



Minutes of the Finance Committee Meeting of 27 June 2017

- Present:** Provost (Chair), Bursar, Vice Provost/Chief Academic Officer, Chief Operating Officer, Dean of Arts, Humanities & Social Sciences, President of the Students Union, Registrar (for Minutes 125-133), Chief Financial Officer (CFO) – Secretary to the Committee
- In Attendance:** GSU President, Deputy CFO
- Apologies:** Ms. C. Curtis, Mr. J. Gorringe, Mr. L. Kavanagh
- Statement of Interest:** None declared.

The Committee noted and approved the minutes of the Finance Committee meeting of 03.05.2017. The circulated Status Report on the Finance Committee Action List dated June 2017 was also noted. Matters arising from the minutes along with updated action points are minuted separately below (Minutes FN/16-17/125 – 128 refer).

Section A

No Items

Section B

- FN/16-17/125** **Trinity Development and Alumni**
(Minute FN/16-17/103.1 of 03.05.2017 refers)

The Committee welcomed the update from the CFO on the recent engagement between the Secretary's Office, FSD and the external member of the Committee regarding oversight of subsidiary entities.

The Committee reiterated its request that the CFO review the financial control in operation in all subsidiaries to ensure that it mirrors that of the University's internal control environment.



Action:

125.1 The CFO to review the financial control in operation in all subsidiaries to ensure that it mirrors that of the University's internal control environment.

FN/16-17/126 Overhead Policy and Implementation
(Minute FN/16-17/108.2 of 03.05.2017 refers)

The Committee noted that, as requested, the Dean of Research is in the process of arranging a meeting with a member of the SFI Board in relation to indirect cost recovery. The Committee will be updated on the outcome of the meeting in due course.

Action:

126.1 The Dean of Research to update the Committee on the outcome of the meeting with the SFI Board member in due course.

FN/16-17/127 Oisín House Accommodation Project
(Minute FN/16-17/19.2 of 03.05.2017 refers)

The Committee noted that the matter of seeking philanthropic support for the Oisín House Accommodation Project is now being addressed by Trinity Development and Alumni.

FN/16-17/128 Increase in EU and non-EU Postgraduate fees and other non-EU Undergraduate fees from 2017/18
(Minute FN/16-17/6.3 of 19.09.2016 refers)

The Committee noted that, further to the approved increase in student fees for 2017/18 and in anticipation of the outcome of the COO's review of student services and supports, the Students Union President had brought forward a report to Planning Group in this regard. Whilst Planning Group had expressed support in principle for the proposed enhancements, including the additional resources required, funding had not yet been identified to support this request. Acknowledging the observations made by the Students Union President, and in the context that 2017/18 budget allocations had already been finalised, Planning Group were requested to re-consider potential sources of funding for the additional resources sought, in the context of other funding priorities and the limited envelope of funding.



Furthermore, in light of the planned relocation of elements of student services to Oisín House, the COO was requested to consider the possibility of the introduction of a nominal charge for certain services once the new facilities come on-stream.

Action:

128.1 In the context that 2017/18 budget allocations had already been approved, Planning Group were requested to re-consider potential sources of funding for additional resources (as part of planned student service and support enhancements) in the context of other funding priorities and the limited envelope of funding.

128.2 The COO to consider the possibility of the introduction of a nominal charge for student services once the new facilities in Oisín House come on-stream.

**FN/16-17/129
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Oisín House Accommodation Project

(Minute FN/16-17/19.2 of 03.05.2017 refers)

The Dean of Students and the Oisín House Project Manager, Mr. Stephen Walsh, attended for this item.

The Committee welcomed the circulated memorandum from the Dean of Students dated 19.06.2017, and accompanying documentation relating to the Oisín House project, which he summarised by way of presentation, including an update on governance and progress to date as outlined. In considering the updated cost summary and accompanying sensitivity analysis, the Committee noted the required uplift in budget and the increased financial exposure for the University. The key factors influencing the difference between the pre-tender estimate and the tender price as submitted, including volatility in the construction sector and the disproportionate impact on the market of a small number of projects, were acknowledged.

Having expressed concern at the increase in cost, the Committee noted that the Project Steering Committee had deemed other options proposed by the QS to be non-viable as they were not cost effective in the context of further delays arising. Furthermore, for similar reasons, pursuit of the compensation for the differential between the estimated and tendered price, as set out in the contract with the professional advisors, had been ruled out.



The Committee noted that additional borrowing would now be required to fund the project, which will have implications for the University's overall borrowing capacity, and that whilst value engineering and VAT recovery may yield some results, a note of caution was advised in terms of the quantity/value that might be realised.

Following a detailed discussion of the financial impacts of the increased tender price and the risks as outlined, the Committee approved the revised project budget and agreed that the project should move to Stage 4. Approval was granted provided the recently approved Board recommendations on capital appraisal and the specified cap on the main contract were adhered to, along with the economic cost benefit analysis being completed, demonstrating that the agreed hurdle rate is achievable before the contract is awarded.

Action

129.1 Approval was granted for the revised project budget for Oisín House provided the recently approved Board recommendations on capital appraisal and the specified cap on the main contract were adhered to, along with the economic cost benefit analysis being completed, demonstrating that the agreed hurdle rate is achievable before the contract is awarded.

FN/16-17/130 Financial and Performance Highlights Q2 FY2016/17

The Director of Financial Services and Management & Financial Accounting Manager attended for this this item.

In considering the executive summaries and detailed report from the Management & Financial Accounting Manager and the Director of Financial Services dated 20.06.2017 as circulated, and welcoming the further enhancements and continued modifications made to the report, the Committee noted (by way of presentation) the key highlights set out under the following headings for the period Q2 YTD 16/17:

- Financial summary dashboard
- Budget to latest forecast
- Adjusted budget to forecast variances by activity type
- Student numbers
- Research
- Capital



The Committee considered the budget to latest forecast for 2016/17 in detail, noting the forecasted deficit for the current year after depreciation, including the level of one-off write downs and excluding potential unrealised gains/losses on investments and revaluations of investment properties, impact from the consolidation of subsidiaries or other impairment of assets. Having tracked the variances in forecasted budget to forecast across various headings, the impact on the forecasted deficit was noted.

Noting the overall student numbers reported by Faculty and category (sourced from Academic Registry's return to the HEA), the Committee, having expressed concern at the minimal uplift in student numbers year on year, reiterated the need for a clear focus on student number growth in certain categories. The Committee further noted the income projections associated with the GRSII, which were lower than target for the year, and the consequential impact on the University's overall financial position.

The University's continued strong performance in generating increased research income at national and EU level was noted, along with the average indirect cost rate recovered which, whilst ahead of the prior year, is significantly lower than the agreed sectoral level and the full economic cost rate. The current total estimated value of approved capital projects and capital project activity, along with the issues outlined in relation to the escalating costs of construction in general, were further noted.

The Committee acknowledged the key message that the University continues to report a forecasted deficit and, in concluding its review of Q2 FY2016/17, noted the level of projected deficit to the end of the current financial year. Thanking the Management and Financial Accounting Manager and the Director of Financial Services for their presentation, the Committee requested that an update on Q3 16/17 activity be provided in Michaelmas Term 2017.

Action

130.1 An update on Q3 16/17 activity to be provided in Michaelmas Term 2017.



FN/16-17/131 Analysis of Reserve Balances as at 30 September 2016

XX (Minute FN/16-17/54 of 19.12.2016 refers)

The Management & Financial Accounting Manager attended for this item.

The Committee welcomed the circulated memorandum from the Management & Financial Accountant dated 20.06.2017 and thanked all involved for the significant body of work undertaken in bringing this key report forward for consideration. The significant details highlighted in the presentation, including the level of legally committed resources and unrestricted reserves held within the Faculties/Schools, were noted. Acknowledging the degree of financial flexibility enjoyed by the Faculties on foot of these unrestricted funds, contrary to the constraints experienced by the Divisions, the Committee requested that Planning Group ensure that such balances, held for Faculty-wide initiatives that are not contractual or Board approved, are incorporated into School and Faculty strategic plans and align with the University's capital and strategic investment priorities.

Action

131.1 Planning Group to ensure that unrestricted balances, held for Faculty-wide initiatives that are not contractual or Board approved, are incorporated into School and Faculty strategic plans and align with the University's capital and strategic investment priorities.

FN/16-17/132 Strategic Plan 2014 – 2019 – Secure Trinity's Future

XX (Minute FN/16-17/105 of 03.05.2017 refers)

i Delivering Our Mission – the next steps Goal C9.4

By way of presentation, the VP/CAO summarised the key points of his circulated memorandum dated 20.06.2017, in relation to the outcome of the interim review of the financial elements of the University's Strategic Plan 2014 – 2019, specifically Goal C9.4 – securing Trinity's financial sustainability by returning to a surplus position.

The Committee noted that whilst the overall RAG status of the Strategic Plan is amber, the rating of goal C9.4 is red due to the significant impact of its non-delivery. Whilst progress has been made across several of the agreed KPIs, the Committee noted that, in light of the University's current and forecasted financial position, it had been necessary to recalibrate the original financial targets set out in the Strategic Plan in order to recognise what can realistically be achieved during the remaining period of the Plan.



In this context, the Committee further noted the need for the University to address its deficit position in the first instance, by renewing its focus on meeting existing income targets whilst aggressively pursuing all available avenues for additional income growth, which includes identifying and achieving income growth opportunities on a School-by-School basis, via School strategic plans.

ii FSD Risk Assessment Update June 2017

The Deputy CFO, presenting her circulated memorandum on the financial risks compiled and reviewed by FSD dated 20.06.2017, highlighted the revisions to the risk recording format, agreed by the Risk Management Committee, to which FSD's risk assessment had been aligned.

The Committee noted that risks are now categorised as being either academic, operational, financial, compliance or reputational related and are summarised to a more strategic level. In this context, the Committee also noted that certain risks formerly reported as financial have now been re-categorised.

In considering the high risks outlined, the Committee noted that whilst there was no material change to the high and medium risks reported in November 2016, financial sustainability has now been flagged as an issue, the risk having now realised, as the University will not meet its financial sustainability goal within the lifecycle of the current Strategic Plan as originally intended. The Committee further noted that a Section 37 letter to the HEA will be required once again, based on current year financial projections and that Board has been notified of this ongoing issue as part of the 5-year forecast process.

In considering the high financial risk in relation to the delivery of the Strategic Plan, including the large-scale capital programme, the Committee agreed the funding, capacity and capability concerns as outlined along with the issues associated with the devolved budgeting environment (where responsibility is not always aligned to authority and control) that underpin the medium rating of the financial control risk, previously called out by the Audit Committee in its Annual Report to Board.

Thanking the Deputy CFO for her report, the Committee requested a further update in Michaelmas Term 2017.

iii Memorandum of HEA Accountability and Budget Meeting

The Committee noted the circulated memorandum from the CFO dated 10.05.2017 setting out a record of the 2017 Annual Budget and Accountability Meeting as agreed with the HEA. In his presentation, the CFO



outlined the key points discussed at the meeting under the following headings:

- Sector sustainability
- Trinity's financial sustainability
- Working Group on research indirect costs
- 2017 RGAM/Grant
- Section 37 letter 2016/17
- Shortfall in pay restoration.

In considering the issue of sustainability at sectoral level, and welcoming news of the HEA's plans to focus on this issue, the Committee noted that the Interim Review of the HEA Funding Model had recently been released and requested the VP/CAO to bring forward a report for consideration at the next meeting in September 2017. The Committee also noted that the HEA had been advised of the University's forecasted deficit outturn for 2016/17 and Trinity's intention to issue a Section 37 letter in due course.

The update regarding the HEA's intention to address to the issue of indirect cost recovery rates at sectoral level and the unlikelihood of the full shortfall in the pay restoration funding being recouped was further noted, along with the issue of material increases in DES-sanctioned top slices as outlined.

Action

132.1 A further update on FSD's risk assessment to come forward for consideration in Michaelmas Term 2017.

132.2 The VP/CAO to bring forward a report on the Interim Review of the HEA Funding Model for consideration in September 2017.

FN/16-17/133

Composition of the Student Body

(Minutes FN/16-17/90, 91, 92, 94 & 96 of 06.03.2017 refer)

The Committee reviewed the circulated memorandum from the VP/CAO dated 19.06.2017 setting out responses to various queries raised by the Committee in relation to the composition of the student body earlier in the year, in the context of income generation and areas of potential income growth for the University overall. By way of presentation, the VP/CAO highlighted the key areas of analysis under the following headings for:

- Allocation of funding based on weighted student FTEs by University 2012/13 vs 2016/17
- Composition of the student body 2012/13 – 2016/2017



- UG Year 1 Registrations 2012/13 - 2016/17
- PGT Applications by Faculty 2012/13 vs 2016/17
- PGT Registrations by Faculty 2012/13 vs 2016/17
- PGR Registrations by Faculty 2012/13 and 2016/17
- No. of Postdocs vs PGR enrolments 2011/12 to 2015/16

The Committee welcomed and acknowledged the significant detail in the data presented. In considering the trends across the categories of student, the activity, growth and reductions over the past number of years, the Committee noted in particular that:

- UG growth is in line with the University's strategic objectives
- PGT enrolments have grown by an average of c.4% per annum in the period under review
- PGR enrolments have declined by c.5% in the period under review

Whilst the reduction in PGR enrolments has had an associated impact on income, the Committee noted the academic benefits as outlined. However, in the context of the interdependencies between growth in student numbers/fee income and the University's goal of achieving financial sustainability, the Committee agreed that the VP/CAO through Planning Group consider its recommendations (as set out in the report) in terms of the optimal proportion of EU versus Non-EU student numbers and PGT quotas (both EU and Non-EU), and to ensure income growth is a key focus on School Strategic Plans for 2017/18. The Committee further requested that the VP/CAO, through Planning Group, would utilise the rich data in the student body report and bring forward measures to achieve the required growth in fee income, given the interdependencies outlined, for consideration by Finance Committee in Michaelmas Term 2017.

In reviewing the detail provided in relation to the applications process and the challenges being experienced by all three Faculties in converting post-graduate applications to registrations, the Committee requested that Planning Group to analyse the issues experienced in the application-to-registration process at School level and make the necessary recommendations to ensure conversions are maximised where possible.

The Committee, welcoming the detail provided in respect of the enhanced financial planning process for new academic programmes, specifically the inclusion of benchmarking with peer institutions and a financial 'sunset clause', requested that market analysis be utilised to identify high demand courses and address capacity constraints to ensure demand can be met.



Thanking the VP/CAO for his very comprehensive report, the Committee acknowledged the complexities arising primarily from the devolved decision making process in relation to student numbers and the consequential impact centrally in terms of managing this primary financial lever and the need to consider this issue as part of the University's strategic vision going forward.

Action

133.1 The VP/CAO through Planning Group to:

133.1.1 Consider the Planning Group recommendations (as set out in the report) in terms of the optimal proportion of EU versus Non-EU student numbers and PGT quotas (both EU and Non-EU)

133.1.2 Ensure growth is a key focus in School Strategic Plans for 2017/18

133.1.3 To utilise the rich data in the student body report and bring forward measures to achieve the required growth in fee income, given the interdependencies outlined, for consideration by Finance Committee in Michaelmas Term 2017.

133.1.4 Utilise market analysis to identify high demand courses and address capacity constraints to ensure demand can be met.

133.1.5 To analyse the issues experienced in the application-to-registration process at School level and make the necessary recommendations to ensure conversions are maximised where possible.

FN/16-17/134 Appointment of Ussher Assistant Professors
(Minute FN/16-17/94 of 06.03.2017 refers)

The Committee noted the circulated memorandum from the VP/CAO dated 19.06.2017 regarding the appointment of Ussher Assistant Professors (previously considered by Planning Group) which incorporated reports from each Faculty along with a RAG analysis of the status of the financial and non-financial commitments made by Schools benefitting from Ussher appointments. The Committee noted that a 'red' coding had been applied



in only one case as the remainder of the Schools were deemed to have met or were on target to meet their commitments. However, in discussing the updated information and analysis provided on PGT income increases (by Faculty), the Committee reiterated its concerns in relation to the modest degree of progress made to date as a result of the additional capacity created in Schools that were awarded Ussher posts. The Committee agreed that greater clarity was required to ensure Schools had honoured the commitments made regarding increased revenue generating activity when accepting the Ussher posts. In this context, the Committee requested the VP/CAO through Planning Group to ensure that the Schools benefiting from these CRU-funded positions proceed to action their specific commitments (including online courses) and to bring forward a full update on progress at School level for consideration in Michaelmas Term 2017.

The Committee also requested that where there is no material progress against the specific commitments made or there is no evidence/visibility of increased revenue generating activity, consideration would be given to the continuation of the appropriate resources in the relevant Schools.

Action

134.1 The VP/CAO through Planning Group to bring forward a full update on the status of the commitments made at School level (including online courses) for consideration in Michaelmas Term 2017.

134.2 Where there is no material progress against the specific commitments made or there is no evidence/visibility of increased revenue generating activity, consideration would be given to the continuation of the appropriate resources in the relevant Schools.

FN/16-17/135 Online Education Project II Update

(Minute FN/16-17/66 of 19.12.2016 refers)

The Associate Dean for Online Education attended for this item.

The Committee welcomed the circulated memorandum from the Associate Director of Online Education dated 07.06.2017 setting out a financial and activity update in the 6-month period since the last report, which was summarised by way of presentation.

Having conducted a successful on-line pilot programme initially based on engagement with supportive Schools, the Committee expressed disappointment with the outcome of the Strategy overall and the poor



return on the University's investment to date, reflected by the scale of the net cumulative deficit reported. In this context, the Committee agreed that the University's exposure must be recouped from future online education revenues.

In noting the financial summary and performance over the lifecycle of the project to date however, the Committee once again expressed concern at the level of income generated and the student numbers achieved, particularly in the context of the commitments made (in relation to online courses) by Schools to which Ussher posts were allocated. Having acknowledged the specific areas where the Strategy was most successful in addition to the significant challenges experienced in terms of School engagement generally, the Committee requested the VP/CAO through Planning Group to ensure that these commitments be honoured as a matter of priority and to present a status report in Michaelmas Term 2017 (Minute FN/16-17/134 of 27.06.2017 refers).

The Committee further noted the risks and sustainability issues reported and the transition arrangements in relation to academic and operational oversight of the Strategy as outlined and requested the VP/CAO and COO to bring forward the refreshed Online Education Strategy for consideration in Michaelmas Term 2017.

Action

135.1 In line with University policy, the VP/CAO and COO to bring forward the refreshed Online Education Strategy in Michaelmas Term 2017.

FN/16-17/136 Global Relations Strategy (GRS) II Update

(Minute FN/16-17/58 of 19.12.2016 refers)

The Vice President for Global Relations attended for this item.

The Committee reviewed the circulated memorandum from the Vice President for Global Relations (VPGR) dated 07.06.2017, summarised by way of presentation, under the following headings:

- 2016/17 report on final student registration numbers and fee income
- Update on progress to date in the recruitment cycle for 2017/18
- Update on GRS mid-term review

The Committee considered the GRS fee income reported for 2016/17 (based on the HEA returns in April 2017), along with the corresponding



student registration figure, noting that 94% of the business plan income target had been achieved versus 96% of the registration target, and the principal factors behind the negative variance reported.

The Committee, further noting that overall income reported excludes non-EU fees in TBS or the additional income generated and supported by internationalisation, acknowledged once again the role of GRS in activities such as Thapar, Brown Summer School etc, (separate to its business plan) and thanked the VPGR for the team's achievement in the context of the ambitious targets set.

In considering the update on the mid-term review of the strategy, and the challenging income and student number targets for 2017/18 and 2018/19, the Committee acknowledged the positive impact of the improvements in the conversions process and requested that, in making its 2017/18 budget allocations, CSD be mindful of the requirement for an appropriate level of resources in Global Relations to underpin this significant growth strategy as approved by Board.

Having welcomed the update on the initiatives being explored to drive growth, the Committee noted the 2017/18 registrations target and the positive early stage predictions in this regard. Thanking the VPGR for her report, the Committee requested an updated report to be brought forward in Michaelmas Term 2017.

Action

136.1 In making its 2017/18 budget allocations, CSD to be mindful of the requirement for an appropriate level of resources to underpin this significant growth strategy, as approved by Board.

136.2 The VPGR to bring forward an updated report in Michaelmas Term 2017.

FN/16-17/137

Trinity Business School (TBS)

(Minute FN/16-17/22 of 26.10.2016 refers)

The Dean of the Business School attended for this item.

The Committee reviewed the circulated memorandum from the Programme Sponsor and Dean of TBS dated 26.05.2017 which provided an update on the TBS Project under the following headings:

- Update since the last report
- Financial summary



- Financial position of project lifecycle
- Risk
- Sustainability issues

i. TBS Development Plan

In considering the summary presentation of the TBS Development Plan provided by the Dean of TBS, the Committee noted the continued positive progress of the growth strategy, including forecasted student recruitment for 2017/18. Noting the overall space requirements for the School as outlined and the possible revisions to the business case in light of the growth successes, the Committee agreed that any such changes should be brought forward for approval in Michaelmas Term, once the 2017/18 intake has been confirmed. The Committee further noted the flexibility retained in terms of the use of the surplus generated to support the growth plan over the next few years, if necessary.

The Committee also noted the information provided by the Dean of TBS in relation to attrition rates during the application-to-registration period and agreed that the Dean would engage directly with the GSU President in this regard.

ii. Innovation & Entrepreneurship Hub

The Committee welcomed the presentation on the Innovation and Entrepreneurship Hub, noting that growth is currently on target and that there are positive indications for new income streams. The Committee acknowledged the measures in place, via the Office of the Vice-Provost, to ensure that Hub activity aligns with TBS programmes.

iii. TBS Capital Project

The Dean of TBS also presented an update on the capital elements of the TBS Project, outlined in the circulated memorandum. The Committee noted the detail provided on commercial revenue targets, including the possible change of use of the retail space and associated realignment of that target within the business plan. The Committee further noted the financial update on the construction project, including the commitments and spend to date, the relatively low level of contingency at this point for a project of this scale and the value engineering target.

The Committee welcomed the progress made to date on all elements of the TBS Project and the detail provided in relation to academic programme developments, staff recruitment and appointments, philanthropic contributions and construction progress and noted the risks and sustainability issues as outlined. The Committee also noted the positive collaborative work which the Business School is doing with Global Relations.



Thanking the Dean of TBS for his report, the Committee requested that an update on activity be provided in Michaelmas Term 2017.

Action

137.1 An updated report on TBS activity versus target/plan to be provided in Michaelmas 2017.

FN/16-17/138

The Lir (National Academy of Dramatic Art at Trinity College)

(Minute FN/15-16/106 of 07.03.2016 refers)

Dermot McCrumm, Chair of The Lir Board and Loughlin Deegan, Director of The Lir, attended for this item.

The Committee welcomed the Chair of The Lir Board and the Director of The Lir who summarised the circulated memorandum dated 26.05.2017 and accompanying schedules by way of presentation, providing an update on The Lir under the following headings:

- Introduction
- Current position
- Outlook
- Governance review
- Recent developments
- Long-term facilities expansion
- Current Risks

The Committee noted that The Lir completed its first 5 years in operation at the end of the 2015/16 academic year and is now in the first year of a new Strategic Plan for the next 5 years (2016-21). It was noted that the support required from the University in the first 5 years was lower than anticipated, with the Academy generating a surplus in 2015/16.

The Committee welcomed the recent developments as outlined, including the new honours degree course, completion of a full governance review and the launch of the “Lir at Work” programme, along with plans for increased fundraising and expansion of the existing facilities.

Having considered an extract of the draft financial statements for the year ending 30.09.2016 as circulated, including the minor updates required, the Committee noted the outturn for the year, plans to reinvest surpluses in the academy over the next 5-years, with the creation of a reserves fund and a sinking fund being a priority.



The Committee thanked the Chair of The Lir Board and the Director of The Lir for their report and invited them to provide an updated report in Trinity Term 2018.

Action

138.1 The Board Chair and Director of The Lir to provide an updated report in Trinity Term 2018.

FN/16-17/139 Finance Committee Self-Evaluation – Outcomes Report

(Minute FN/16-17/102 of 06.03.2017 refers)

The Secretary to the College attended for this item.

The Committee welcomed the College Secretary and the circulated report dated 14.06.2017, which set out in detail the results of the Finance Committee Self-Evaluation process for 2016/17 (in accordance with its terms of reference and as previously approved by the Committee), under the following headings:

- Role of Finance Committee
- Finance Committee Meetings
- Oversight of Financial Issues, Risk Management and Reporting
- Support for Members

Following a presentation by the College Secretary, the Committee noted the overall response rate to the self-evaluation questionnaire and the metric provided in terms of meeting attendance by members and welcomed the overall conclusion in the report that the Committee conducts its business effectively in all matters.

The Committee noted that some responses indicated a need for increased visibility on the University's capital plan/strategy. The Committee further noted the concern expressed by some members in relation to the need to address the overarching issue of financial sustainability and the Committee's capacity to influence the University's overall financial management in this context.

Given the time pressures at the meetings, the Committee agreed once more that the paperwork circulated for review needed to be succinct, pertinent and material to the decision-making process and requested FSD



to consider the feedback in this regard in more detail and make any changes they deem necessary to support the efficient use of the Committee's time.

The Committee thanked the Secretary to the College and his Office for the analysis and presentation of the findings.

Action

139.1 FSD to consider the feedback in more detail and make any changes they deem necessary to enhance the efficient use of the Committee's time.

Section C

FN/16-17/140 Commercial Revenue Unit (CRU) Update - 2017 1st Half Performance
(Minute FN/16-17/56 of 19.12.2016 refers)

The Committee considered the circulated memorandum from the Commercial Director dated 26.05.2017, under the following headings:

- Update on CRU activity since the last report
- Financial summary

The Committee noted that, whilst the half-year budget contribution had been exceeded, the full year contribution is forecasted to be on target. The strong performance of the Book of Kells and Library Shop in particular was noted, along with the increased costs, timing issues and other factors impacting the financial performance overall.

The Commercial Director was requested to provide an update in Trinity Term 2017, in line with University policy.

Action

140.1 The Commercial Director to provide an update in Michaelmas Term 2017, in line with University policy.

FN/16-17/141 Research Funding Diversification Strategy Update
(Minute FN/16-17/39 of 22.11.2016 refers)

The Committee noted the circulated memorandum from the Research Development Manager dated May 2017, which provided an update on the Research Funding Diversification Strategy under the following headings:



- Update since last report (incl. Executive Summary)
- Financial Summary
- Financial Position of Project Lifecycle (to March 2017)
- Risk

The Committee further noted the significant success in terms of the funding levels achieved by Trinity in the H2020 programme. Trinity is the top performer in Ireland by a significant margin and ranks 25th in Europe, across all higher education institutions. The continued high level of School engagement in the H2020 programme and the positive performance of the US Funding strand of the Strategy were also noted.

In considering the financial summary provided, the Committee noted that the Strategy is on budget overall and on target in terms of income generated, with a positive return on investment for the Strategy being forecasted.

Noting the risks as outlined, the Committee requested the Research Development Manager and Director of TR&I to provide an update in Michaelmas Term 2017.

Action

141.1 The Research Development Manager and Director of TR&I to provide an update in Michaelmas Term 2017.

FN/16-17/142 2017 HEA Grant Letter

The Committee noted the memorandum from the Financial Planning and Risk Manager dated 14.06.2017, setting out the key highlights of the 2017 HEA Grant Letter including the following:

- 1.7% increase in grant over the previous year
- Trinity's forecasted deficit for 2016/17/Section 37 letter
- Supplementary grant required for 2017 pay restoration
- Increased top-slices and increased "free fees"
- Pension adjustment issues
- Decrease in Trinity's percentage grant share.

The Committee noted a Section 37 letter will be issued to the HEA as required following the annual budget and accountability meeting in May 2017.



FN/16-17/143 Science Gallery Update

(Minute FN/16-17/42 of 22.11.2016 refers)

The Committee welcomed the circulated memorandum from the Science Gallery Director dated 09.06.2017, including details of funding awards achieved since the last report, the summary financial position (year-to-date) to 31.03.2017, the actual and forecasted financial position 2014 to 2021 and on track performance against Board approved KPIs.

Having noted the introduction of a building programme, along with the sustainability issues and risks as outlined, the Committee approved the revised repayment plan for the Science Gallery's start-up costs as proposed on the basis that a review would be undertaken after one year.

In line with College Policy, the Committee requested the Science Gallery Director to provide an update in Michaelmas Term 2017.

Action

- 143.1** The revised repayment plan for the Science Gallery's start-up costs to be reviewed after one year.
- 143.2** The Science Gallery Director to provide an update in Michaelmas 2017, in line with College Policy.

FN/16-17/144 START Cost/Benefit Summary

(Minute FN/16-17/44 of 22.11.2016 refers)

The Committee considered the circulated memorandum from the Management and Financial Accounting Manager dated 20.06.2017, which provided an updated summary of the projected 5-year cost-benefit analysis for START, and noted the actual position achieved to date against target and the projected net savings by each Division as set out.

A further update on the START Program will come forward for consideration in Michaelmas Term 2017.

Action

- 144.1** A further update on the START Program to come forward for consideration in Michaelmas Term 2017.



FN/16-17/145 Procurement Strategy Implementation Update

(Minute FN/16-17/45 of 22.11.2016 refers)

The Committee noted the comprehensive update on the Procurement Strategy provided in the circulated memorandum from the Procurement Manager dated 15.06.2017 under the following headings:

- Procurement strategy
- Tenders and savings achieved
- Category management
- Supplier management
- C&AG audit 2016/17
- External environment
- Corporate procurement plan
- Staff training and procurement toolset
- Procurement Steering Group
- Contract management system
- Resourcing

The Committee requested that an updated report be brought forward in Michaelmas Term 2017.

Action

145.1 The Procurement Manager to provide an updated report in Michaelmas Term 2017.

FN/16-17/146 Planning Group Report #16 to Board

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The Committee reviewed and noted the circulated memorandum from the VP/CAO dated 20.06.2017 along with the accompanying Planning Group Report #16, which had previously been considered by Board at its meeting of 14.06.2017 under the following headings:

- Introduction
- Strategic Plan 2014-19
- Finances and Human Resources
- Conclusion
- Appendix 1: Baseline Budgeting Model

FN/16-17/147 Control Exception Report

The Committee noted the bi-annual Control Exception Report for the period to May 2017 from the Financial Operations Manager as circulated, including



the minimal level of repeat and new exceptions occurring in the reporting period along with updates on the external audit recommendations. In accordance with normal practice, the Control Exception Report will be circulated to the Faculty Deans for Heads of School and also to the Chief Operating Officer and Vice Provost/Chief Academic Officer for circulation within CSD and ASD respectively.

Action

147.1 The Control Exception Report to be circulated to the Faculty Deans for Heads of School and also to the Chief Operating Officer and Vice Provost/Chief Academic Officer for circulation within CSD and ASD respectively.

FN/16-17/148 Sub-Committee – Extension of Investment Committee Membership

The Committee noted and approved the circulated memorandum from the CFO dated 31.05.2017 proposing an extension of tenure of existing Investment Committee (external) members.

FN/16-17/149 Minutes of the Sub-Committee

The Committee noted the memorandum from the CFO dated 20.06.2017 along with the draft minutes of the Investment Committee meeting of 16.05.2017, as circulated.

FN/16-17/150 Minutes of the Estates Policy Committee

The Committee noted the memorandum from the CFO dated 20.06.2017 along with the draft minutes of the Estates Policy Committee meeting of 28.04.2017, as circulated.

FN/16-17/151 Minutes of the FIS Oversight Group

The Committee noted the memorandum from the CFO dated 20.06.2017 along with the draft minutes of the FIS Oversight Group meeting of 24.04.2017 as circulated.



**FN/16-17/152 Related Entity Financial Reporting
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The Committee, noting the circulated memorandum from the CFO dated 20.06.2017, recommended the Directors' Report and audited Financial Statements of the Trinity College Dublin Academy of Dramatic Art (The Lir) for the year ended 30 September 2016, to Board for noting.

Action

152.1 The Directors' Report and audited Financial Statements of The Lir for the year ended 30 September 2016, to be forwarded to Board for noting.

FN/16-17/153 Finance Committee Meeting Schedule

The memorandum from the CFO dated 20.06.2017, setting out the schedule of Finance Committee Meetings for 2017/18, was approved as circulated.

The Provost, on behalf of the Committee, thanked Kieran McNulty, outgoing President of the Students Union, for his constructive contribution to the Finance Committee meetings during his tenure as President.

The Committee noted the next Finance Committee meeting is scheduled for Friday 22 September 2017 at 2:30pm in the Provost's Library.

PROVOST.....

DATE.....