



**Trinity College Dublin
The University of Dublin**

Minutes of the Critical Infrastructure Committee (CIC)

Tuesday, 17th February 2026, 10.00-13.00

Innovation Hub, Trinity East

- 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), Mr. E. O'Donovan, Ms. A. Whitty, Ms. E. Culleton-Quinn, Mr. B. O'Hora, Mr. D. Quinn
- In Attendance** Ms. S. Cleary (Minute-taker), Ms. C. Burke
- Apologies:** Dean of Research (Prof. S. Ryan), Undergraduate Student Representative (Ms. E. Martin), Mr. C. O'Connor

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Welcome and Introductions

The Chair informed the Critical Infrastructure Committee (CIC) that discussions were taking place with an external member regarding their workload and availability for the Committee and she will provide an update at the next meeting.

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Declaration of Potential Conflicts of Interest

None received nor notified at the meeting.

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Minutes

The minutes of the 19th November 2025 CIC meeting were approved.

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Matters Arising

In response to a query from a member, the Bursar & Chief Strategic Developments Officer (the Bursar) confirmed all Digital Transformation projects will require approval by Board, however all digital transformation projects would still go to CIC first for consideration and a recommendation made to Board from CIC. Digital infrastructure projects are not called out specifically under the new capital projects governance thresholds and therefore should be treated the same as construction projects.

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Terms of Reference and Work Programme 2025/26

The updated Terms of Reference approved by Board on 15th October 2025 and the updated Work Programme 2025/26 were noted, with the Chair informing the Committee that the CCTV Policy has had to be deferred to the following CIC meeting in April.

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Updates from other Principal Committees

The Deputy Chief Financial Officer informed the Committee that the Procurement Strategy and the Trinity Development & Alumni Strategy had been approved during the past two Finance Committee meetings, and an update on the financial risks on the University risk register.



The Bursar informed the Committee that the decarbonisation strategy, which forms part of the Masterplan, was presented and discussed in detail by the Environment & Sustainability Committee.

Strategy and Strategic Items

Professor Eoin O’Sullivan, Project Sponsor, Ms. Edwina Hegarty, Senior Programme Manager, and Ms. Charlotte Daum, Project Manager, joined the meeting at this point.

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Old Library Redevelopment Project (OLRP) update

The Project Manager introduced the item with reference to her presentation dated 17th February 2026 which had been circulated in advance. Her update on the project included: the current status of the design of internal and external features; that there had been a change in the exhibition designer; and the presentation of two options for the location of the High Water Mist Plant. The Committee were requested to approve the options in principle with a final decision on the location to be approved by the Core Team and the Capital Review Group prior to the next CIC meeting.

In response to queries from members, the Project Manager and Senior Programme Manager confirmed: there has been positive ongoing engagement with Dublin City Council with no changes envisioned to project timelines; an independent contractor has been supporting archaeological assessments; and a communications room is included in the pre-planning phase.

The CIC approved the request, and the Bursar noted she will provide an update on the final option selected for the attenuation tank for the misting system as part of her regular Capital Projects Dashboard update at a future meeting.

Professor O’Sullivan, Ms. Hegarty and Ms. Daum left the meeting at this point.

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Capital Projects Dashboard

The Bursar presented the Capital Projects Dashboard dated 21st January 2026 for noting. She mentioned the Portal project would now transition off the dashboard as it has been completed; provided updates on the E3 Learning Foundry project and Trinity South Renewal Programme; and confirmed the Dartry project will likely progress to the next Finance Committee meeting for approval of the Preliminary Business Case. In response to a comment and queries from members, the Bursar confirmed the dashboard was created from a direct feed from the ePPM system; a new Director of the Capital Programme Office reporting to the Bursar had started and would be invited to the next CIC meeting to present the dashboard; and projects being closed would proceed into a close-out and lessons learned phase to be recorded in the ePPM.

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Digital Projects Dashboard

The Director of IT Services presented the Digital Projects Dashboard dated January 2026, noting: the direct feed from the ePPM system; that there has been nothing added to the dashboard since the last meeting and no red or amber risks required noting; and that the FSD project may now progress off the dashboard as it has been completed. He noted that the lack of change on the dashboard is due, in part, to this being a period prior to the start of the Digital Transformation Strategy projects. The Chief Operating Officer (COO) noted that during this interim period while a Digital Transformation Partner was being procured, some digital transformation projects will need to be approved and he will bring an interim governance proposal to the next meeting of the CIC.



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Cyber-Security Threat Dashboard

The Director of IT Services presented the Cyber Security Programme Update including a dashboard dated December 2025, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]. In response to queries and comments from members, he noted the university is looking into more frequent micro-training options, and confirmed the data presented covers staff rather than students [REDACTED]

[REDACTED]

[REDACTED]

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

The COO presented the FDDCSG summary update for the Group's February 2026 meeting. The update covered the current phase of gathering information for the Digital Asset Register (DAR) which has been recommended by an audit recently undertaken by Deloitte, and a review of the FDDCSG Terms of Reference which will assess whether changes are required to its membership. In response to queries from members, the COO and Director of IT Services confirmed: the positioning of the Data Analytics and Strategic Initiatives (DAaSI) unit's data governance activities are being looked at as part of the Terms of Reference review for the FDDCSG, and the Bursar further confirming she had met the ASD Executive Director and Head of the DAaSI unit about this; and any revisions to the Terms of Reference would come to the CIC for approval.

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Digital Transformation Strategy

The COO introduced the item with reference to the presentation dated 17th February 2026 which had been circulated in advance, noting the presentation would be taken as read and highlighting the following: that Board had specifically requested all Digital Transformation Strategy projects would also go to Board for approval (alongside submission to the CIC); there would be a focus on processes and a people-centred, Agile approach with ongoing continuous improvement; and that part of the current procurement for a Digital Transformation Partner has included an emphasis on knowledge transfer at the end of the project to ensure the university's sovereignty and control. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In response to queries and comments from members, the COO and Director of IT Services confirmed: sustainability considerations play a part in the strategy; a flexible 'open' sovereignty principle is envisaged and limitations of open source software will be taken into account in any procurement decisions; Artificial Intelligence is a part of the strategy although careful definition and assessment is required; risk registers will be utilised to support the programme; bringing capability and knowledge transfer in-house throughout and at the end of the strategy will ensure involvement of IT and other internal staff of the university; skills shortages will be managed as they arise; and the COO reiterated the strong necessity and value-for-money presented by this strategy. It was further noted by a member during the meeting that considerations of AI ethics and national Large Language Models including for the Irish language, offer an opportunity for Trinity to differentiate itself in this space, similar to the lead than on issues of repatriation and restitution.

Mr. Stephen Walsh, Trinity East Programme Manager, joined the meeting at this point.



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Trinity East Programme update

The Trinity East Programme Manager introduced the item with reference to his presentation dated 6th February 2026 which had been circulated in advance, updating the Committee that the programme is currently in the middle of the 'green' phase and that the next Phase ('Yellow') now includes the Tower. The Laidlaw Library project of the 'green' phase is on track to commence construction works towards the end of Summer, and he provided a summary of the Research+ project which will include energy upgrades and green laboratory fit-outs funded partly on the successful application last year for a Pathfinder grant, with some limited planning permission perhaps required for external (but not internal) works.

In response to queries from members, the Programme Manager confirmed: locations have been found for a communications room for the Research+ project (either in Unit 1 or Unit 3); the programme will coordinate to ensure other projects are not duplicating acoustic and podcasting facilities, especially the Laidlaw Library and the Arts Building; and most of the Research+ units are either vacant or will be vacated.

Action 46.1 – The Programme Manager to coordinate the Research+ project with the Laidlaw Library project and contact the Dean of the Faculty of Arts, Humanities and Social Sciences on plans for podcasting facilities in the Arts Building, to eliminate unnecessary duplication of such facilities.

Mr. Walsh left the meeting at this point.

Mr. Peter Sagar, Associate Director of Allies and Morrison, joined the meeting at this point

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Masterplan

The Associate Director of Allies Morrison introduced the item with reference to a presentation dated 17th February 2026 which was tabled at the meeting. He provided a comprehensive update on all aspects of the masterplan project which he noted is likely to be the first masterplan to cover all sites of the university, which retains considerations of sustainability throughout all its facets, and which has been integrated with Dublin City Council plans and indications. The update covered the eight parts of the masterplan and highlighted described provided a vision based on identified opportunities across all campuses. He further informed the Committee about work that had been undertaken as part of the project including an audit of heritage sites and assets, and the development of an interactive campus visualisation tool allowing drill-down and data modelling.

Mr. Sagar left the meeting at this point.

Policy

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Structured Cabling Policy

This item was deferred to the next meeting.

Risk & Oversight

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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 3rd February 2026 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. She noted there may be some updates made to these risks following work being performed by the new Director of the



Capital Programme Office. The Librarian & College Archivist noted the Old Library Redevelopment Project is entering a period of particular risk, and that the Library storage at Santry requires risk escalation.

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Minutes for Noting

The following meeting minutes were noted by the CIC:

- Environment & Sustainability Committee minutes – meeting 25.09.2025, and draft minutes of meeting 27.11.2025
- Extracts of Finance Committee minutes – 12.11.2025, 18.12.2025 and 15.01.2026
- Extracts of Risk and Compliance Committee minutes – 25.09.2025 and 12.11.2025

Next Meeting Dates

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

- 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 30th April 2026