

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 2 May 2012

<i>Present</i>	Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor L Hogan), Senior Lecturer (Professor P Geoghegan), Registrar (Professor S P A Allwright), Bursar (Professor D Lloyd), Mr R Bartlett, Professor S D C Barrett, Ms R Barry, Professor M Bouroche, Dr O Braiden, Mr F Cowzer, Professor W J Dowling, Mr J Gallagher, Professor J F McGilp, Dr K J McGinley, Professor N Marples, Ms L Miller, Ms N Murray, Ms M O'Connor, Professor C O'Farrelly, Professor E J O'Halpin, Professor H J Rice, Professor D M Singleton.
<i>Apologies</i>	Professor M A Coffey, Professor H Gibbons, Professor R Gilligan, Professor D O'Neill.
<i>In attendance</i>	Ms S Mac Bride.
<i>(ex officio)</i>	Secretary to the College, Treasurer.
<i>(by invitation)</i>	Chief Operating Officer. Vice-Provost for Global Relations Mr D Went, Chair of Trinity Foundation (for BD/09-10/227) Mr N Sparrow, Director of Trinity Foundation (for BD/11-12/227) Mr T McMahon, Director of Human Resources (for BD/11-12/234)

SECTION A

BD/11-12/227 Trinity Foundation

The Provost welcomed Mr Went, Chair of Trinity Foundation and Mr Sparrow, Director of Trinity Foundation, advising Board of the important role the Foundation plays in assisting the College.

Mr Went, present by invitation, invited Board's attention to the Alumni Relations, Development and Fundraising Plan for Trinity College Dublin (2012-2014) and the Trinity Donor Report 2011, which had been circulated. Mr Went advised Board that the plan had been prepared in the context of the declining economic environment and the decline in the College's international rankings and that it is intended to address these difficulties. The Board noted that fundraising is a critical component of the College's Global Relations Strategy and that this strategy presents the College with a real opportunity to improve its performance both in the international rankings and revenue generation. The Board also noted that the Board of Trinity Foundation had endorsed a

new strategic framework which is intended to create stronger links between the College and the Foundation.

Mr Went advised Board that the membership of the Trinity Foundation Board is currently under review. He further advised Board that it is his intention to retire as Chair of Trinity Foundation in June 2012 when it is intended that Mr John Healy will be appointed as the new Chair.

Mr Sparrow advised Board that in order for the Foundation to be in a strong position to maximise its potential for revenue generation, the College must set clear objectives for it to achieve. He noted the importance of involving academic leaders in the College, and in particular the Provost, to attract international support.

In the course of a discussion, Mr Went and Mr Sparrow clarified a number of issues raised by Board members, including that:

- (i) there has been significant improvement in the level of engagement with academic leaders over the past two years in relation to fundraising;
- (ii) an improvement in the rankings could potentially help to attract new donors;
- (iii) at present all donations from the Alumni Appeal are given directly to the donor's School with 25% being allocated to the Access programme attached to that School;
- (iv) the importance of providing a good student experience particularly for Freshman students is recognised by Trinity Foundation as the building block of the students' future relationship with the College;
- (v) communication with alumni is an extremely important element of the Foundation's strategy;
- (vi) the fundraising target was set in the context of what is achievable with the current levels of staff in the Trinity Foundation;
- (vii) any decision about a public fundraising campaign should be considered carefully and the risks fully assessed before any such campaign is launched.

The Vice-Provost for Global Relations advised Board that while traditionally the College had targeted its fundraising strategies on the western world, the focus was now shifting to a global approach and in particular to Asia.

The Provost thanked Mr Went and Mr Sparrow and paid particular tribute to Mr Went's unstinting work as Chair of Trinity Foundation over the past ten years.

BD/11-12/228 Minutes

- (i) The minutes of the meeting held on 28 March 2012 were approved and signed subject to one amendment:
 - BD/11-12/205 Second START Taskforce Report to Board**
 - On Page 7 the following sentence was added to the end of the paragraph under (iv) Major Recommendations (f) Principal Committees:
 - 'The Board noted that the Estates Committee could be improved by convening user committees for large capital building and refurbishment projects.'
- (ii) The minutes of the meeting held on 16 April 2012 were approved and signed.

BD/11-12/229 Matters Arising

A number of matters arising from the minutes were discussed and have been recorded below, (see minutes BD/11-12/230, 231 below).

BD/11-12/230 Comptroller and Auditor General Special Report (see minute BD/11-12/207 of 28 March 2012)

Professor McGilp invited Board's attention to a memorandum from the Chair of the Audit Committee, dated 25 April 2012, which had been circulated, addressing the following issues:

(i) Allowances

Professor McGilp advised Board that, upon becoming aware of the forthcoming report from the C&AG on unauthorised payments, the Audit Committee had reviewed the matter and concluded that the College should engage immediately with the HEA in order to clarify the figures referred to in the report. In the course of a discussion, the Board noted that the figures identified in the report as unauthorised payments had been supplied by the HEA to the C&AG and had not been calculated or categorised by the C&AG. In response to a query, the Provost advised Board that in preparing the data for the C&AG report the HEA had sought figures from the College for salary payments above basic pay for a specified number of grades and as such could not automatically be assumed to be unauthorised payments.

(ii) Promotions

Noting that the Audit Committee, following their review had recommended that the College seek clarification from the C&AG in relation to the issue of promotions referred to in the report, the Provost advised that the College had previously received reassurance from the HEA that should the College proceed with its promotions process in January 2011 at the expiry of the first ECF it would not be held to be in breach of the Employment Control Framework. The Board noted that although this assurance from the HEA had not been received in writing, a formal record of the Board's reliance on this reassurance in making its decision to proceed with the promotion process is reflected in the relevant Board minutes (see minute BD/11-12/040 of 12 October 2011).

The Board noted that the College is in on-going discussion with the HEA to clarify the data they have categorized as unauthorized allowances.

BD/11-12/231 Academic Titles (see minute BD/11-12/202 of 28 March 2012)

The Vice-Provost/Chief Academic Officer advised Board that further consideration of Academic Titles will be necessary and that a further paper will be presented to Board in due course.

BD/11-12/232 Provost's Report

The Provost provided Board with an update on the College's progress in formulating a response to the Education Landscape document issued by the HEA, noting that it is hoped it will be completed by the end of this academic year.

BD/11-12/233 Report on Administrative Review - START - 3rd Taskforce Report to Board

The Bursar, noting that following the previous Board meeting further discussions on the proposed recommendations had taken place at University Council, Heads of School Committee, the Standing Committee of Fellows and the Student Services Committee, invited Board's attention to the third START Taskforce report which had been circulated. The Board noted that the recommendations had been received favourably in all *fora* at which they were presented.

The Bursar invited Board's attention to the 27 recommendations under the following headings¹:

Recommendations 1-6

The Bursar, noting that recommendations 1-4 will have no cost implications, advised Board of the cost implication for the post of Director of Change Management proposed under recommendation 5. In response to a query, the Bursar and Chief Operating Officer clarified that the business mapping process in recommendation 2 will demonstrate how the three service divisions will operate and inter-operate, noting that they are reflective of university structures internationally. The Board noted the proposed service divisions will also be linked with the Planning Group and Executive Officers and the effectiveness of the structure overall will be dependent on the senior management of the College working cohesively together. The Board also noted that the proposed role of Chief Information Officer would contain a strategic element which will be applicable to the College's overall IT activity and will not be confined to IS Services alone. In response to a query, the Bursar/Director of Strategic Innovation advised that the role descriptions for the proposed new posts were indicative and that the job descriptions would be defined at a later date.

The Board approved:

- (i) Recommendations 1-3;
- (ii) Recommendation 4, noting that the budget for the Financial Services Division within the remit of the Chief Financial Officer will be allocated as part of the normal annual budgetary cycle;
- (iii) Recommendation 5, noting that the post of Director of Change Management will be for a fixed term of three years;
- (iv) Recommendation 6.

Recommendations 7-8

The Bursar advised Board that under recommendation 8 the Science Gallery will report to the Director of Communications noting that, as the Science Gallery is primarily an outreach project with a strong communication element, this was a more appropriate reporting line than the structure currently in place. It was also agreed that the proposal that the Secretary would now report to the Provost would be implemented with immediate effect.

- (v) The Board approved recommendations 7-8.

¹ A full list of the recommendations as approved by Board is presented in Appendix 1 to these minutes.

Recommendation 9

The Bursar advised Board that it is proposed to merge the current three Faculty Offices into one combined office and that the Faculty Deans had been consulted in relation to the proposal and were in favour of it. Noting the concerns of Board members that the proposed combined office could become too centralised with no dedicated staff members for particular Faculties, the Chief Operating Officer advised that it is the intention that the recommendation will lead to an improved service and avoid duplication of staff duties.

- (vi) The Board approved Recommendation 9 noting that only the co-location of the three Faculty Offices should proceed at this time. The proposal that the Faculties Office would provide a single interface to all corporate services for Schools will be reconsidered by Board following a review of the implementation of co-location of the three offices.

Recommendation 10

The Bursar advised Board that this recommendation initiates the process of drafting an overall Human Resources Policy for the College and that the policy itself will be presented to Board for final approval at a later date. The Board noted the views of Board members that the College should work more closely with Trade Union representatives in order to resolve disputes at a local level and that the College should adhere to best practice in terms of the proposed Human Resources Policy. The Board also noted that the Policy must take account of the risk to College posed by declining staff numbers and the effect this is having on the ability of the College to achieve its strategic goals.

- (vii) The Board approved Recommendation 10, noting that the proposed Human Resources Strategy will be presented to Board for approval.

Recommendations 11-14

The Board approved:

- (viii) Recommendation 11, noting that the proposed Strategic Planning and Projects Unit will operate in a support role rather than a policy-making role;
- (ix) Recommendations 12-14.

Recommendations 15-16

The Bursar advised Board that the Chief Financial Officer will be responsible for the implementation of recommendations 15 and 16. The Board noted concerns in relation to the proposal that all unspent balances would revert to the central College fund and the effect this could have on areas in terms of staff morale and the achievement of their strategic goals. The Board also noted the effect this could have on the Library which holds discretionary funds generated by the Book of Kells. Recognising the need to provide some incentivisation, the Chief Operating Officer advised Board that the strategic aims of all areas will be considered by the Planning Group and that, if necessary, separate arrangements could be put in place for the Book of Kells Visitor

Centre. The Treasurer advised Board that he is currently engaging with the HEA in order to agree a consolidated method of presenting the College accounts.

The Board approved

- (x) Recommendation 15;
- (xi) Recommendation 16, noting the need to provide incentivisation in order to avoid underperformance in individual areas and the need for the Planning Group to consider individual areas' strategic plans in allocating budgets.

Recommendations 17-18

Noting that it is proposed that recommendation 17 be implemented in the academic year 2013/2014, Board members expressed views that the proposal could lead to a situation where Board is not kept properly informed and therefore could be in danger of losing its oversight role in relation to activities which are currently dealt with by Principal Committees.

The Board approved:

- (xii) Recommendation 17, noting that the operation of committees could be adjusted immediately if required, the Board agreed that the recommendation could be implemented as a parallel process with the other immediate actions and that the cessation of the proposed committees would be considered separately by Board at a later date. Notwithstanding any future changes in committee structures, the Board noted the importance of maintaining procedures to consult with the users of College services. The Board agreed to the immediate transfer of the responsibility for the Space Allocation Sub-committee and other executive functions from the Estates Committee to Executive Officers group. The Board also agreed that quarterly formal reporting by the COO to Board on policy implementation requirements should commence immediately;
- (xiii) Recommendation 18.

Recommendations 19-27

The Bursar advised Board that the process to appoint a Director of Communications and Marketing was underway and that there would be no further cost implications for recommendation 19 as the funds for the post had already been approved by Board. The Board noted views of Board members regarding the need for academic staff to undertake professional management training and the potential adverse effect this could have in terms of time dedicated to academic activities.

The Board approved:

- (xiv) Recommendation 19;
- (xv) Recommendations 20 and 21, noting that professional management training will not be mandatory for academic members of staff but will be available if required;
- (xvi) Recommendations 22-27.

The Treasurer withdrew from the meeting for the remainder of the discussion on this item.

The Bursar invited Board's attention to the outline Role Descriptions of the Chief Financial Officer, the Director of Change Management, the Director of Campus Infrastructure, the Chief Information Officer and the Director of Commercialisation

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contained in Appendix 1 of the report. The Board agreed that the current Treasurer should be appointed as the Chief Financial Officer with immediate effect. The Board also agreed that regular updates on the implementation of the approved recommendations should be presented to the Board.

The Provost thanked the Bursar and the Chief Operating Officer.

The Treasurer rejoined the meeting

BD/11-12/234 Risk - Redundancy Issues

Mr McMahon, the Director of Human Resources, present by invitation, invited Board's attention to a memorandum, dated 20 March 2012, which had been circulated. He advised Board that the issue of redundancy arises in the context that, as a number of posts in the College are dependent on the availability of funding, it is inevitable that redundancies will occur should these funds become no longer available.

The Director of Human Resources advised Board of a recent Labour Court recommendation, noting that the recommendation rested on the specific facts of the individual cases and did not address the issue of whether the College was in breach of the Public Service Agreement (PSA). He further advised Board that the PSA Implementation Body had stated that redundancies involving employees who hold a contract of indefinite duration did not breach the PSA and that this was a matter of fact rather than interpretation. The Board noted that the issue of redundancy payments above the statutory rate had been examined in a recent High Court case in which the applicant was successful in establishing her entitlement, under the Fixed Term Workers Act to four weeks pay per year of service in addition to her statutory entitlement due to the existence of comparable workers within her sector who were also granted these entitlements. Noting that the College applies the statutory rate of redundancy in all cases, the Board noted that a similar judgement would be unlikely to be made against the College as there are comparable employees within College which would have to be considered first before examining external comparators. The Director of Human Resources advised Board that Human Resources, Managers and Heads of Areas make every effort to deal with redundancy cases in a professional and sensitive manner and engage with Union Representatives throughout the process.

In the course of a discussion, the Director of Human Resources clarified that the College has not deviated from paying the statutory rate of redundancy and that he was confident that the College's contracts of employment were clear and unambiguous on the matter. The Board noted a contrary view about named individuals cited by Dr McGinley. The Board, noting views of Board members on the potential of reputation risk to the College, agreed that further consideration of the matter was necessary following the recent recommendation of the Labour Court and the High Court Judgement.

BD/11-12/235 Biosciences - Outcome of Conciliation Process

The Chief Operating Officer invited Board's attention to a memorandum, dated 26 April 2012, which had been circulated. She advised Board that following a conciliation process and subsequent negotiation with the developer of the Biosciences Building a final settlement had been reached on the cost of the building which Executive Officers, having considered all potential financial and legal risks, were recommending

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to Board for approval. In response to a query the Treasurer outlined the proposed payment arrangements, noting the options which the commercial space in the Biosciences Building offers in this regard.

The Board approved the settlement arrangements as presented, noting that the external review of the Biosciences project currently underway will facilitate the improvement of management processes for capital projects of this nature in the future.

BD/11-12/236 Statutes - Council Standing Orders - Delegation Issues

The Registrar invited Board's attention to a memorandum, dated 19 April 2012, which had been circulated. Noting the delegation of functions as outlined in Sections 4 and 5, the Board approved the Council Standing Orders as presented.

BD/11-12/237 University Council

The Board confirmed the Acta of the University Council from its meeting held on 11 April 2012 and 18 April 2012 subject to further comments covering CL/11-12/134, 140, 161 and 162, noting in particular:

CL/11-12/134 McCann FitzGerald Chair in Corporate Law

The Board noted the nomination of Professor Blanaid Clarke, BCL (NUI), BL (Kings Inns), PGDip Business Studies (UCD), MBS (NUI), PhD (Manc).

CL/11-12/140 Near and Middle Eastern Studies

The Board noted the creation of a department of Near and Middle Eastern Studies within the School of Languages, Literatures and Cultural Studies with immediate effect.

BD/11-12/238 Board Self-Evaluation

Under Other Business, the Secretary advised Board members of the deadline for submitting the self-evaluation forms.

SECTION B

BD/11-12/239 Audit Committee

The Board noted, and where a decision was required, approved proposals in the draft minutes of the Audit Committee from its meeting of 19 April 2012.

BD/11-12/240 Equality Committee

The Board noted, and where a decision was required, approved proposals in the draft minutes of the Equality Committee from its meeting of 13 March 2012, noting that a number of important equality issues will be presented to Board for consideration in due course.

SECTION C

BD/11-12/241 Board and Council - Schedule of Meetings for 2012-2013

The Board noted and approved a memorandum from the Secretary to the College, circulated, dated 25 April 2012.

BD/11-12/242 Higher Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 28 March and 18 April 2012, as circulated.

BD/11-12/243 Proctors' Lists for Spring Commencements

The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 10 April 2012.

BD/11-12/244 Deanship - Faculty of Arts, Humanities and Social Sciences, 2012-2017

The Board noted and approved that Professor J J R Wickham had been elected to the Deanship of the Faculty of Arts, Humanities and Social Sciences.

BD/11-12/245 Representation - Molecular Medicine Ireland

The Board noted and approved the nomination of Professor M Gill to replace Professor D Kelleher, with effect from 2 May 2012.

BD/11-12/246 Sealings

The Board noted Sealings, as circulated and attached as Appendix 2 to this minute.

BD/11-12/247 Prizes and Other Awards**(i) Jackie Akerele Fund**

The Board noted and approved a memorandum from the Senior Tutor, circulated, dated 26 March 2012;

(ii) Frederick Purser Fund

The Board noted and approved a memorandum from the Senior Tutor, circulated, dated 26 March 2012.

(iii) A J Leventhal Scholarship 2012

The Board noted and approved the following awards:
Mr R Kilroy €2,550
Ms N Bermingham €1,400

BD/11-12/248 Annual Reports

The Board noted the following annual reports:

(i) Disability Service

<http://www.tcd.ie/disability/banner/Links/Annual-reports-stats/index.php>

(ii) Student Counselling Service

http://www.tcd.ie/Student_Counselling/research/SCS_Annual_Report_2010-11_FINAL_ONLINE_MARCH_12.pdf

BD/11-12/249 Calendar Entry - The Hilda and Robert Tweedy Lecture Series

The Board noted and approved the following Calendar entry:

‘This lecture series was established in 2007 in honour of Mr and Mrs Robert and Hilda Tweedy by Dr Jean M Tweedy Walker, a Trinity *alumna* and daughter of Hilda and Robert. It consists of biennial lectures alternatively addressing peace, gender and human rights, and environmental issues. These topics reflect long-time interests of Hilda and Robert Tweedy.’

BD/11-12/250 Statutes - Regulations for Board Elections

The Board noted and approved a memorandum from the Registrar, circulated, dated 25 April 2012.

BD/11-12/251 Faculty of Arts, Humanities and Social Sciences - Heads of Schools 2012-2015

The Board noted and approved the following appointments:

- (i) Drama, Film and Music: Professor B Singleton;
- (ii) English: Professor E Patten;
- (iii) Languages, Literatures and Cultural Studies: Professor D Scott.

SECTION D

In compliance with the Data Protection Acts this information is restricted.

Signed:

Date:

Appendix 1 to BD/11-12/233

No	Recommendation	Board Outcome
1	The creation of 'Academic' and 'Corporate' Service divisions - with separate focus, with joint intent and aligned strategy.	Approved
2	The Chief Academic Officer will have over-arching responsibility for all Academic Services in College. Academic Services will include four administrative units: i) Research Services; ii) Integrated Academic Registry and Curriculum Services; iii) Student Services; iv) Library Services. The Taskforce recommends the implementation of academic direction to set the agenda and work plans of the academic services division.	Approved
3	The Chief Operating Officer will have over-arching responsibility for all Corporate Services in College. Corporate Services will include four administrative units: i) Human Resources and Change Management; ii) Information Systems; iii) Campus Infrastructure; iv) Commercialisation and Revenue Generation.	Approved
4	A Chief Financial Officer will report directly to the Provost with a leadership role in the determination of operational budgets, investment strategies and the provision of financial information for College. This function will make a key contribution to the Executive leadership of the College balancing strong fiscal management with prudent investment in new initiatives.	Approved noting that the budget for the Financial Services Division within the remit of the Chief Financial Officer will be allocated as part of the normal annual budgetary cycle.
5	A Director of Change Management be appointed / recruited for the duration of the implementation of the START recommendations.	Approved noting that the post of Director of Change Management will be for a fixed term of three years.
6	A complete re-definition of College services based on detailed business process analyses and leading to an integrated business process approach which is focused on the removal of complexity and duplication and the delivery of effective and efficient solutions to end users.	Approved
7	The (re)articulation of all officer, area head and director level job descriptions, span of control, roles and responsibilities is required.	Approved

No	Recommendation	Board Outcome
8	<p>Communications & Global Relations will reside within the Office of the Provost, under the direction of a Director of Communications and a Vice-Provost for Global Relations respectively.</p> <p>The Science Gallery, as a key communication initiative of College will report into the Director of Communications.</p> <p>The office of the Secretary will report into the Provost (providing support for legal and statutory affairs in College and additionally administratively supporting the Internal Audit function).</p>	Approved with immediate effect
9	<p>The three existing Faculty Offices will be merged into a single Faculties' Office. Under the direction of the Faculty Deans, the Faculties' Office will provide a single 'one stop' interface to all corporate service areas for Schools. BRU & CMA will report into FEMS.</p>	<p>Approved noting that only the aspect of the recommendation relating to the co-location of the three Faculty Offices should proceed at this time. The proposal that the Faculties Office provide a single interface to all corporate services for Schools will be reconsidered by Board following a review of the implementation of co-location of the three offices.</p>
10	<p>Create an over-arching College HR Strategy.</p>	<p>Approved noting that the proposed Human Resources Strategy will be presented to Board for approval.</p>
11	<p>A dedicated strategic planning and projects unit (SPPU), should be established in the Vice Provost's Office, under the direction the Chief Academic Officer.</p>	<p>Approved noting that the proposed Strategic Planning and Projects Unit will operate in a support role rather than a policymaking Role.</p>
12	<p>All administrative units² will be responsible for the preparation and submission of a multi-annual business strategy, against which annual reports will be assessed by reporting managers, Council and/or Board.</p>	Approved

² Administrative Units in the context of START report 3 include:

- Integrated Student Registry & Curriculum Services
- Library
- Research & Innovation Services
- Student Services Directorate
- Faculties Office
- Information Systems
- Campus Infrastructure
- Revenue Generation
- Human Resources & Change Management
- Financial Services

No	Recommendation	Board Outcome
13	College will initiate immediate planning for the creation of a dedicated Central Services Building (CSB) on the Luce Hall site. In the interim, the Senior Management Team should adapt their work practices to begin working in a single location as soon as possible.	Approved
14	All support areas ³ will advance clear minimum service level agreements in the context of their approved business plans and unit strategies.	Approved
15	The immediate consolidation of all budget lines, capital and recurrent, plus fixed and discretionary into a schedule of expenditure which facilitates informed management decisions.	Approved
16	The removal of 'balance sheet' budgeting in support areas.	Approved noting the need to provide incentivisation in order to avoid underperformance in individual areas and the need for the Planning Group to consider individual areas' strategic plans in allocating Budgets.
17	Cessation of a number of College Committees.	Approved noting that the operation of committees could be adjusted immediately if required, the Board agreed that the recommendation could be implemented as a parallel process with the other immediate actions but that the cessation of the proposed committees would be considered separately by Board at a later date. The Board agreed to the immediate transfer of the responsibility for the Space Allocation Sub-committee and other executive functions from the Estates Committee to Executive Officers group. The Board also agreed that quarterly formal reporting by the COO to Board on policy implementation requirements should commence immediately.

³ As defined in Recommendation 12

No	Recommendation	Board Outcome
18	Creation of subgroup(s) of the Planning Group, supported by the Treasurer's Office (to provide data, information and analysis) to more thoroughly review and explore value for money across a prioritised list of areas, to report back to Board as part of future Planning Group reports.	Approved
19	Creation of a Provost's Communication Forum.	Approved
20	Professional management training for all Academic Officers and Heads of School.	Approved noting that professional management training will not be mandatory for academic members of staff but will be available if required.
21	That Heads of School and College Officers should be afforded appropriate levels of support during their tenure in office, commensurate with their role and with full consideration given to extending the terms of these offices to a minimum of 4 years.	Approved noting that professional management training will not be mandatory for academic members of staff but will be available if required.
22	An audit of administrative functions currently executed by academic staff should be conducted to facilitate the removal of unnecessary bureaucracy in the College's systems.	Approved
23	That greater use is made of externally augmented advisory groups at unit level.	Approved with immediate effect.
24	The immediate implementation of a web based 'suggestions box' and a 'complaints feedback forum'.	Approved
25	Wider roll out of helpdesk type supports across service areas, modelled on best practice.	Approved
26	Any project over a specific threshold value (to be determined by the Finance Committee in consultation with the Audit Committee) should have a dedicated, full-time project manager as part of the implementation team, or chairing the project delivery team.	Approved
27	Productivity and consequence analysis be performed for all existing and for all new policies advanced in College.	Approved

Appendix 2 to Minute BD/11-12/246

Sealings

14 March 2012

**Revenue Commissioners
Bond for Receipt, Safe Custody and Proper Use of Certain Alcoholic Liquor**

The Seal of the College was put to a Bond for the Revenue Commissioners for the receipt, safe custody and proper use of certain alcoholic liquor by the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin at (1) the Hazardous Materials Facility, College Green, Dublin 2 and (2) Biomedical Sciences Institute, Pearse Street Dublin 2.

21 March 2012

**Trinity Technology and Enterprise Campus
Lease, Licence and Memorandum of Rent Review
Virtual Access Limited - Unit 1C**

The Seal of the College was put in duplicate to a Lease, Licence and Memorandum of Rent Review between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Virtual Access Limited.

Orna Jewellery Limited - Unit 2.2

The Seal of the College was put in duplicate to a Lease, Licence and Memorandum of Rent Review between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Orna Jewellery Limited.

Biocroí Limited - Unit 3.80

The Seal of the College was put in duplicate to a Lease, Licence and Memorandum of Rent Review between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Biocroí Limited.

Roisin Gartland - Unit 5.5

The Seal of the College was put in duplicate to a Lease, Licence and Memorandum of Rent Review between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Roisin Gartland.

Michael de Hoog, Violin Maker - Unit 6.2

The Seal of the College was put in duplicate to a Lease, Licence and Memorandum of Rent Review between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Michael de Hoog.

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WorthPoint Ireland Limited - Unit 17.2

The Seal of the College was put in duplicate to a Lease, Licence and Memorandum of Rent Review between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and WorthPoint Ireland Limited.

Virtual Access Limited - Unit 18

The Seal of the College was put in duplicate to a Lease, Licence and Memorandum of Rent Review between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Virtual Access Limited.

VentureOne Entertainment - Unit 24

The Seal of the College was put in duplicate to a Lease, Licence and Memorandum of Rent Review between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and VentureOne Entertainment.

23 March 2012

**The Lincoln Inn
Deed of Licence and Guarantee**

The Seal of the College was put to six copies of a Deed of Licence and Guarantee for the Lease of Ground Floor and Basement, 18/19 Lincoln Place, Dublin 2 between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Lincole Limited (in receivership), Kabardin Limited and Conor Martin and Terry McGovern.

**The Lincoln Inn
Deed of Variation**

The Seal of the College was put to four copies of a Deed Variation in respect of the Ground Floor and Basement, 18/19 Lincoln Place, Dublin 2 between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Kabardin Limited and Conor Martin and Terry McGovern.