



**Trinity College Dublin
The University of Dublin**

Minutes of the Critical Infrastructure Committee (CIC)

Thursday, 30th April 2026, 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), Undergraduate Student Representative (Ms. E. Martin), 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 Faculty of Health Sciences (Prof. B. O'Connell), Librarian & College Archivist (Ms. H. Shenton), Deputy Chief Financial Officer (CFO Nominee, Mr. P. Moore)

CIC /25-26/ 52 [Declaration of Potential Conflicts of Interest](#)

None received nor notified at the meeting.

CIC /25-26/ 53 [Minutes](#)

Following approval of one amendment, the minutes of the 17th February 2026 CIC meeting were approved.

CIC /25-26/ 54 [Matters Arising](#)

The Bursar & Chief Strategic Developments Officer (the Bursar) informed the meeting that a sub-committee of the Critical Infrastructure Committee (CIC) will be convened to nominate an external member to replace Mr. C. O'Connor prior to the next CIC meeting. Members were requested to submit names of possible nominees.

CIC /25-26/ 55 [Work Programme 2025/26](#)

The updated Work Programme 2025/26 was noted. The Chair and Director of Campus Infrastructure updated the meeting on the ongoing delay to engagement with the Students' Union on the CCTV Policy. The Chair and Chief Operating Officer (COO) explained that due to a delay on the tender process for a Digital Transformation partner, the proposed Interim Governance on the Digital Transformation Projects intended for this meeting will be deferred to the next June meeting. The contract is now expected to be signed in mid-May.

CIC /25-26/ 56 [Updates from other Principal Committees](#)

The Bursar informed the CIC that the Finance Committee had approved the preliminary business case for the Dartry project.

Strategy and Strategic Items

CIC /25-26/ 57 [Capital Projects Dashboard](#)

The Bursar presented the Capital Projects Dashboard dated 8th April 2026 for noting. She mentioned that the planning requirements for the Dartry project should be known in the next



few months; and Dublin City Council have now conducted their BCAR site visit on the E3 Foundry.

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Digital Projects Dashboard

The Director of IT Services presented the Digital Projects Dashboard dated April 2026, noting the dashboard is now entirely constituted by a direct feed from the ePPM system. No new projects have been added and criteria for inclusion on the dashboard had recently been circulated. He asked the CIC to take note of the significant risks of increased hardware costs and supply chain issues which may affect capital projects, driven by needs of data centres. One project with Amber status will now be updated reflecting its progression through Capital Review Group.

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Cyber-Security Threat Dashboard

The Director of IT Services presented the Cyber Security Programme Update including dashboards dated March 2026, xxxxxx xxx xxxxxxxxxxx xxxxxxxx xx xxxxxxx xxxxxxxx xxx xxxxxxx xxxxxxx xxxxxxxx, xxxxxxxx x xxxx xxxxxxxxxxx xxxxxxx xx xxxxxxx xxxxxxx. xxxxxxx xxxxxxx xxx xxxxxxxxxx xxx xxxxxxxxxxxxxx xx xxxxx xxxxx xx xxxx xx xxxxxxxx. The COO acknowledged the work and availability of the IT Services team xx xxx xxxxxxx xx xxxx xxxxxxx xxxxxxx xxxxxxx xxxxxxx xxxxxxx xxxxxxx.

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

The COO updated the CIC on the most recent meetings of the FDDCSG which considered the Digital Asset Register which now has more than 1,000 entries which will increase as the COO meets with outstanding areas. Data management & governance has now been added as a standing item, with the Head of Data Analytics & Strategic Initiatives being asked to reconvene the Data Integration Group to work on a comprehensive data strategy which will also involve the new Digital Transformation Partner. A review of the Terms of Reference will be conducted, with membership to focus on those who are directly involved in IT in their areas, and decision-making levels for the Group to be considered prior to submission to CIC. In response to a query from a member, the COO confirmed a half-day workshop is being arranged on the subject of AI to ensure the university becomes an AI-ready organisation.

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Disaster Recovery – Physical Infrastructure

The Director of Campus Infrastructure introduced the item with reference to his paper dated 22nd April 2026 which had been circulated in advance, noting that disaster recovery involving physical infrastructure is an emerging area with foundations currently being laid such as an organisational structure now in place headed by the Head of Business Continuity. He mentioned two incidents in the past year (the TBSI/Irish Rail bridge incident and the chemical incident) which provided valuable lessons learned; continued resilience investment through the Maintenance Investment Programme; work being performed on a comprehensive Business Continuity Plan (BCP); and connections to other universities and organisations being made and maintained which could enable partnerships for assisting each other when encountering major disruptions. Input and suggestions are welcome.

In response to queries from members, the Director of Campus Infrastructure confirmed this work will be managed within existing resources; national factors such as possible future power outages or rationing is being taken into account; and safety of staff members is an inherent part of all plans and activities, confirming that consideration can be given to referencing safety and risk assessment in the BCP. The COO further noted the need for members of the community to feed into the plans to build a BCP that will comprehensively cover the university's units and their needs, and that it will be based on international best practice including all safety and risk implications.



CIC /25-26/ 62

Research Infrastructure Review (including research computing infrastructure)

The Dean of Research introduced the item with reference to the presentation dated April 2026 which had been circulated in advance. She updated the CIC on the new INSPIRE government funding which will be made in three phases, on which information is only beginning to come through. Shared infrastructure models with other institutions will be looked at, and Associate Deans of Research have begun consultation with their Faculties for the expected funding calls. She noted much of this will address historical infrastructure deficits, and confirmed her team will be contacting IT Services and Estates & Facilities for this work. In response to queries and comments from members, the Dean of Research confirmed energy efficiency would be part of proposals for replacing equipment; disposal of old equipment which takes up much needed space would form part the plans and proposals; and more efficient use of compute resources has been identified as a focus.

Mr. Rory Greenan, Trinity South Programme Manager, and Mr. Niall Somers, Director of The Capital Programme Office, joined the meeting at this point.

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Trinity South Renewal Programme update

The Trinity South Programme Manager introduced the item with reference to his presentation dated 30th April 2026 which had been circulated in advance. His update included: responses to SAQs (Suitability Assessment Questionnaires) shows strong market interest; a major milestone had been passed in the signing of the contractors for the Student Centre part of the programme; and there is now a direct contact in Irish Rail who will be helpful in securing their letter of support. In response to queries from members, he confirmed that CRANN have been involved in plans for the Student Centre with their Executive Director sitting on the project's Steering Group; and alternative space would need to be found to facilitate the Bachelor's in Civil Law (Graduate Entry) cohort if any delays occur in the capital project.

Mr. Greenan left the meeting at this point.

Risk & Oversight

CIC /25-26/ 64

Review of University Risk Register items within the remit of the Critical Infrastructure Committee

This item was taken as the next item at the meeting. The Director of The Capital Programme Office introduced the item with reference to his presentation memorandum dated 30th April 2026 which had been circulated in advance. He provided background to the tiered approach to risk management in capital programmes and explained the ePPM tool is used in conjunction with PowerBI for analysis of detailed risks, with 200 risks currently recorded in ePPM based on 350 risks recorded locally. A case study was provided for illustration. Dashboards will be developed to present meaningful information to committees and groups such as the CIC.

Mr. Somers left the meeting at this point.

Policy

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Structured Cabling Policy

The Director of IT Services introduced the item with reference to his presentation dated 30th April 2026 which had been circulated in advance. The revised Structured Cabling Policy is still being worked upon to align it with project stage gates and to take into account the historical nature of some campus buildings. The purpose of the current presentation was to propose ideas for streamlining the policy approval process which could take many months by which time further required changes could cause the entire process to start again. He requested the



CIC consider that principle-based policies should continue to be approved by the CIC, whereas more detailed standards and guidelines fitting within those policies could be approved by the FDDCSG. If this was approved, the next review of the CIC Terms of Reference could consider making the necessary changes. Members provided views that CIC should consider retaining approval authority over standards & guidelines as well as policies, rather than delegating any part of this authority to the FDDCSG particularly as there may be implications beyond IT and the general remit of the FDDCSG. The issues of both compliance with and flexibility in approaches to standards and guidelines was also discussed, with one member suggesting the use of specific, written derogations as occurred with a previous project. The Director of IT Services was requested to consult with the College Secretary on this matter and on streamlining policy review and implementation generally.

Action 65.1 – The Director of IT Services to consult with the College Secretary on approval of standards and guidelines which fit within policies, and on streamlining policy review and implementation generally.

Policy

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Digital Preservation Policy

This item was deferred to the following meeting.

Risk & Oversight

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Minutes for Noting

The following meeting minutes were noted by the CIC:

- Environment & Sustainability Committee minutes - meetings 27.11.2025 and 22.01.2026
- Extracts of Finance Committee minutes – 05.03.2026
- Draft Grounds and Gardens Expert Advisory Group Minutes – meeting 14.10.2025
- Extracts of Finance Committee minutes – 20.01.2026

Next Meeting Dates

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

- 10.00 – 13.00 Wednesday 10th June 2026

Any Other Business

Tara Doyle

Chair – Critical Infrastructure Committee

Approved at Meeting on 10th June 2026