



## **Minutes of the Finance Committee Meeting of 15 June 2020**

**Present:** Provost (Chair), Vice-Provost/CAO, Bursar, COO, Registrar, Dean of Health Sciences, Ms. C. Bryce, Mr. L. Kavanagh, Ms. N. Holland, President of the Students Union, Professor S. Alyn Stacey, Chief Financial Officer (CFO) – Secretary to the Committee

**In Attendance:** GSU President, Deputy CFO, CFO's Strategic & Admin Support (Minute-taker) SU and GSU Presidents Elect

**Apologies:** None received

**Statement of Interest:** None declared

The Committee noted and approved the minutes of the Finance Committee meeting of 06.05.2020. The updated Action List was noted as circulated and the Provost welcomed the newly appointed Registrar and the SU and GSU Presidents Elect to their first Finance Committee meeting.

### **Section A**

**FN/19-20/93**     **House Purchase Loan Policy**  
**XX**

The Committee welcomed the circulated memorandum from the CFO dated 08.06.2020, noting that the purpose of this longstanding scheme is to provide support to Trinity staff in the purchase of their first home. Whilst not widely used, it can be a valuable support to staff in the challenging Dublin housing market.

The Committee further noted that the last review of the Policy had been undertaken in 2011 and the proposed amendments had been developed in consultation with both the College Solicitor and Human Resources. As outlined by the CFO, the loan limit has been revised upwards from the previous maximum of €10,000 to a new upper limit of €20,000, or 25% of salary, whichever is the lesser, with the loan issued against a letter of guarantee to be repaid within 10 years, via salary deduction. Loans will be approved by the CFO and noted to the Finance Committee periodically.



Following some discussion of the practical application of this Policy and the benefits for staff, the Committee welcomed the revisions to the Policy and recommended it for onward approval by Board.

**Action:**

**93.1** The Committee welcomed the revisions to the Policy and recommended it for onward approval by Board.

**Section B**

**FN/19-20/94 Covid-19 - Emergency Financial Management Group (EFMG) Update**  
(Minute FN/19-20/77 of 06.05.2020 refers)

The Committee welcomed the circulated memorandum from the CFO, on behalf of the Emergency Financial Management Group (EFMG) dated 10.06.2020, and the accompanying presentation, which set out an update of the projected financial impacts of Covid-19 on the University and the associated mitigating actions.

The CFO provided a recap of the initial estimates of the financial impact of Covid-19 on the University, which continue to evolve and develop, highlighting that the projections do not take account of any mitigating actions, ie. strategic and operational initiatives and savings proposed by EFMG, which include significant targeted savings in operational and capital expenditure, along with the approval of an Emergency Budget Process for FY20/21. The Committee noted that, whilst significant savings will be required in the FY20/21 budgets, the budget timeline allows for a degree of flexibility should the emerging financial situation be less constrained than currently anticipated.

The Committee noted the updated position against the “worst case” assumptions for FY21 across a range of income categories including commercial revenue, fee income, philanthropy, research etc. The CFO advised that whilst there were no immediate liquidity issues, mitigating actions will be crucial to conserving cash over the next 18 months.

The Committee welcomed the update on academic income, noting that whilst Non-EU applications continue to be strong, actual student numbers are likely to be impacted by travel restrictions, visa challenges and accommodation



issues along with the risk of a potential second wave of Covid 19. He advised the Committee that there would be more clarity on student numbers over the coming months and on the ongoing measures to maximise applications and acceptances including proposals to provide further flexibility on fee payments, along with initiatives under consideration to increase income from EU fees.

The CFO drew the Committee's attention to work underway to deliver savings in addressable costs, noting the recruitment freeze in place across the University, the plan to secure significant procurement savings along with the change management programme being led by the Chief Operating Officer.

In considering the detailed capital project review, the Committee noted the ambitious savings target to be achieved by cash deferrals and savings over the next 18 months and welcomed the EFMG recommendation that all non-critical Capex should be minimised in the short term to protect cash until there is greater clarity on student numbers and actual financial impacts in September 2020.

The CFO presented various financing options under consideration including possible fast-tracking of existing loan facilities, a new revolving credit facility and the execution of planned financing and outlined the preferred structure and banking partner. The Committee welcomed the ongoing engagement with the University's banking partners to maximise the available financing options and endorsed the approach being taken, welcoming the potential for increased financial flexibility for the University and noting that a final decision on financing options will not be taken until September.

The Committee noted the continuing sectoral engagement and whilst expressing concern at the responses received to date from the HEA/DES, noted that the new Programme for Government might have a more positive outcome for the sector.

The Committee noted the EFMG's next steps as outlined by the CFO including:

- ongoing analysis of Covid-19 financial impacts
- implementation of gap-closing measures to match Base Case losses
- further development of mitigating actions across all workstreams over the coming months
- regular updates to EOG, Finance Committee and Board



Following further discussion, the Committee welcomed the detailed financial analysis provided, endorsing the actions taken to date and the planned mitigating actions as outlined. The Committee also commended the work of the EFMG and encouraged continued momentum on developing the initiatives identified. Thanking the CFO for his presentation, the Committee requested an updated report at the first meeting in Michaelmas Term 2020.

**Action:**

**94.1** The Committee endorsed the planned mitigating actions as outlined and requested an updated report at the first meeting in Michaelmas Term 2020.

**FN/19-20/95 Financial and Performance Highlights – Qtr.2 2019/20**

The Group Financial Manager and Projects Accounting Manager attended for this item.

In considering the Q2 2019/20 Executive Summary (along with appendices) and detailed reports from the Group Financial Manager and the Projects Accounting Manager dated 15.06.2020 as circulated, the Committee welcomed the updated information, including the key messages and highlights across the following headings:

- Financial Performance
- Financial Summary Dashboard
- Budget to Forecast Q2
- Budget H1 to Actual H1
- Student numbers trend FY16-20
- Executive Summary: Research
- Impact of Covid 19 – 5-year forecast
- Executive Summary: Capital
- Cashflow
- Trinity's Gearing - Loans/Debt Profile
- Trinity Endowment Fund
- Budget to Forecast Variances (by Faculty, Division and School)

The Committee considered the financial summary and the budget to latest forecast for 2019/20, noting the forecasted net deficit to 30.09.2020 before unrealised gains and losses on investments. In considering the Q2 result, the



Committee noted the impact of Q1 academic fee-weighting on Q2 income and the Q2 operational position – i.e. earnings before interest, tax, depreciation and amortisation (EBITDA), further noting that the variance in full year forecast EBITDA is driven mainly by impacts of Covid-19 on commercial income, research, philanthropy and costs and is broadly in line with the guidance provided to the Committee in May 2020.

The Committee also noted the cashflow forecast for the year, including the net decrease in cash YoY driven by a reduction in budgeted EBITDA (Covid 19 losses), increased capital spend and working capital requirements, offset by new debt financing. Current forecasts indicate the University will hold the minimum year-end cash balances required under EIB loan covenants over the next 5 years.

Having reviewed the detail of the Q2 19/20 adjusted budgets to forecasted variances by Faculty and Division, the Committee noted the factors underpinning the reported results, in addition to the variances by School. The Committee also noted the planned focus on cost reduction in H2 and the target of a 10% reduction (minimum) in addressable operating costs in FY20/21.

In considering the student numbers trend by Faculty, including final numbers for 2019/20 as submitted to the HEA, the modest increase over the prior year was noted, along with the student composition ratios.

The Committee noted the University's research activity for the quarter is slightly lower than prior year. Whilst the reported decrease in research activity is unrelated to Covid-19, the full year forecast has been adjusted downwards by 10% due to anticipated Covid-19 impacts. The Committee also noted the ongoing reduction in the value of new proposals, including the impact of cancelled SFI calls and budget constraints. In considering the increase in research income YoY, the Committee once again noted the contribution of the Immigrant Investor Programme along with the overhead recovery rates achieved.

The updated information on capital project activity was noted, including the top 5 approved projects by value and the overall capital portfolio value along with the level of capital expenditure. The University is currently assessing the impact of construction site closures due to Covid-19 on project completions



such as PHS and E3LF. In this context, the Committee also noted the updated information on the University's loan/debt profile including the current and planned increase in Trinity's gearing ratio, which is aligned to the University's 5-Year plan.

The Committee noted the Endowment Fund update along with current market value and status of the portfolio restructure. The market declines at 31 March 2020, driven by the Covid-19 crisis along with the resulting material weakness in equity valuations, were further noted.

Thanking the Group Financial Manager and the Projects Accounting Manager for their presentations, the Committee noted the results as outlined and requested that an update on Q3 2019/20 activity be provided in Michaelmas Term 2020.

**Action:**

**95.1** An update on Q3 2019/20 activity to be provided in Michaelmas Term 2020.

**FN/19-20/96 E3 Learning Foundry Capital Project Update**

(Minute FN/19-20/19 of 18.11.2019 refers)

The Programme Manager and the Project Appraisal Manager attended for this item.

The Committee considered the circulated memorandum from the Capital Project Sponsor (Bursar) dated 04.06.2020, which provided an update on the E3 Learning Foundry Capital Project across the following headings:

- Executive summary
- Impact of Covid-19
- Update on Enabling Works
- Demolition Phase 2
- E3 Learning Foundry – Source of Funds
- Current project expenditure, commitments and approved funds
- Request

By way of presentation, the Bursar drew the Committee's attention to the key impacts of Covid-19 on the project, including delays to completion of pre-tender estimate and some surveys along with pausing the refurbishment of



Aras an Phiarsaigh Levels 3 and 4 and a delay in the completion of the design and fire certification for the Zoology basement. The Committee noted that a costed Covid-19 risk register had been compiled and the procurement strategy and contractor-appointment timelines are being reviewed to minimise the Project's risk exposure.

The Committee welcomed the positive update on the planning process and status of the detailed design process. In considering the capital cost update, the Committee noted that while costs had increased for certain elements of the project, a comprehensive value engineering programme was underway to offset these increases. Furthermore, noting that Covid-19 poses a financial risk to the construction project, and whilst the Project team is focussing on cost reductions, adhering to Covid-related work practices on site may require additional funding for which a source of funds has been identified if required.

Having reviewed the update on the demolition phase 1 and proposal for refurbishment/relocation of the Zoology research labs, the Committee noted the additional costs arising, the mitigating actions taken and the associated change requests, along with the funding to meet these costs. The Bursar, highlighting the critical path of demolition phase 2, briefed the Committee on a proposal for temporary accommodation, noting that the associated construction costs will be presented to CRG for approval in early August.

Noting the update on funding for the E3 capital programme as set out, the Committee agreed that the project should move to Stage 3 and approved the change requests as outlined by the Bursar.

Thanking the Bursar and Programme Manager for their report, the Committee noted that the next update will come forward for consideration in Michaelmas Term 2020.

**Action:**

- 96.1** An update on E3 Learning Foundry Capital Project to come forward in Michaelmas Term 2020.



**FN/19-20/97 TTEC Pre-Development Project**

**XX**

(Minute FN/19-20/61 of 03.03.2020 refers)

The Chief Innovation and Enterprise Officer (TTEC Project Sponsor), Interim Project Director, Director of Campus Infrastructure and Director of TR&I attended for this item.

The Committee considered the circulated memoranda from the Chief Innovation and Enterprise Officer dated 08.06.2020 under the following titles and headings:

**a. Proposal for land swap of properties at Grand Canal Quay**

- Executive Summary
- Background and property details
- Masterplan, legal and tax considerations
- Valuation
- Risk
- Timeframe for approvals and completion
- Summary & recommendations

**b. Business Case for early activation of TTEC site**

- Context
- Early activation components
- Programming
- Financial return
- Schedule
- Risk Analysis
- Recommendations
- Conclusions

**c. Financial viability and qualitative study of TTEC site development potential and proposed activity programme to October 2020**

- Executive Summary
- Update on TTEC Pre-Development Project (incl. Covid 19 Impacts)
- Recommendation of preferred development scenario – qualitative and quantitative analysis

By way of presentation, the Director of Campus Infrastructure summarised the proposed property swap as set out in **Memorandum A**, whereby Trinity will





effectively sell one property at Grand Canal Quay and buy the neighbouring property, which is directly adjacent to the TTEC site, thus regularising the site footprint and allowing for more efficient site development. He advised the Committee that there are a number of outstanding legal and tax issues which are being worked through and due diligence will continue over the summer to progress the deal which is expected to come to Board for ratification later this year. The Committee's support for the sale and purchase of the properties as outlined, along with receipt of the cash consideration as detailed was requested.

The Committee noted the complicated deal structure, the current professional advices regarding the property valuation and the key risks as outlined. Whilst endorsing the proposed property swap in principle, in light of the strategic benefits arising therefrom, the Committee noted that it was approving the transaction subject to the outstanding legal and tax matters concluding satisfactorily. Given the upcoming vacation period, the Provost requested that a sub-Committee be convened to oversee completion of the transaction over the coming months, comprising the Provost, CFO, Dean of Health Sciences and two external Committee members. The Chief Operating Officer reassured the Committee that, as Chair of the TTEC Steering Committee, she would ensure all open matters were progressed over the summer months under the direction of the TTEC Steering Committee.

In his presentation, the Director of TR&I drew the Committee's attention to the key rationale underpinning the Early Activation Business Case, as set out in **Memorandum B**, citing strategic benefits such as:

- Enhancement of the overall TTEC vision and thus supporting further Government and philanthropic funding requests
- Establishment of an innovation district and partnership opportunities with the enterprise community
- Strategic leveraging of State funding
- Early wins to demonstrate economic and social benefits of the TTEC development as a whole

Noting that early activation is a proven component of successful innovation hubs, the Committee welcomed the detail provided on international and domestic examples of early activation sites, along with the outline of the



innovation model including the development of valuable economic, physical and networking assets.

In considering the revisions to the original design, the Committee reviewed the parameters of the Business Case and the various scenarios outlined to deliver the required IRR. The Committee further noted the 10-year financial overview comparison for each scenario which, along with the cash flow and sensitivity analysis set out, clearly highlighted the benefits and constraints of each scenario.

Having considered the indicative project roadmap and schedule, the costs to the end of Q1 2021 along with the governance structures, PESTLE analysis and risk register, and noting that the preferred scenario (1) is contingent on completion of the proposed property swap, the Committee endorsed the overarching Early Activation Business Case and recommended it to Board for approval. The Committee also agreed that the Project proceed to “Tender Valuation and Award” in January 2021, noting that all costs for this phase will be met in full by the URDF Government Grant.

Following a brief introduction to **Memorandum C** by the TTEC Project Sponsor, the Interim Project Director, by way of presentation, provided a recap of the strategic rationale for the TTEC project, highlighting the key focus on uplifting the land value to drive a strategic return from the site. He outlined the work underway to respond to changes driven by the Covid-19 crisis and to ensure the continued financial viability of the project, with detailed financial modelling and a qualitative assessment now completed for a range of scenarios. The Committee was advised that results of the detailed analysis indicate the optimal scenario in the post-Covid environment comprises a 20,000sqm site for E3RI, a re-housed Lir, a new Cultural Hub, PG Accommodation and mission-aligned commercial space for research and innovation active corporate partners. In considering the development option case study and the summary of financial outcomes as outlined, the Committee noted details of the preferred scenario(3B), which will deliver all the project requirements without only a minimal level of incremental funding required from Trinity.



Further noting that the full impact of Covid-19 is not yet understood and is not included in the financial model, the Committee welcomed the recommendations that procurement should be delayed until there is greater certainty over future economic and market conditions and endorsed the proposal that activities to secure asset value and mitigate risk for the project should continue over the next three months. These activities, which can continue within the current approved budget, utilising savings from the existing budget to June 2020, include:

- Engagement with Government on financial support
- Further work on the E3RI design, operating costs and potential incremental revenues
- Close-out of outstanding property transactions
- Commencement of delivery of the Early Activation strategy
- Informal developer market testing to establish future market appetite
- Confirm (without financial commitment) appointment of Lead Advisor
- Completion of preliminary Business Case, to include validation of appraisal and cashflow inputs.

Following a brief discussion on the communication strategy with student stakeholders and the longer-term plans for certain elements of the site the Committee thanked the Interim Project Director for his presentation and welcomed the significant progress made since the last update. Noting the activity planned for the next three months to maintain project momentum as outlined and the planned TTEC Steering Committee detailed review of all costs, the Committee requested that an updated report come forward for consideration in Michaelmas Term 2020.

**Action:**

- 97.1** Whilst endorsing the proposed property swap in principle the Committee noted that it was approving the transaction subject to the outstanding legal and tax matters concluding satisfactorily.
- 97.2** The Provost requested that a sub-Committee be convened to oversee completion of the transaction over the coming months, comprising the Provost, CFO, Dean of Health Sciences and two external Committee members.



- 97.3** The Committee endorsed the overarching Early Activation Business Case and recommended it to Board for approval.
- 97.4** The Committee agreed that the Early Activation Project proceed to “Tender Valuation and Award” in January 2021.
- 97.5** An update on TTEC Pre-Development Project to come forward for consideration in Michaelmas Term 2020.

**FN/19-20/98  
XX**

**Old Library Redevelopment Project Update**

(Minute FN/18-19/85.1 of 01.05.2019 refers)

The Librarian & College Archivist (Project Sponsor), Programme Manager for Library Strategic Projects and Project Appraisal Manager attended for this item.

The Committee considered the circulated memorandum from the Library and College Archivist dated 08.06.2020 across the following headings:

- Executive summary
- Funding strategy
- Directional Business Case
- Update since last report
- Sustainability issues
- Risk

Firstly, the Librarian drew the Committee’s attention to the estimated programme construction and enabling works costs, which reflect the most up to date design changes developed to the level of a planning application. The Librarian also highlighted the construction costs as a percentage of the overall project costs, noting that building surveys are underway to verify these costs along with the construction risk contingency.

In considering the update on Philanthropy and the gifts received to date, the Committee noted that one third of the target had been achieved along with the expected future cash inflows to 2024. Furthermore, the Committee noted that some 10% of Government funding had been drawn down to date.



The Librarian also outlined the key changes and financial issues since the last update, including a change in ticket price which had resulted in a significant increase in forecasted income in the directional Business Case (noting that the directional Business Case is based on pre-Covid 19 assumptions on visitor numbers). In light of the required closure of the Old Library, the Committee noted that CRU had successfully reduced the projected impact on visitor revenues during the closure period by 33%. The Project Appraisal Manager briefed the Committee on the directional funding model comprising multiple funding scenarios (aligned to the new ticket price), noting the interest rates on which finance costs are based, along with the potential impacts of interest rate changes, and reduced visitor numbers. Having reviewed and noted the detail provided on the base case and the financial impact over the first 10 years in operation, the Committee noted the strength of the directional Business Case including the 30-year return and NPV.

In considering the financing update, the Committee noted the net financing yet to be secured after Government and philanthropic contributions along with the long-term financing options being considered and the update on existing loan arrangements.

Having reviewed the planned next steps to progress the directional Business Case, the Committee noted that no additional spend would be required by the University for the next 12 months, during which time there would be further opportunity to evaluate the Project fully.

Thanking the Librarian, Programme Manager for Library Strategic Projects and Project Appraisal Manager for their report and presentation, the Committee requested an update for consideration in Michaelmas Term 2020.

**Action:**

- 98.1** An update on the Old Library Redevelopment Project to come forward in Michaelmas Term 2020.



**FN/19-20/99**

**XX**

**Trinity St James's Cancer Institute**

The Project Appraisal Manager attended for this item.

The Committee considered the circulated memorandum from the Bursar & Director of Strategic Innovation, TCD and Deputy CEO, St James's Hospital dated 01.06.2020 under the following headings:

- Executive summary
- Assumptions in Financial Plan for Phase 1
- Phase 1 – Infrastructure Investment
- Philanthropy
- Phase 2 – Strategic Assessment Report
- Risks

By way of presentation, the Bursar summarised the Project timeline and outlined the key objectives of the Cancer Institute, including the provision of optimal patient care, educational innovation and accelerated cancer science and the provision of services and capacity to meet growing patient demand. The Bursar also outlined the two phases of the Project, Phase 1 of which will focus on developing capacity whilst Phase 2 will see the development of a new building at St. James's Hospital (SJH). In considering the assumptions underpinning the Phase 1 plan, the Committee noted the percentage of patients in clinical trials, the projected research income and student enrolments along with the philanthropic target and planned strategic alignment of Trinity hires with SJH.

The Committee also considered the 9-year financial overview, noting the income across various categories, the pay/non-pay analysis along with the funding sources as outlined. Having reviewed the ramp-up in capital cost requirements during Phase 1, the Committee also noted the proposed sources of funding and the associated breakdown of the philanthropic income target.

The Committee welcomed the detailed analysis provided in the Strategic Assessment Report in terms of future demand for services and the supporting rationale for Phase 2 of the Project. The Committee considered the options appraisal and range of capital costs, noting that a capital Business Case will come forward for consideration at a later date.



Having reviewed the risks as outlined, the Committee noted the strategic alignment of the project with new models of patient care emerging post-Covid-19 and approved the financial plan for Phase 1 as requested. The Committee also agreed that the Strategic Assessment Report should be presented to the Department of Health and DEPR at an early date to secure State support for Phase 2.

Thanking the Bursar for her report, the Committee noted that the next update will come forward for consideration in Michaelmas Term 2020.

**Action:**

**99.1** The Committee approved the financial plan for Phase 1 and agreed that the Strategic Assessment Report should be presented to the Department of Health and DEPR at an early date to secure State support for Phase 2.

**99.2** An update on Trinity St James's Cancer Institute to come forward in Michaelmas Term 2020.

### **Section C**

**FN/19-20/100 XX Funding Statements for the year ended 30 September 2019**

The Committee noted the circulated memorandum from the CFO dated 15.06.2020 along with the accompanying Funding Statements for the year ended 30 September 2019. The (non-GAAP) Funding Statements were prepared in accordance with the accounting framework agreed with the HEA for all Irish Universities and Higher Education Institutions and demonstrate how the funding received during the year for core activities (Education and Research) has been applied.

The Committee noted the Funding Statements for the year ended 30 September 2019 and recommended them for onward submission to Board for approval.



**Action:**

**100.1** Funding Statements for the year ended 30 September 2019 to be submitted to Board for approval.

**FN/19-20/101 Student and Staff Accommodation Licence fees 2020/21**

The Committee welcomed the circulated memorandum from the Head of Accommodation & Commercial Property dated 05.06.2020. Noting cost increases and other factors will impact the Student Accommodation contribution for the financial year 2020/21, the Committee further noted that in light of the impact of Covid-19 and the current economic environment, the Executive Officer Group had agreed that no rate increases will be applied to University-owned and operated accommodation at Trinity Hall or on the main Campus in 2020/21.

**FN/19-20/102 Internal Audit Recommendations Log**

(Minute FN/18-19/115 of 10.06.2019 refers)

The Committee noted the circulated memorandum from the Deputy CFO dated 19.05.2020 along with the accompanying schedules setting out the status of the 48 Internal Audit recommendations assigned to each of the Chief Officers, which was considered by the Audit Committee on 28.04.2020. The Committee noted the summary of “Risk Accepted” points, the detail provided on the outstanding recommendations and requested a further update in 2020/21 following consideration by the Audit Committee.

**Action:**

**102.1** A further update to come forward in 2020/21, following consideration by the Audit Committee.

**FN/19-20/103 Finance Committee Self Evaluation – Survey Results**

(Minute FN/19-20/70 of 03.03.2020 refers)

The Committee welcomed the circulated report from the Assistant Secretary to the College dated 09.06.2020, which set out in detail the results of the Finance Committee Self-Evaluation process for 2019/20 (in accordance with its





Terms of Reference and as previously approved by the Committee) and conducted via an online survey.

The Committee noted the overall response rate of 91% to the self-evaluation questionnaire, the metrics provided on meeting attendance by members and welcomed the primarily positive responses received in terms of how the Committee conducts its business, in particular regarding the quality of information provided and the presentation of complex financial data.

**FN/19-20/104 Global Relations Strategy (GRS3) Update**  
(Minute FN/18-19/23.2 of 23.11.2018 refers)

The Committee noted the memorandum and accompanying schedules from the Vice-President for Global Relations (VPGR) dated 08.06.2020, enclosing the final report for Year 1 of the GRS 3 Strategy, summarised across the following headings:

- Executive Summary
- Update – April 2020
- Risk Register

The Committee noted the updated financial position of GRS3, including total student fee income, total student registrations and Global Relations Office (GRO) expenditure, noting that income from internationalisation activities supported by the GRO is not included in this report. Based on final HEA returns from March 2020, the Committee further noted that GRS3 is reporting it has reached 96% of its student registration ambition for 2019/20 and 95.5% of its student fee ambition. The Committee reviewed the student recruitment ambition for 20/21 which includes the revised student number and fee income ambitions of E3, noting the caveats on using previous trends to predict incoming students due to the impact of Covid-19, and welcomed the relatively positive position reported. The Committee also noted the advices given regarding the potentially wide-ranging impacts of Covid-19 on student registrations for 20/21 and welcomed the mitigating actions being taken to offset these risks and to maximise student numbers.



Having noted the next steps and the risk register as outlined, the Committee further noted the update provided on GRS3's ring-fenced budget and requested an updated report in Michaelmas Term 2020.

**Action:**

**104.1** An updated report to come forward for consideration in Michaelmas Term 2020.

**FN/19-20/105 Historic Accommodation Buildings Refurbishment Project Update**  
(Minute FN/19-20/45 of 04.02.2020 refers)

The Committee noted the memorandum from the Dean of Students (Project Sponsor) dated 15.06.2020, which provided an update on this project under the following headings:

- Overview
- Project Update
- Update on Financial Plan
- Update on Schedule
- Covid-19 Project Impacts

The Committee noted the update provided on the surveys and pre-planning work being undertaken in relation to the protected structures along with the design development for all Project elements. In considering the financial plan update, the Committee noted the overall budget as outlined, which has been validated by the Project QS, and the financial commitments to date.

The Committee noted that the planning permission submission has been deferred until September, further noting the plans to assess the impact of Covid-19 on this project, including flexibility in design and project timelines.

The Committee requested that an updated report, including updated Business Case, be provided in Michaelmas Term 2020.

**Action:**

**105.1** An updated report, including updated Business Case, to come forward for consideration in Michaelmas Term 2020.



### **FN/19-20/106 Analysis and Highlights of the 2020 HEA State Grant Letter**

As outlined in the circulated memorandum dated 08.06.2020, the Committee noted that Trinity received the 2019 Grant Letter from the HEA on 13.03.2020. An analysis of the Grant Letter, previously presented to Planning Group on 09.04.2019, was also set out in the memorandum. As requested, the Committee noted the following key points:

- The grant allocation rose year on year by c€0.8m in real terms
- The grant was higher than forecast (by c€1.7m), however Trinity's share has continued to fall since 2009 (from 17.3% to 15.2%)
- The research top-slice decreased by 1% resulting in a loss to the University, whilst the Access top-slice is increasing
- The HEA advised that the principles of the Employee Control Framework continue to apply

### **FN/19-20/107 Dartry Accommodation Project Update** (Minute FN/19-20/64 of 03.03.2020 refers)

The Committee noted the circulated memorandum from the Dean of Students (Project Sponsor) dated 15.06.2020, which provided an update on the Dartry Student Accommodation Project under the following headings:

- Background
- Project Update
- Financial Update
- Schedule
- Covid-19 Impacts

The Committee welcomed the progress updates on the planning application and design process, along with the financial summary as set out, noting that the impact of Covid-19 on construction costs is not yet known.

The update on current project-spend and the project schedule, along with the plans to revisit the project Business Case in light of Covid-19 were also noted and the Committee requested an update in Michaelmas Term 2020.



**Action:**

**107.1** An updated report to come forward for consideration in Michaelmas Term 2020.

**FN/19-20/108 Commercial Revenue Unit (CRU) Update**  
(Minute FN/19-20/62 of 03.03.2020 refers)

The Committee noted the circulated memorandum from the Interim Commercial Director dated 03.06.2020, which provided updates across the following headings:

- Executive Summary
- Update since the last report
- Financial Summary
- Performance over Project Lifecycle
- CRU FY 19/20 Forecast
- Risks

In considering the update, the Committee noted the unprecedented risk and uncertainty around CRU's financial performance in FY20 due to Covid-19 and the consequential impact on CRU's contribution to University funding.

Having reviewed the negative variance in the forecasted position, the Committee noted CRU plans to reforecast on a more frequent basis, to allow for any changes resulting from decisions of the Phased Resumption of Activities Group and the re-opening of travel and tourism in general. In the meantime, CRU will focus on cost control across pay and non-pay categories along with planning for various re-opening scenarios, including modelling their financial and commercial impact.

The Committee requested a further update in Michaelmas Term 2020.

**Action:**

**108.1** An updated report to come forward for consideration in Michaelmas Term 2020.



## **FN/19-20/109 Control Exception Report**

The Committee noted the bi-annual Control Exception Report for the period to May 2020 from the Financial Operations Manager as circulated, and the exceptions occurring in the reporting period along with updates on the progress to address external audit recommendations. In accordance with normal practice, the Control Exception Report will be circulated to the Faculty Deans for Heads of School and to the Chief Operating Officer and Vice Provost/Chief Academic Officer for circulation within CSD and ASD respectively.

### **Action:**

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

## **FN/19-20/110 Treasury Management Update**

In accordance with the Treasury Management Policy, the Committee noted the circulated memorandum and accompanying appendices from the Project Appraisal Manager dated 08.06.2020, setting out an update for the second quarter of the financial year from 01.01.2020 to 31.03.2020 along with comparative data for the previous financial year across the following headings:

- Current deposits, credit ratings and credit limits
- Average deposit rates and monthly cash balances
- Negative interest charges
- EIB Loans
- Commercial borrowing
- Other Borrowing
- Obligations under Finance Lease
- Financial covenants, borrowing capacity & HEA considerations
- Bank Overdraft
- Short Term Facilities

An updated report on the third quarter of the financial year 2019/20 will come forward for consideration in Michaelmas Term 2020.



**Action:**

- 110.1** An updated report on the third quarter of the 2019/20 financial year to come forward for consideration in Michaelmas Term 2020.

**FN/19-20/111 Trinity Asia Services Limited, Singapore Update**

The Committee noted the circulated memorandum from Professor John Gormley and the Project Appraisal Manager dated 08.06.2020 and the update provided under the following headings:

- Executive Summary
- Update since the last report
- Forecast Financial Summary 2019/20
- Risk
- Other Matters

The Committee noted the detail provided on activity since the last report, including the completion of its second full year of operation, preparation of its second annual set of audited statutory accounts and the strong financial performance in 2018/19. The Committee further noted the forecast for 2019/20 based on the lower number of students on the 1-year programmes along with the increased numbers in 4-year programme.

Having noted that fees for 2019/20 have been collected from SIT, the risks and the update on measures in progress to strengthen the internal control environment along with the ongoing implementation of internal audit recommendations were noted and the Committee requested a further update be brought forward for consideration in Michaelmas Term 2020.

**Action:**

- 111.1** An updated report to come forward for consideration in Michaelmas Term 2020.



### **FN/19-20/112 Minutes of the Estates Policy Committee**

The Committee noted the circulated memorandum from the CFO dated 08.06.2020 along with minutes of the Estates Policy Committee meeting of 05.06.2020, which included the following items:

- Matters Arising
- Institutional Review 2020
- TTEC Development – 2/3 Grand Canal Quay ‘Swap’
- Finance Committee decisions relevant to Estates Policy Committee

### **FN/19-20/113 Minutes of FIS Oversight Group**

The Committee noted the circulated memorandum from the CFO dated 08.06.2020 along with the draft minutes of the FIS Oversight Group meeting of 26.05.2020, which included the following items:

- FIS User Group Updates
- FIS Project Update
- FIS Stakeholder Engagement & Communications

### **FN/19-20/114 Minutes of FIS Transition Project Steering Committee**

The Committee noted the circulated memorandum from the CFO dated 08.06.2020 along with the draft minutes of the FIS Transition Programme Steering Committee meeting of 30.04.2020, which included the following items:

- FIS Transition Programme Update
- FIS Oversight Group (FOG) Update

### **FN/19-20/115 Finance Committee Meeting Dates and draft Schedule 2020-21**

The memorandum from the CFO dated 08.06.2020, setting out the schedule of Finance Committee Meetings for 2020/21, along with detail of the proposed agenda items for each meeting, was approved as circulated.



**Trinity College Dublin**

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

The Provost thanked the outgoing SU and GSU Presidents and the former College Registrar for their contribution to the work of the Finance Committee during their terms and, on behalf of the Committee, wished them every success in the future.

The Committee noted the next Finance Committee meeting is scheduled for **29 September 2020 at 10.00 am** in the Provost's Library.

PROVOST.....

DATE.....