update

The Director of Campus Infrastructure introduced the item with reference to his presentation dated 11th June 2025 which had been circulated in advance, updating the CIC on major projects such as fixing the roof of the SNIAM Institute and critical ongoing works such as replacement of fire detection and alarm systems.

In response to a query from a member, the Director of Campus Infrastructure agreed to liaise with the Director of IT Services to look into how the ePPM system was being used to directly feed the Digital Projects Dashboard and in future produce more detailed financial expenditure information for the CIC on projects within the Maintenance Investment Programme (MIP).

In response to further queries from members, the Director of Campus Infrastructure: explained that prioritisation of projects was undertaken by an experienced team in Estates & Facilities involving data such as from condition surveys with oversight by the Capital Review Group (CRG); confirmed Goldsmith Hall improvements were not within the remit of the MIP due to classification as teaching space rather than essential works but is being actively looked at as part of Space Management; and generators are being assessed for activation to support business continuity planning while noting physical space is limited.

Action 99.1 - The Director of Campus Infrastructure to liaise with the Director of IT Services to look into how the ePPM system could produce more detailed financial expenditure information on projects within the Maintenance Investment Programme (MIP).

CIC /24-25/ 100

Gap to Target update

The Director of Campus Infrastructure introduced the item with reference to his presentation dated 11th June 2025 which had been circulated in advance, noting the requirement that emissions can no longer increase but must now start to decrease by 10%-15% per annum to reach 2030 targets. In response to queries from members, he confirmed thermal and heating requirements are a major challenge requiring more sustainable alternatives, behavioural



change and a focus on better space utilisation; and that Dublin City Council had been engaged with in relation to accessing local heat generation.

Policy

CIC /24-25/ 101

Cookie Policy

The Director of IT Services introduced the item with reference to the presentation dated 18th June 2025 which had been circulated in advance, requesting the CIC's approval of the revised Cookie Policy for onward submission to Board. He noted the policy had been approved by the FDDCSG at its recent meeting. The revision updates the policy for legislative changes and other developments since it was last approved in 2020, and brings it in line with the university's Policy Management Framework.

The CIC approved the revised Cookie Policy for onward submission to Board.

CIC /24-25/ 102

Cloud Computing Policy

The Director of IT Services introduced the item with reference to the presentation dated 18th June 2025 which had been circulated in advance, requesting the CIC's approval of the revised Cloud Computing Policy for onward submission to Board. He noted the policy had been approved by the FDDCSG at its recent meeting. The revision streamlines the current policy which was approved in 2014, updating it for developments such as AI and the Digital Asset Register. In response to a query from a member, the Director of IT Services confirmed approval from IT Services will be required as part of the new Digital Asset Register Charter to address for security and architecture concerns, and regular reappraisals will be required by owners.

The Bursar requested that, although not suitable for this policy or the Cookie Policy revisions due to the substantial changes, future policy revisions submitted to CIC should include a 'tracked changes' version.

The CIC approved the revised Cloud Computing Policy for onward submission to Board.

Action 102.1 – All future policy revisions submitted to CIC to be submitted with a 'tracked changes' version.

Risk & Oversight

CIC /24-25/ 103

Library Annual Report 2023-24

The Librarian & College Archivist (the Librarian) introduced the item with reference to her presentation dated 18th June 2025, updating the CIC on activities of the Library as it reaches just over halfway in its 15-year strategy and covering topics such as the 'digital-first and foremost' Laidlaw Library project, lessons from the British Library cyber-security attack, including for Trinity's UK e-Legal Deposit to 'build back differently', and continuing critical physical storage issues. In response to a query from a member, she confirmed storage has not been attractive in philanthropic efforts. She outlined the urgency of the Santry repository being an end-of-life building, which has been full since 2002, and holds 4 million items, the majority of which are legal deposit for which Trinity is responsible in perpetuity. She also outlined creative and imaginative possible solutions. In response to a comment from a member, the Librarian confirmed that the National Library Ireland and Dublin City Council were part of the original building, and their materials were also stored in the Santry Book Depository and welcomed the suggestion of working collaboratively on the issue.

Mr. E. O'Donovan left the meeting at this point.



CIC /24-25/ 104

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 June 2025 which had been circulated in advance requesting CIC members keep the Committee updated on risks for which they are accountable including any changes to risks.

CIC /24-25/ 105

Annual Terms of Reference Review and Self-Evaluation

The Bursar introduced the item with reference to her memorandum dated 3rd June 2025 which had been circulated in advance. The Chair noted the suggested changes to the Terms of Reference were minor, and requested members revert with further changes or changes to the self-evaluation questions which were taken from last year's questionnaire per the timelines noted in the memorandum. The Bursar further noted a question on induction for new members had been retained to provide an opportunity for members to suggest what could be covered in a formal induction which will be introduced for new members in 2025/26.

Action 105.1 – All CIC members to revert with any further suggested changes to the Terms of Reference, self-evaluation questions, and with suggestions for the formal induction to be introduced for new members in 2025/26.

CIC /24-25/ 106

Minutes for Noting

The following meeting minutes were noted by CIC:

- Extracts of Environment & Sustainability Committee draft minutes – meeting 03.04.2025
- Extracts of Finance Committee minutes – meetings 10.04.2025

Next Meeting Dates

CIC /24-25/ 107

The following **Critical Infrastructure Committee (CIC) meeting dates** were noted for 2025/26:

- Wednesday 24th September 2025:
 - 9.30 – 11.55 CIC meeting
 - 12.00 – 13.00 Joint CIC and Environment & Sustainability Committee meeting
- 10.00 – 13.00 Wednesday 19th November 2025
- 10.00 – 13.00 Tuesday 17th February 2026
- 10.00 – 13.00 Thursday 30th April 2026
- 10.00 – 13.00 Wednesday 10th June 2026

Any Other Business

Tara Doyle

Chair – Critical Infrastructure Committee

Approved at Meeting on 24th September 2025