Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

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Minutes of the Critical Infrastructure Committee (CIC)

Wednesday, 10th June 2026, 10.00-13.00

Microsoft Teams Meeting

Present:	Ms. T. Doyle (Chair), Bursar & Chief Strategic Developments Officer (Prof. E. Denny) (Secretary), Chief Operating Officer (Mr. N. Gorman), 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)
Apologies:	Dean of Research (Prof. S. Ryan), Undergraduate Student Representative (Ms. E. Martin),

CIC /25-26/ 69 **Agenda**

The Chair noted the standing item Report from Federated Data, Digital and Cyber-Security Group (FDDCSG) was not on the meeting agenda as there has not been a meeting since the Critical Infrastructure Committee (CIC) met last.

CIC /25-26/ 70 **Declaration of Potential Conflicts of Interest**

None received nor notified at the meeting.

CIC /25-26/ 71 **Minutes**

The minutes of the 30th April 2026 CIC meeting were approved.

CIC /25-26/ 72 **Matters Arising**

The Chair informed the CIC that the CCTV Policy has been deferred again due to a continued delay in receiving feedback from the TCD Students' Union.

The Bursar & Chief Strategic Developments Officer (the Bursar) informed the meeting that other Principal Committees are also replacing external members. The College Secretary will look at previous potential members for Board, after which a sub-committee of CIC will be convened in coordination with the Secretary's Office.

The Director of Campus Infrastructure, on later joining the meeting, provided an update on the physical environment element of the university-level risk URR-60 Health and Safety Compliance per the action point in minute CIC /25-26/ 14 of the CIC meeting of 24.09.2026.

CIC /25-26/ 73 **Work Programme 2025/26 and Draft Work Programme 2026/27**

The final Work Programme 2025/26 and the draft Work Programme 2026/27 were noted. The Chair requested that members submit any changes or additions to the Work Programme 2026/27 prior to the first meeting of next year for onward submission to Board.

CIC /25-26/ 74 **Updates from other Principal Committees**

The Deputy Chief Financial Officer informed the CIC that at its meetings on the 23.04.2026 and the 28.05.2026, the Finance Committee had approved the refinancing of a loan and approved annual and multi-year academic programme fees. The Committee also received updates on the Quarter 2 financial performance and capital projects updates.

The Bursar informed the CIC that the Environment & Sustainability Committee had received the Gap to Target presentation that the CIC would be receiving at the present meeting, and that the Board had approved the Masterplan.

Strategy and Strategic Items

CIC /25-26/ 75 **Capital Projects Dashboard**

The Bursar presented the Capital Projects Dashboard dated 2nd June 2026 for noting. She mentioned several major projects are proceeding to tender and the E3 Learning Foundry reached substantial completion at the end of May allowing for teaching to commence in it at the start of the next academic year.

CIC /25-26/ 76 **Digital Projects Dashboard**

The Director of IT Services presented the Digital Projects Dashboard dated June 2026, which has had no new projects added to it since the last CIC meeting. He provided an update on Amber status projects which were mainly due to timing of approvals or delays in procurement which have now moved to Green status since the dashboard was prepared. He also provided updates on major programmes coming on stream, and activity outside Capital Review Group thresholds or which are at Ideation stage, together showing the breadth of activity being undertaken. The criteria for inclusion in the dashboard will be reviewed as part of work on the Digital Transformation Strategy. In response to a query from a member regarding two major projects, the Director of IT Services confirmed where funding appears to be almost exhausted there will be further tranches drawn down to cover the remainder of the projects.

CIC /25-26/ 77 **Cyber-Security Threat Dashboard**

The Director of IT Services presented the Cyber Security Programme Update including dashboards dated June 2026, confirming the trends seen in previous CIC meetings. He provided updates on global incidents such as the cyber-attack on the CANVAS system. Training and communication efforts are continuing including a recent all-staff university update with the Provost and the Chief Operating Officer (COO). A discussion regarding the impact of different approaches taken in the event of cyber-security incidents by other organisations on, for example, insurance policies, or the impact of any legislative requirements, took place. The COO updated the CIC on the significant work being performed on the Digital Asset Register allowing more visibility on systems being used across the university.

The Director of Campus Infrastructure joined the meeting at this point.

CIC /25-26/ 78 **Interim Governance for Digital Transformation Strategy**

The COO provided a verbal update explaining that after the tendering delays noted at the last CIC meeting, the Digital Transformation Partner is now almost in place with contracts to be signed imminently. An interim governance process will be brought to the next CIC meeting following work to be undertaken with the new partner on this.

CIC /25-26/ 79 **Trinity East update**

The Bursar introduced the item with reference to her presentation dated 10.06.2026, providing a comprehensive review of all work performed to date on the Trinity East site which is currently in the first Green phase, including: the completion of the Innovation Hub which currently has companies moving into it; work being performed on units to enable research work; and the next

outdoor art installation which will arrive in the near future. She noted several PhD and Master's projects being undertaken on the site including in the areas of wayfinding, transport and movement; heritage of the site; and renewable energies. The next step will be to look at projects such as possibilities for the Tower in the following Yellow phase. In response to queries and comments from members, she confirmed all funding sources will be explored to enable the Yellow phase.

CIC /25-26/ 80 **National Student Accommodation Strategy 2026 – 2035**

The Bursar introduced the item with reference to her memorandum dated 3rd June 2026, outlining the lack of government funding available for student accommodation projects at the same time as universities are being requested to continue to increase student accommodation. There is a possible expectation that universities will have to work in partnership with the private sector. The IUA is engaging on this at a sectoral level.

CIC /25-26/ 81 **Maintenance Investment Programme (MIP) update**

The Director of Campus Infrastructure introduced the item with reference to his presentation dated 10th June 2026, providing an update on the SNIAM and Smurfit buildings' roof projects, and informing the CIC on the focuses for 2026/27 such as lift replacements in several buildings or work on LV switchboards. In response to a query from a member, the Director of Campus Infrastructure confirmed funding is managed across multiple years in capital codes. He also explained decisions for prioritising maintenance projects have been impacted by increasing compliance requirements.

CIC /25-26/ 82 **Gap to Target update**

The Director of Campus Infrastructure introduced the item with reference to his presentation dated 10th June 2026, updating the CIC on progress of decarbonisation projects including heating operations plans which have led to an 11% reduction in direct fossil fuel emissions since the prior year. He outlined three main projects which will be the focus in the next period, and informed the CIC that a PhD student will be working over the Summer period on analysing various funding sources which will enable planning for submissions to fund future projects. In response to queries from members, the Director of Campus Infrastructure confirmed that funding is secured for feasibility work but not the projects themselves, and that Energy Performance Contracts will not impact upon internal staff.

Policy

CIC /25-26/ 83 **Web Policy**

The Director of IT Services introduced the item with reference to the memorandum dated 10th June 2026 which had been circulated in advance, providing an update on the revisions to the Web Policy including alignment with the Policy Management Framework instituted since the policy was last revised. He explained the revisions had been drafted following consultations with the Data Protection Officer and Trinity Communications, and that it had been approved by FDDCSG and Executive Officers Group (EOG). In response to a query from a member, the Director of IT Services confirmed the policy covers current content and does not cover responsibility for preservation of web content which will require a separate discussion. The member noted this is a substantive issue for the CIC. The CIC approved the policy for onward submission to Board for final approval.

CIC /25-26/ 84 **Digital Preservation Policy**

The Librarian & College Archivist (the Librarian) introduced the item with reference to the New Policy Record Sheet and draft policy document which had been circulated in advance. She informed the CIC that the policy is explicit on what digital content the Library is responsible for preserving, and what falls outside that remit. In response to a suggestion from a member, the

Librarian agreed that mention of UK e-legal deposit should explicitly be included for Ireland. The CIC approved the policy for onward submission to Board for final approval.

Risk & Oversight

CIC /25-26/ 85 **Review of University Risk Register items within the remit of Critical Infrastructure Committee**

The Bursar introduced the item with reference to her memorandum dated 27th May 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. No updates were provided by members at the meeting.

CIC /25-26/ 86 **The Library of Trinity College Dublin Annual Report 2024/25**

The Librarian introduced the item with reference to her presentation dated 10th June 2026, providing a comprehensive update on the progress of the Library's 15-year strategy which is now three-quarters of the way through, covering the achievements in 2024/25 under the five pillars of the strategy, and updating the CIC on future plans such as for the Old Library and the digital-first Laidlaw Library. She highlighted the continued issues with storage for which a mini-masterplan may be conducted, and gave tribute to the Library's staff for their service and commitment. CIC members commended the Librarian on the comprehensive report.

CIC /25-26/ 87 **Annual Terms of Reference Review and Self-Evaluation**

The Bursar introduced the item with reference to her memorandum dated 3rd June 2026, requesting members submit any further changes to the Terms of Reference prior to circulation for the first meeting of 2026/27, and noting that the annual self-evaluation survey will be issued to members in the coming weeks.

CIC /25-26/ 88 **Minutes for Noting**

The following meeting minutes were noted by the CIC:

- Extracts of Finance Committee minutes – 23.04.2026
- Extract of Risk & Compliance Committee minutes – 04.03.2026

Next Meeting Dates

CIC /25-26/ 89 The following **Critical Infrastructure Committee (CIC) meeting dates** were noted for 2026/27:

- 10.00 – 13.00 Wednesday 10th June 2026
- 10.00 – 13.00 Thursday 10 September 2026
- 10.00 – 13.00 Thursday 19 November 2026
- 10.00 – 13.00 Thursday 11 February 2027
- 10.00 – 13.00 Wednesday 2 June 2027

Any Other Business

CIC /25-26/ 90 **Any Other Business**

The Chair expressed the thanks and appreciation of the CIC to the Dean of the Faculty of Health Sciences who ended his term as Faculty Dean on 1st June and at that point his membership of the CIC, and to the Undergraduate Student Representative for the current year, for their services to the Committee.

Tara Doyle
Chair – Critical Infrastructure Committee
Approved at Meeting on 10th September 2026