



Trinity College Dublin  
The University of Dublin

**Minutes of the Critical Infrastructure Committee (CIC)**

**Monday, 12<sup>th</sup> December 2023, 10.00-11.00**

**Provost's House, House 1**

- Present:** Ms. T. Doyle (Chair), Bursar & Director of Strategic Innovation (Prof. E. Denny) (Secretary), Chief Operating Officer (Ms. O. Cunningham), Dean of Research (Prof. S. Ryan), Director of Campus Infrastructure (Mr. M. Clark), Director of IT Services (Mr. P. Magee), Librarian and College Archivist (Ms. H. Shenton); Interim Chief Financial Officer (Ms. L. Ryan), Ms. A. Whitty, Ms. E. Culleton Quinn, Mr. B. O'Hora
- In Attendance** Secretary to the College/Director of Governance (Ms. V. Butler)  
Ms. N. Hurley (Minute-taker)
- Apologies:** Dean of Faculty of Health Sciences (Prof. B. O'Connell), Mr. D. Quinn
- No Student representatives have yet been appointed to the Committee.  
Two external member vacancies to be filled.

**CIC /23-24/ 01** **Declaration of Potential Conflicts of Interest**  
None declared.

**CIC /23-24/ 02** **Welcome and Introductions**  
The Chair welcomed Committee members to the first meeting of the Critical Infrastructure Committee, a new Principal Committee of College Board following a significant restructure of college governance to accommodate the new Higher Education Authority (HEA) Act October 2022. The Chair invited attendees to introduce themselves.

The Chair highlighted that with six Principal Committees of Board, four of which are new, a heightened level of co-ordination amongst Chairs and communication between members and subject matter experts will be required. This will be established and built upon during the year.

The Secretary to the College/Director of Governance was invited to attend the first CIC meeting to assist with any questions for clarification about the new governance structure.

**Strategy and Strategic Items**

**CIC /23-24/ 03** **Draft CIC Terms of Reference 18.10.2023**  
Circulated draft Terms of Reference (TOR) were noted at Board on 18<sup>th</sup> October 2023 and were included in the documents for the CIC meeting of 12<sup>th</sup> December 2023. The Chair led a discussion on the Section 4 'Duties' of the TOR at the meeting. As CIC is a new committee, the TOR are a 'living' document. The Chair highlighted that they will be subject to an annual review at the CIC meeting in June 2024 and any identified amendments to the TOR will be provided to Board for approval. The Librarian welcomed the inclusion of IT and cybersecurity within the remit of the CIC, especially given the impact of the recent cyber attack on the British Library.



CIC /23-24/ 04

**Future Agenda Setting**

The Bursar presented a proposed Agenda format and gave examples of the type of material that would come to CIC.

- There are 4 main criteria as to why an item would fall under the remit of the Critical Infrastructure Committee. This will provide a checklist for the Chair when considering agenda items. Comments and clarifications shared:
  - It was agreed to explicitly add 'strategic' to point 1.
  - It is expected some 'work in progress' projects with combined totals greater than €3m will be updated to CIC, at a minimum for information purposes.
  - The ongoing work to adhere to decarbonisation targets within the estate maintenance was used as an example of significant overlap across multiple Principal Committees. CIC members who also sit on other Principal Committees should assist with the coordination of information across the Principal Committees until a robust information exchange framework is mobilised.
  - It was felt a schematic for CIC detailing who is reporting in, from where, their role etc. would be beneficial. This will incorporate TOR 4.15 updated schedule along with details on the agreed Work Programme.
- The Bursar asked the College Secretary/Director of Governance to explain the College Board process for member declaration of confidentiality. It is expected that a similar declaration will be introduced for members on Principal Committees early in 2024. It will be discussed at Committee Chairs meeting then go to the Statutes & Schedule Working party. Pending introduction of this, the Bursar advised CIC members that there will be a general declaration at the next meeting due to the sensitivity of items falling under CIC remit.
- A subset of items in Section 4, Risk & Oversight will be standing items of received minutes/minute extracts from other committees which refer to Critical infrastructure or other items of relevance to CIC.

**Action 4.1** – Bursar will provide a Workflow schematic once the Work Programme has been agreed and this will be updated on a regular basis thereafter.

CIC /23-24/ 05

**CIC Work Plan 2023/2024**

The Bursar asked CIC members to think about items in their area which may come before the CIC in the coming year as it was important to draft a Work plan for 2023/2024. Some contributions were received in advance of the meeting. Bursar will check proposed indicative timelines for inclusion on Work plan / forthcoming meeting agendas and circulate to members.

**Action 5.1** - Bursar will create a draft Workplan and circulate to members for approval at next meeting.

**Policy**

No Agenda items.

**Risk & Oversight**

CIC /23-24/ 06

The following **meeting minutes** were noted by CIC:

- Grounds & Gardens Committee – 14<sup>th</sup> June 2023
- Estates Policy Committee – 7<sup>th</sup> June 2023
- Finance Committee meeting extracts relating to Capital Projects
  - 26<sup>th</sup> October 2023
  - 28<sup>th</sup> September 2023



**CIC /23-24/ 07**

The following **Critical Infrastructure Committee (CIC) meeting dates** were noted, and placeholders will be issued for diaries.

- 10.00 – 12.00 Tuesday, 20<sup>th</sup> February 2024
- 10.30 – 12.30 Wednesday, 17<sup>th</sup> April 2024
- 10.00 – 12.00 Tuesday, 18<sup>th</sup> June 2024

**CIC /23-24/ 08**

**Any Other Business**

- Details on College Policies (current, for review, inactive etc.) will be obtained from Secretary's office who are completing a Policy Management Framework project.
- It was noted that getting the balance of digital preservation and digital transformation will be important as donations for the library increasingly include digital material. The National Library of Ireland launched their Digital preservation Policy 2023 recently, link provided [https://www.nli.ie/sites/default/files/2023-10/nli-digital-preservation-policy\\_eng.pdf](https://www.nli.ie/sites/default/files/2023-10/nli-digital-preservation-policy_eng.pdf) . The Librarian will keep the CIC informed of developments in this area.
- A query was raised about the provision of student spaces on the main campus and other Trinity locations. The Bursar advised that a review of all student spaces in college is being undertaken and when this is complete (outline study in February 2024), a report will be brought to CIC.
- A management review of capital projects is currently underway, once complete, the Bursar will bring a memo to CIC to update the members. A Capital Project dashboard is produced for College Board, and this will be circulated for CIC meetings.
- The Office of the Dean of Research are currently reviewing the research infrastructure and will update CIC when this work is complete.

**Action 8.1** - Details on College Policies (current, for review, inactive etc) will be obtained from Secretary's office who are completing a Policy Management Framework project.

**Action 8.2** – Bursar will update CIC members on the review of student spaces once this work is complete.

**Action 8.3** – Bursar will bring memo to CIC to update on the review of Capital Projects once this work is complete.

**Action 8.4** – A Capital Project Dashboard produced for College Board will be circulated for CIC meetings.

**Action 8.5** – The Dean of Research will update CIC once research infrastructure review is complete.

**Tara Doyle**

**Chair – Critical Infrastructure Committee**

**Approved at Meeting on 20<sup>th</sup> February 2024**