



**Finance Committee 2025/2026**  
**Meeting to be held in the Provost's Library**  
**Thursday, 18<sup>th</sup> December 2025, at 10:00 a.m.**

**A G E N D A**

<b>A = Approval</b>
<b>R = Recommendation</b>
<b>N = Noting</b>

**Apologies**

**Statement of Interest**

**Minutes of meeting of 12 November 2025**

Enclosure **A**

**Matters arising from the Minutes**

**Section A – Policy/Implementation**

**A1. Sustainable Procurement Policy**

The Procurement Manager and ESG Measurement and Reporting Manager will attend for this item.

Memorandum from the Procurement Manager dated 11.12.2025

Enclosure **A**

**Section B – Oversight and Advisory**

**B2. Procurement Strategy 2026-2028**

(Minute FN/24-25/104 of 10.04.2025 refers)

The Procurement Manager and ESG Measurement and Reporting Manager will attend for this item.

Memorandum from the Procurement Manager dated 09.12.2025

Enclosure **A**

**B3. Atlantic Bridge Fund III**

The Director of Knowledge Exchange and Dean of Development will attend for this item

Memorandum from the Director of Knowledge Exchange and Dean of Development dated 18.12.2025

Enclosure **A**

**B4. Trinity Development & Alumni (TDA) Business Case 2026-2031**

The Chief Advancement Officer and TDA Director of Operations will attend for this item.

Memorandum from the Chief Advancement Officer dated 10.12.2025

Enclosure **A**

**B5. Capital Projects Dashboard**

(Minute FN/25-26/24 of 12.11.2025 refers)

Presentation from the Programme Management Office (PMO) dated November 2025

Enclosure **N**

**- Trinity South Renewal Programme Update**

(Minutes FN/24-25/55 of 30.01.2025 and FN/24-25/81 of 6.03.2025 refer)

The Head of School of Law, Trinity South Renewal Programme Manager, Project Appraisal Manager & Senior Corporate Finance Accountant will attend for this item.

Presentation from Head of Law School, Project Appraisal Manager and Trinity South Renewal Programme Manager dated 10.12.2025

Enclosure **N**

**- E3 Learning Foundry Capital Update**

(Minute FN/25-26/27 of 12.11.2025 refers)

The E3 Programme Sponsor, Programme Manager and Director of Campus Infrastructure will attend for this item.

Presentation from E3 Programme Sponsor and Manager dated 18.12.2025

Enclosure **N**

- B6. A Digital Transformation roadmap for Trinity**  
(Minute FN/22-23/19 of 23.11.2022 refers)  
The Director of IT will attend for this item.  
Presentation from the COO and Director IT dated 18.12.2025  
Enclosure **N**
- B7. TBS Business School Project Business Case Update**  
(Minute FN/24-25/57 of 30.01.2025 refers)  
The Dean of TBS, Programme Manager and Project Appraisal Manager will attend for this item  
Memorandum from the Bursar, the Dean of TBS and Programme Manager dated 10.12.2025  
Enclosure **N**

## Section C – Items for Noting

Committee Members are requested to inform the CFO by 5.00p.m. on the day prior to the meeting if they wish to discuss any of the following items. If not, the Chairperson will propose that they be noted and, where appropriate, that action proposed or reported be approved as presented.

- C8. Commercial Revenue Unit (CRU) Update**  
(Minute FN/24-25/118 of 29.05.2025 refers)  
Memorandum from the CRU Commercial Director dated 05.12.2025  
Enclosure **N**
- C9. Book of Kells Experience Project (Printing House) Update**  
Presentation from Project Manager, Commercial Director and Head of Tourism Operations, CRU dated 11.12.2025  
Enclosure **N**
- C10. University Bridge Fund II Investor Report Qtr. 3 2025**  
Memorandum from Director of Portal dated 09.12.2025  
Enclosure **N**
- C11. Quarterly Treasury Update**  
Presentation from the Senior Corporate Finance Accountant and Project Appraisal Manager dated September 2025  
Enclosure **N**
- C12. Minutes of Commercial Revenue Unit (CRU) Advisory Board**  
Memorandum from the CFO dated 11.12.2025  
Enclosure **N**
- C13. Minutes of the Critical Infrastructure Committee (CIC)**  
Memorandum from the CFO dated 11.12.2025  
Enclosure **N**

## Any Other Business

Date of Next Meeting: **15<sup>th</sup> January 2026 at 10:00 am**

## COMMITTEE MEMBERSHIP

### Members

Linda Doyle, Provost, (*Chair*)  
Eleanor Denny, Bursar & Chief Strategic Developments Officer  
Orla Sheils, Vice Provost-Chief Academic Officer (VP-CAO)  
Noel Gorman, Chief Operating Officer (COO)  
Neasa Hardiman  
Norah Campbell  
Grace McNally, President Students Union  
Brian O'Connell, Dean of Health Sciences  
Naomi Holland  
David Swan  
Louise Ryan, Chief Financial Officer (CFO), *Secretary*

### In attendance

Patrick Moore, Deputy CFO  
Róisín Stapleton, CFO's Strategic & Admin Support/Note taker