



**Trinity College Dublin  
The University of Dublin**

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

**Tuesday 20<sup>th</sup> February 2024, 10.00 – 12.00**

**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 Faculty of Health Sciences (Prof. B. O'Connell), 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, Mr. D. Quinn
- In Attendance** Secretary to the College/Director of Governance (Ms. V. Butler)  
Ms. N. Hurley (Minute-taker)  
The Chair invited Mr. E. O'Donovan to attend as a guest.
- Apologies:** Dean of Research (Prof. S. Ryan),  
No Student representatives have yet been appointed to the Committee.  
Two external member vacancies to be filled.

**CIC /23-24/ 09** **Declaration of Potential Conflicts of Interest**  
None declared.

**CIC /23-24/ 10** **Confidentiality Declaration**  
The College Secretary advised that work is ongoing with the Registrar and Statutes Group to present a proposal to College Board that all members of Principal Committees make a 'Confidentiality Declaration'. It is hoped this will be rolled out in April 2024.

**Action 10.1** – Agenda item for April 2024 meeting

**Minutes**

**CIC /23-24/ 11** **Minutes**  
The circulated draft minutes of the meeting of 12<sup>th</sup> December 2023 were approved.

**CIC /23-24/ 12** **Matters arising from the Minutes**  
The Librarian & College Archivist provided an update on the cyber attack at the British Library (BL).

- A three phased plan of Response (ongoing), Adapt (June 2024) and 'Build back better' of digital infrastructure (2026) has been identified.
- The cost of recovery for the BL will be very high and there are already knock on costs and workarounds to processes within the Library of TCD.
- Queries re. level of insurance coverage at university level and reimbursement channels are continuing.
- TCD has already lodged at the UK Legal Deposit Directors' cyber-summit on the attack, the potential requirement for an Irish-hub/node in the new digital infrastructure.



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### Updates from other Principal Committees

There are 5 Principal Committees of College, and some CIC members also sit on other committees. Recognising that meeting schedules differ, the Chair advised that this CIC agenda item was intended to provide an opportunity to share early information if relevant.

It was clarified that the concept of sharing between Committees was not a breach of confidentiality.

**Risk & Compliance Committee (RCC)** – College Secretary advised that the RCC have agreed top 5 risks and mitigations and will be inviting Risk owners to future meetings to report on relevant issues.

## Strategy and Strategic Items

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### Capital Projects Update

The Bursar provided a verbal update on the following projects and advised that CIC will receive regular updates on projects. These will be scheduled within the CIC workplan. It was noted that Finance Committee (FC) will receive project business case requests for consideration.

#### Projects underway:

- OLRP – Old Library Redevelopment Project
- BOK - The Book of Kells Experience
- E3LF – E3 Learning Foundry Programme
- Portal

#### Projects in early stage of initiation:

- Dartry
- Trinity East
- Trinity South Renewal Programme

The Bursar explained the information presented in the circulated **Capital Projects Dashboard**. This is a portfolio view of ongoing projects which have all been approved by Board. The Dashboard will be noted at CIC meetings. The Project overall 'RAG' refers to the level of disruption on campus e.g. noise, neighbourhood

It was suggested that 'lessons learned' are collected and shared with the intent of creating a repository for referencing by future projects.

**Action 14.1:** Where appropriate, capital project presentations to CIC should include a 'lessons learned' slide in their presentation. Following close out of a capital project, the Close Out report including Lessons Learned should be shared with CIC.

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### College Masterplan

The Chief Operating Officer provided a verbal update on the work undertaken in respect of updating the College Masterplan. It is expected to be complete by Q4 2024, will focus on the physical estate and support planning for the future. Three guiding principles in developing the plan are:

- i) Sustainability and nature (Retrofit first approach, reuse, refurbish, maintain)
- ii) Embedding values
- iii) An entire campus approach.

The COO advised that the HEA now require semi-annual space audits (occupancy rates) for lecture and teaching education spaces. It is possible that utilisation rates may be linked to funding in the future.

In response to a query about student 'social' spaces, the Bursar advised that TCD have engaged architects to do a full review of student social spaces. This is work in progress and



the outputs will be presented to CIC per the Workplan i.e. April 2024. (CIC Minute Ref. CIC/23-24/08).

*Mike Clark joined the meeting at this point.*

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#### CIC Work Plan 2023/2024

The Bursar explained the approach taken in creating the draft Workplan sourcing responsibilities and duties from the Terms of Reference and suggestions from CIC members. The document is colour coded to reflect different CIC Agenda headings. In reviewing the draft, members were asked to consider the frequency and timing of items and identify table additions or amendments. The following was considered:

- **Policies**
  - A full list of policies relating to critical infrastructure will be obtained and added to the CIC workplan. It was noted the policy review interval is organised by the Secretary's Office with the assigned owner as part of the Policy Management Framework project.
  - Some policies e.g. IT Information Security may include a subset of different supporting policies and the full 'packet' would come to CIC as one. The CIC Workplan will be updated to reflect this.
  - Library policies and Heritage Collection security policies need to be added to the Workplan.
  - Depending on the subject matter, updates to multiple committees e.g. CIC, EOG and Council will be required prior to a submission to Board. An outline of the journey of a policy would be requested from the Policy Management Framework project identifying which Committees require updates and leaving presenting to additional committees/groups to the discretion of the owner.
- **Additions/Amendments to Workplan**
  - The Annual Report of the Library will be brought to CIC in April 2024
  - Clarification was provided re. context and frequency to some proposed workplan items
- **Sub Committees of Critical Infrastructure Committee**
  - It was proposed that a subcommittee of CIC is created covering IT Governance. This would collate the various strands which are relevant for Critical Infrastructure Committee. This will be approved by email to allow the committee to be set up.
    - A standing item on each CIC Agenda would be an IT Dashboard. For April a template and an outline of various initiatives will be brought to CIC to review, and it will develop over time.
    - The IT policy document will be brought to the April CIC assuming it is recommended by EOG on April 2<sup>nd</sup>.
    - The structure of the sub-committee would be discussed with College Secretary as there are a number of groups which may fall under its remit e.g. IT Services User Group. The Digital Oversight Group and the Digital Disruption Group are working groups chaired by the provost and do not fall under this remit.
    - For the moment the proposed sub-committee focus will be on Cyber and Digital.
    - It was proposed that for the April 2024 meeting a presentation on Cyber would be brought to CIC
  - It was agreed that if the need arose for additional sub committees of CIC, arrangements would be made with the College Secretary.



*The Chair introduced and welcomed Erik O'Donovan who joined the meeting during this agenda item discussion.*

**Action 16.1** – obtain full list of policies from the Secretary's office and add them to the CIC Workplan.

**Action 16.2** – obtain/request a decision guide to the journey of a policy through Committee stages including multiple committees.

**Action 16.3** – Bursar and COO to discuss the application of R06 in Workplan in respect of Programme Management Office (PMO) programmes.

**Action 16.4** – The Workplan will be updated to coincide with the review of the Terms of Reference in June 2024.

**Action 16.5** – Proposal for a new IT sub-committee of CIC to be circulated to CIC members for approval prior to April 2024 meeting.

## **CIC /23-24/ 17**

### **Digital Transformation Strategy**

*Mr. Paul Flynn, Programme Director – Digital Transformation, joined the meeting for this item.*

Mr. Flynn introduced this item with reference to his presentation which had been circulated in advance. He advised that the presentation covered two broad areas i.e. the strategy and what transformation would look like for different users.

Research and information collection was broad and included exemplars recognised within the University sector. The unstructured thought comments collected in feedback aligned with the key focus areas:

- 1) User experience – supporting our communities' daily life needs
- 2) Community & Engagement – how we foster our Trinity community
- 3) Education Management – Enable our students and staff to teach and learn
- 4) Learning Environment & Space management – Deliver our T&L environments
- 5) Systems, Data & Processes – how we empower our staff to do their jobs .

A sustained ongoing budget is required, and the next step is preparation of a business case seeking a dedicated annual budget for digital transformation.

The Chair thanked Mr. Flynn and opened the item for discussion.

- The Librarian & College Archivist asked if the long term existence/preservation of digital assets e.g. archives (donated, researcher, major projects) was considered in this strategy citing the Virtual Record Treasury of Ireland project as a positive example.
- Benefits of ongoing updates and maintenance were recognised and views on how to bring investment into the digital space were shared.
- The speed of change in the digital space requires appropriate execution to achieve desired efficiencies and improved user experiences. The governance of a digital project and how to integrate the many phases of same was discussed.
- The importance of explicitly calling out in the business case that all TCD staff and students should receive equal treatment and access to technology was raised. Examples provided of difficulty in communicating with 'off campus' staff; introducing innovation in teaching spaces and bridging the digital and physical student experience.



There was consensus that the proposed approach is valid, and that implementation was contingent on source of funding being confirmed. This is a critical piece of future work and there are risks and costs of not progressing e.g. the rebuild costs facing the British Library. There may be opportunity to leverage Smart Building developments and Sustainability initiatives in this regard. A project is in progress to address some of the layer 5 infrastructure replacement, much of which is approaching end of life

Further updates on the Digital Transformation Strategy will be brought to CIC in coming months.

## Policy

CIC /23-24/ 18

### Policy Indicative Submission timelines

The Director of IT Services provided an update on the IT / Web policies currently under review. The first step will be to present the updated IT Security policy to Executive Officers Group (EOG) and then it will be brought as a 'candidate' for approval to Critical Infrastructure Committee. The Chair requested that a paper highlighting changes and one summarising the changes is provided to the committee.

It is intended that supporting policies will be presented at the same time i.e. the IT Security policy will incorporate the supporting policies. It is proposed to move to publishing standards and guidelines on technical specifications via the IT Sub Committee, as they can be updated regularly to deal with the fast pace of change in the IT sphere, and move away from policies which can become outdated long before their review dates.

The College Secretary is owner of the CCTV policy which is under review. It was agreed Estates & Facilities and IT Services would be recognised stakeholders in the review process.

**Action 18.1** – Request that the proposed IT Sub Committee agree criteria for publishing standards and guidelines rather than a 'policy' document. Where appropriate, these will be brought to CIC for subsequent approval (to be determined by the Secretary and Chair of CIC in collaboration with the chair of the IT Sub Committee).

**Action 18.2** – Include Estates & Facilities and It Services as stakeholders in the CCTV policy.

## Risk & Oversight

CIC /23-24/ 19

### University Risk Register 2022-2023

*The Chief Risk Officer, Ms. J. Carmichael, joined the meeting for this item.*

The Bursar introduced this item with reference to the presentation prepared by Chief Risk Officer (CRO) which had been circulated in advance. It is expected that a Risk extract received from the (RCC) Risk & Compliance Committee will be a standing agenda item for noting and discussion at the Critical Infrastructure Committee. Feedback was sought on any changes to the format / content of the information shared.

The College Secretary and Secretary to the Risk & Compliance Committee advised that providing an extract of their minutes relating to critical infrastructure was a good practice and they were happy to go forward with this.

Ms. Carmichael advised the presentation was based on the 2022-2023 approved Risk Register and provided a synopsis context to members. The governance workflow for the University Risk Register was highlighted.

The Chair thanked the Ms. Carmichael and opened the item for discussion.



- Clarification was provided on the difference between a Primary and Secondary risk owner.
- In response to a query on overlap with risk management for capital projects it was confirmed there is consistency of definition and ratings applied.
- A query was raised about insurance for top risks. The balance of implementing good controls, building resilience into system and insurance procurement process was explained to CIC members.

**Action 19.1** – Receive extracts from (RCC) Risk & Compliance Committee relative to critical infrastructure for each Critical Infrastructure Committee.

*The Dean of Faculty of Health Sciences (Prof. B. O'Connell) left the meeting at this point.*

**CIC /23-24/ 20**

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

- Final meeting of **Library & Information Policy Committee (LIPC)** 17<sup>th</sup> May 2023
- **Finance Committee (FC)** meeting extracts relating to Capital Projects
  - 26<sup>th</sup> October 2023
  - 28<sup>th</sup> September 2023
- Memorandum from College Secretary – **Risk & Compliance Committee (RCC)** update
  - 20<sup>th</sup> November 2023
  - 25<sup>th</sup> January 2024

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The following **Critical Infrastructure Committee meeting dates** were noted. Placeholder diary invitations have been issued.

It was suggested that the April and June meetings may be extended beyond 2 hours as the Workplan discussion identified a number of pending updates.

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

**Action 21.1** – Confirm meeting time requirements for April and June 2024 meetings.

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**Any Other Business**

No items raised.

**Tara Doyle**  
**Chair – Critical Infrastructure Committee**  
**Approved electronically on 02/05/2024**