



**Trinity College Dublin
The University of Dublin**

Minutes of the Critical Infrastructure Committee (CIC)

Wednesday, 17th April 2024, 10.00-13.00

Trinity Board Room

- 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 IT Services (Mr. P. Magee), Librarian & College Archivist (Ms. H. Shenton), Mr. E. O'Donovan, Ms. A. Whitty, Ms. E. Culleton-Quinn, Mr. B. O'Hora, Mr. D. Quinn
- In Attendance** Ms. N. Hurley
Ms. S. Cleary (Minute-taker)
- Apologies:** Dean of Research (Prof. S. Ryan), Director of Campus Infrastructure (Mr. M. Clark), Chief Financial Officer (Ms. L. Ryan), Postgraduate student representative (Ms. M. Silva), Mr. C. O'Connor
- One Undergraduate student representative vacancy to be filled.

- CIC /23-24/ 23** **Welcome and Introductions**
The Chair welcomed three new Committee members who have joined the Critical Infrastructure Committee (CIC) since its last meeting: Mr. Ciaran O'Connor, Mr. Erik O'Donovan, and Ms. Mariana Silva. The Chair also thanked Ms. Niamh Hurley for supporting the CIC during its establishment and introduced Ms. Shumane Cleary who will be taking over the support of CIC from Ms. Hurley.
- CIC /23-24/ 24** **Declaration of Potential Conflicts of Interest**
None received.
- CIC /23-24/ 25** **Confidentiality Declaration**
The Chair updated the CIC with the following information from the Secretary to the College/Director of Governance. The Risk & Compliance Committee has approved wording for confidentiality declarations which must now proceed for approval through the Statute and Schedules Working Party. The Chair read out the current draft wording to provide an indication of the declaration all members will be asked to make at a future CIC meeting.
- CIC /23-24/ 26** **Minutes**
The Bursar & Director of Strategic Innovation (The Bursar) advised a number of minor amendments had been received for the 20th February 2024 draft minutes from Mr. B. O'Hora and would be discussed with the Chair subsequent to the meeting. The CIC approved the minutes pending circulation and approval of any amendments.
- CIC /23-24/ 27** **Matters arising from the Minutes**
The Librarian & College Archivist (The Librarian) provided an update on the early 'lessons learnt' from the British Library cyber-security incident and will provide links to a helpful blog produced by the British Library.



CIC /23-24/ 28

Work Plan 2023/24

The CIC noted the updated Work Plan 2023/24 circulated.

CIC /23-24/ 29

Updates from other Principal Committees

The Librarian updated the CIC on the meeting of the Environment & Sustainability Committee at which a discussion of the read-across to CIC of sustainability measures and benefits between projects arose, for example the opportunity for the Old Library Redevelopment Project to learn of sustainability solutions from the Rubrics (Historic Accommodation Buildings) project. The Chair confirmed the strong intention at Board for joining up Principal Committees which has commenced with meetings of the Chairs.

Strategy and Strategic Items

CIC /23-24/ 30

Capital Projects Dashboard

The Bursar presented the Capital Projects Dashboard for noting and updated the CIC on a management review of capital project structures currently being undertaken. Findings from this review will be brought to a future CIC meeting.

A member raised the issue of ICT cyber-risks which should be forwarded to the Printing House Steering Committee and will liaise with the Programme Management Office (PMO) for this.

In response to a query from a member, the Bursar confirmed the Capital Projects Dashboard is led by the Capital Review Group and is mainly focussed on major physical infrastructure projects for now.

Action 30.1 – The Bursar will submit the findings of the review of capital project structures to a future CIC meeting.

CIC /23-24/ 31

Draft Digital Projects Dashboard

The Director of IT Services, in proposing a standing CIC agenda item, sought views from the CIC on what should be included in a Digital Projects Dashboard. He explained there are currently 34 digital projects, 24 of which fall under the remit of the Capital Review Group, and 9 of which appear also on the Capital Projects Dashboard which may lead to some duplication.

IT Services leads on only 7 of these projects. The Director of IT Services proposes the remit of the dashboard should cover the entire university including the Digital Transformation Programme. In order to ensure this level of comprehensiveness, he proposes the following criteria for inclusion:

- Digital projects reported to Board/CIC due to reaching the financial threshold of €3m in value;
- Digital projects managed by the PMO (over €50k in value);
- Other projects identified by the Federated IT & Cyber Working Group as having material impact, such as the Cyber Programme.

The dashboard will cover the areas of: Innovation, Transformation, Digital Experience, and commitments made under university Strategic Plans or by other Principal Committees of Board. This will ensure inclusion of projects such as the VLE or Horizon 3 of the Postgraduate Renewal Programme which follow a different governance route through Planning Group.



Areas the dashboard will draw upon include: the PMO, the IT Services Projects Office, Planning Group, and the Federated IT & Cyber Working Group.

The Chief Operating Officer further explained this will support CIC in understanding any risks associated with lack of funding and should therefore include KPIs (Key Performance Indicators) covering, for example, outdated software/equipment which could cause university policies to be breached or regulatory requirements to not be met.

In response to a query from a member, the Bursar clarified the Federated IT & Cyber Working Group will work at the detailed level to ensure the dashboard aligns with bottom-up data such as that retained by the PMO.

Action 31.1 – The Director of IT Services will take into account all comments received in designing the dashboard and will include KPIs on IT obsolescence.

Action 31.2 – The Director of IT Services will present an early and incomplete version of the Digital Projects Dashboard at the next CIC meeting, and will liaise with the relevant stakeholders to revise and complete this to form the basis of a future CIC standing agenda item.

CIC /23-24/ 32

Trinity East Programme

The Bursar invited the CIC's attention to her presentation which had been circulated in advance. The presentation provides background to the CIC on the Trinity East Programme, including its history, its underlying sustainability and research ethos, its financial constraints and phased approach, and initial major projects (including Portal and the new digital Library), facilitating future CIC decisions as the site develops.

In response to a query from a member, the Bursar confirmed a flood risk evaluation will be undertaken as part of masterplan-type work on the site's utilities, waste, energy, and flooding risk.

A member brought the CIC's attention to the Tower element of the programme where designer makers and conservators are currently based, providing an opportunity to look at collaborations similar to the NCAD-UCD collaboration.

In response to a query from a member, the Bursar confirmed planning permission had been granted for the Portal project and will be further sought for projects as they come on stream.

In response to a query from a member, the Bursar confirmed there was significant engagement with the local community including through the Unit 18 initiative and there was an intention to make the site more 'porous', encouraging the local community and the public in general to enjoy the campus in a similar way to the main 'island' campus.

In response to a concern raised by a member regarding the impact on existing maintenance operations in being surrounded by significant building works, the Bursar confirmed management of existing occupants is included in the Trinity East Programme, and that a workshop planned as part of the Printing House Square project should be followed up separately.

A member drew the attention of the CIC to risks such as the digital Library possibly being under the waterline which would need to be monitored.



In response to a query from a member, the Bursar explained strategic decisions such as those relating to the use of Stack B would be looked at by Capital Review Group, freeing the CIC to focus its discussions at the strategic level.

CIC /23-24/ 33

Dartry Project

The Bursar invited the CIC's attention to her presentation which had been circulated in advance. She further presented a 'fly-through' video of the plans for the Dartry accommodation project pending government funding to cover shortfalls in the business case caused by significant inflationary pressures in construction and materials costs since planning permission was initially sought and granted. If government funding is granted by the Department of Further & Higher Education, Research, Innovation & Science (DFHERIS), the university including CIC may need to 'act quickly' in conjunction with Finance Committee and Board.

In response to a query from a member, the Bursar confirmed the project would only proceed if its business case was viable.

The Head of Space Management & Workplace Strategy, Mr. Kieran Brassil, joined the meeting at this point.

CIC /23-24/ 34

Trinity South Renewal Programme

The Bursar introduced this item by reiterating the confidential nature of all CIC business, and tabled a presentation marked 'Strictly Confidential'. This presentation provided background to the original plans for the Trinity South Renewal Programme and developments since a grant of €25m in government HESIF II funding was awarded to support the Programme. In particular a proposal for a new approach to the Student Centre element of the programme was presented which takes into account the available funding envelope, timelines, sustainability and logistics considerations.

CIC members were generally supportive of the proposed new approach and counselled the need for cautious communications especially in relation to the potential impact this may have on other high-profile projects which have involved donors and interest from the general public. The Bursar confirmed Trinity Development & Alumni are heavily involved in both communications and in stakeholder engagement which is already under way.

CIC /23-24/ 35

Review of Student Spaces

The Bursar introduced the item, and the Head of Space Management & Workplace Strategy gave the presentation which had been circulated in advance. This provided the CIC with information on a review of student spaces currently being undertaken in the university including a refresh of the existing brief for a Student Centre/Hub. The next step will be the issuing of student survey with the Dean of Students in the coming days, with the resulting report from the review to be brought to a future CIC meeting.

In response to points raised by members, the Head of Space Management & Workplace Strategy undertook to keep in mind the timing of the survey in regards to examinations, to using different channels such as focus groups, and to liaising directly with students in locations such as St. James's Hospital, student class representatives, and certain staff members such as the Student Liaison Officer in the School of Medicine. The Librarian will share the Library's Student Life Pulse Survey with the Head of Space Management & Workplace Strategy.

Action 35.1 – The Bursar/Head of Space Management & Workplace Strategy to share the Review of Student Spaces report with the CIC when finalised.



Action 35.2 – The Librarian to share the Library’s Student Life Pulse Survey with the Head of Space Management & Workplace Strategy.

CIC /23-24/ 36

Strategic Space Management

The Bursar invited the CIC’s attention to her presentation which had been circulated in advance providing a summary of the Space Framework document approved by Executive Officers Group on the previous day and now being submitted to the CIC for approval. The document sets out a ‘living’ Framework for the university’s approach to space, principles underlying the approach, and four Framework Goals with initial actions & targets provided in an Appendix which will be iterated over time. The Bursar recommends the Framework be submitted to the CIC on a yearly basis for updates to be approved.

In response to a query from a member, the Bursar recommends retaining the nature of a ‘Framework’ rather than enshrining any parts of it in policy to allow flexibility and its iterative ‘living’ nature, particularly at this early stage of its introduction into the university and with an Estates Development ‘masterplan’ forthcoming.

In response to a query from a member, the Bursar confirmed more granularity in the data will be gained over time to allow for facilitating niche or unique space requirements.

The CIC considered and approved the Space Framework document. The Chair suggested the Space Framework should feed into the next university Strategic Plan as part of the Board work programme.

Action 36.1 – The Bursar to submit updates to the Framework for approval on a yearly basis.

Action 36.2 – The Chair and Bursar to feed the Space Framework into the development of the next university Strategic Plan.

The Head of Space Management & Workplace Strategy, Mr. Kieran Brassil, left the meeting at this point.

CIC /23-24/ 37

Library Annual Report 2022-2023

The Librarian invited the CIC’s attention to her presentation which had been circulated in advance, providing background to the CIC on the Library’s 15-year strategy, and highlights of the strategy and annual report 2022-2023 falling under the CIC’s remit. The CIC considered and approved the Library’s Annual Report 2022-2023.

CIC /23-24/ 38

Federated IT & Cyber Group

The Chief Operating Officer (COO) invited the CIC’s attention to her memorandum which had been circulated in advance. She explained the reasons for setting up a Federated IT & Cyber Group reporting to the CIC which: will give the CIC comfort in the management of risks, legalities and policy compliance in the area of IT and cyber-security; will allow for a singular group in the university to comprehensively draw together representatives and ensure the necessary level of accountability and sign-off; and will facilitate a uniform digital experience across the university.

In response to a query on staff representation on the committee, the COO confirmed membership will be expanded or amended if any areas are not adequately represented, with the COO noting the Dean of Research had requested the reference to the ‘Research Office



Representative' be amended to 'Trinity Research Representative', and on the suggestion of a member will consider others such as a member representing a sustainability or energy perspective.

In response to queries from CIC members, the COO confirmed the term 'Cyber' refers to 'Cyber-Security' and will add the additional word '-Security' to the name of the Group. She further confirmed the Group's remit will cover cyber-resilience and will link to relevant external bodies such as the National Cyber Security Centre (NCSC) and other universities.

The CIC considered and approved the memorandum from the COO dated 25th March 2024 and the accompanying membership and Terms of Reference to be brought to Federated IT and Cyber Security Group for review. The COO confirmed following this approval she will contact the members as set out in the draft Terms of Reference circulated with her memorandum, these Terms of Reference will be further refined by the sub-committee, and a report from the Federated IT & Cyber-Security Group will be a standing item on the CIC agenda.

Action 38.1 – The COO to amend the name of the Group from 'Federated IT & Cyber Group' to 'Federated IT & Cyber-Security Group'.

Action 38.2 – The COO to contact the approved membership as listed in her memorandum dated 25th March 2024 to constitute the Group.

Action 38.3 – The COO to consider further expansion of the membership to ensure comprehensive representation and submit membership changes to future CIC meetings for approval.

Action 38.4 – The COO to amend the reference in the membership listing from 'Research Office Representative' to 'Trinity Research Representative'.

Action 38.5 – The COO to work with the Federated IT & Cyber-Security Group once constituted to refine the Terms of Reference and submit any changes to a future CIC meeting for approval.

Action 38.6 – A report from the Federated IT & Cyber-Security Group will be added to future CIC meeting agendas as a standing item.

The University Cyber Security Manager, Ms. Sara McAneney, joined the meeting at this point.

CIC /23-24/ 39

Cyber-Security Update

The Director of IT Services introduced the item suggesting the Director of Communications be invited to a future CIC meeting to present upon Incident Response. He further updated the CIC that the IT Security Policy had been approved by Executive Officers Group the previous day. The University Cyber Security Manager gave the presentation which had been circulated in advance, providing the CIC with background to the cyber-security programme covering the period to the end of 2025, areas such as phishing and ransomware, and presented a proposed Cyber-Security Threat Dashboard.

In response to queries from members, the University Cyber Security Manager confirmed personal phones constituted less of a cyber-security risk than other devices, policies do apply to new buildings (being looked at as part of the DT1 project), and there is information sharing



with peer institutions and through the HEANet, NCSC and through them into international networks.

The CIC agreed to the Cyber Security Threat Dashboard becoming a standing agenda item for CIC meetings.

Action 39.1 – The Cyber Security Threat Dashboard will be added to future CIC meeting agendas as a standing item.

The University Cyber Security Manager, Ms. Sara McAneney, left the meeting at this point.

Policy

CIC /23-24/ 40

Library Policies

The Chair introduced the document Library Policies Review 2024 which had been circulated in advance and this was noted by the CIC.

Risk & Oversight

CIC /23-24/ 41

The Chair introduced the document Trinity College Dublin University Risk Register 2022-2023 which had been circulated in advance and this was noted by the CIC.

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

- Draft Environment & Sustainability Committee – meeting 27th February 2024
- Finance Committee meeting extracts relating to Capital Projects
 - 7th February 2024
 - 7th March 2024
- Grounds & Gardens Advisory Committee – 22nd November 2023

Next Meeting Dates

CIC /23-24/ 43

The following **Critical Infrastructure Committee (CIC) meeting dates** were noted. 2024-25 meeting dates will be organised and available at the next CIC meeting.

- 10.00 – 13.00 Tuesday, 18th June 2024

Any Other Business

CIC /23-24/ 44

Any Other Business

Action 44.1 – A revision of the CIC Terms of Reference will be an agenda item at the June CIC meeting. The Chair invited members to consider potential amendments prior to the June CIC meeting.

Action 44.2 – A CIC self-evaluation will be undertaken with a draft template to be provided at the June meeting facilitating feedback to be given over the Summer period.

Tara Doyle
Chair – Critical Infrastructure Committee
Approved at Meeting on 18th June 2024