



## **Minutes of the Finance Committee Meeting of 17 September 2024**

**Present:** Provost (Chair), Vice-Provost/CAO, Bursar, President of the Students Union (Minutes 1-5), Ms. N. Campbell (Minutes 1-5), Ms. N. Holland, Dean of Health Sciences, Chief Financial Officer – Secretary to the Committee

**In Attendance:** Deputy CFO, CFO's Strategic & Admin Support (Minute-taker)

**Apologies:** Chief Operating Officer, Ms. C. Bryce, Ms. N. Hardiman

**Statement of Interest:** None received

The Provost welcomed the new President of the Student's Union and Deputy CFO, and the returning Dean of Health Sciences.

The Committee noted and approved the minutes of the Finance Committee meeting of 30.05.2024 as circulated along with the updates on Matters Arising from the minutes as outlined by the Chief Financial Officer.

### **Section A**

No items

### **Section B**

**FN/24-25/1 Financial & Performance Highlights - Qtr. 3 2023/24**

The Group Financial Manager attended for this item.

By way of introduction and context for the new members of the Committee, the Provost highlighted the need to consider timing and other factors when reviewing the University's quarterly performance highlights, noting the significant level of ringfenced income and the value of increases in income from ancillary activities, including donations and deposit interest in the period under review, along with the fact that State funding increases tend to be supplemental in nature and do not constitute an increase in the University's core grant funding.

In considering the circulated Q3 2023/24 Summary and Supplemental Reports from the Group Financial Manager and Projects Accounting Manager dated



17.09.2024, the Committee welcomed the updated information, including the key messages and highlights across the following headings:

- Financial Performance Q3 FY23/24 & Full-Year Forecast to 30.09.2024
- Q3 FY23/24 Summary I&E Dashboard - Actual v Budget & PY
- Q3 FY23/24 Summary I&E Dashboard - Forecast v Budget & PY
- Q3 FY23/24 Summary Dashboard
- Summary (Research and Capital) Q3 FY23/24
- Trinity's Gearing - Loans/Debt Profile and by Project
- Trinity Endowment Fund Q3 FY23/24
- FY23/24 FY Budget v Q3 Forecast Variances (by Faculty, Division and School)
- Q3 FY23/24 Procurement KPI Analysis
- HEA Quarterly Report – Report C

In her presentation, the Group Financial Manager drew the Committee's attention to the financial summary, noting Q3 income is ahead of budget, due mainly to accelerated donation income and investment income arising from higher deposit interest rates, with the forecasted surplus to 30.09.2024 (before unrealised gains/losses) also ahead of budget. The Committee noted that while there had been some increases in State Grant, as outlined by the Provost, these were supplemental.

The Committee further noted the increase in operating costs against budget, driven by increases in professional service costs, service contracts and student related costs, including increases in post-graduate stipends and other post-graduate awards.

The Committee reviewed the final student numbers for AY2023/24, as submitted to the HEA, noting these were 3% ahead of prior year and further noting the movement in EU/Non-EU student ratios and the consequential impact on Academic Fee income, along with the clarifications provided on the associated drivers.

The Committee considered the University's research performance, with Q3 income ahead of prior year largely due to timing of receipts, while research activity (expenditure) is ahead of 2023 levels due to increased Exchequer and Non-Exchequer spend. The value of new proposals increased significantly, due



to high-value SFI (now Research Ireland) centre bids submitted, while the value of new research awards also increased year-on-year.

The update on capital project activity as outlined, including the top 5 approved projects by value and the overall capital portfolio value, along with the significant increase in capital expenditure year-on-year, was also noted.

The Committee noted that the University maintained strong liquidity in Q3, however closing cash was down on prior year driven by cyclically lower fee income and non-operating income. Forecasted closing cash for the year, revised upwards, due to increased EBITDA and timing of capital project-related spend, was also noted.

The Committee considered the update on the University's gearing and loan/debt profile, noting the value of current borrowings and overall gearing level, along with future committed borrowings.

In reviewing the Endowment Fund update, including net income for Q3 2023/24, which is ahead of prior-year Q3, as recent investments generate returns, but behind the current year target due to timing of dividend payments, the Committee noted that the Fund is not yet fully reinvested into the approved asset allocations, and that strong growth in equity valuations was partly offset by a reduction in capital values of investment property assets in the period.

Thanking the Group Financial Manager for her presentation and following a brief discussion around research funding trends and the impact of the delayed outcome of SFI Centre funding bids, the Committee noted the Q3 results as outlined and requested an update on Q4 2023/24 activity be provided in Hilary Term 2025.

**Action:**

- 1.1** An update on Q3 2023/24 activity to be provided in Hilary Term 2025.



**FN/24-25/2  
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**E3 Learning Foundry (E3LF) Capital Programme Update**

(Minute FN/23-24/95 of 30.05.2024 refers)

The Programme Sponsor, Programme Manager and Director of Campus Infrastructure attended for this item.

Further to its consideration and approval of a proposal relating to the E3LF Capital Programme in February 2024 and an update in May 2024 (Minutes FN/23-24/54 of 27.02.2024 and FN/23-24/95 of 30.05.2024 refer), the Committee noted the circulated document from the Programme Sponsor and Programme Manager, dated 17.09.2024, which set out an update on the Project across the following headings:

- Progress update
- Programme and budget
- Zoology Refurbishment & Museum Building Drawing Office

The Project Sponsor outlined the team's engagement with the HEA and progress made on the build element of the Capital Programme over the summer months and summarised the current status and planned deliverables. The Committee noted that as the building programme nears completion, the main contractor is required to submit documentation as part of the BCAR process in advance of achieving 'substantial completion' status, however this documentation is currently behind schedule. It was further noted that direct works by the University, including IT, AVMS and loose furniture installation, is scheduled to take place after the main contractor's substantial completion and prior to occupation.

The Committee also noted the project budget update and welcomed the detail provided on the planned refurbishment of the Zoology Building and Museum Building Drawing Office.

The Committee thanked the Programme Sponsor and Programme Manager for their report and, noting the additional detail provided in response to member queries, requested a further update in Michaelmas Term 2024.

**Action:**

- 2.1** An updated report to come forward for consideration in Michaelmas Term 2024.



**FN/24-25/3 University Benchmarking Analysis**

The Head of Financial Planning & Analysis (FP&A) and Senior Financial Planning & Analysis Accountant attended for this item.

The Committee welcomed the circulated document and detailed appendices from the Chief Financial Officer (CFO), Head of Financial Planning & Analysis (FP&A) and Senior Financial Planning & Analysis Accountant dated 17.09.2024, which set out the results of a benchmarking analysis of Trinity's performance across a number of headings against that of peer Universities, noting this work had been undertaken by FSD in response to feedback received as part of Finance Committee's 2023/24 Self-Evaluation process. The report was set out across the following headings:

- Trinity Analysis FY21-FY23
- Trinity vs Other Irish Universities FY23
- Research Funding Analysis & Key Statistics
- Ireland vs EU Funding Analysis
- TCD SWOT Analysis FY23
- Conclusions & Next Steps

By way of introduction, the CFO noted that the analysis provided was a starting point and will provide a useful baseline that can be updated and added to annually. She drew the Committee's attention to the 4-year Income and Expenditure analysis as set out, highlighting the non-linear growth in income categories in the period and the corresponding growth in expenditure, noting the minimal surplus achieved in FY23 which makes it challenging to plan for strategic investment. Further highlighting the continued shortfall in State funding, the CFO outlined the need to develop additional income sources that would outpace cost increases, generating a sustainable surplus to support the University's strategic objectives.

The Committee considered the analysis of student and staff numbers presented, noting the shift in student composition and the reliance on specific markets as outlined, along with the need to improve staff: student ratios.

The Head of Financial Planning & Analysis summarised rankings findings, including the impact of additional research funds made available by the Government during Covid and other one-off measures. The Committee noted Trinity's performance across a range of metrics and the position for 2025,



welcoming the formation of a Rankings Steering Group by the Dean of Research, to consider how to engage strategically with rankings groups.

In reviewing the balance sheet and cashflow analysis, the Committee noted Trinity's current cash levels, which will fall following completion of the current CAPEX programme as loans were drawn down in advance, further noting the potential impact on future capital developments given the increasing debt repayments due in the coming years along with limitations on future borrowing. The Committee also acknowledged the need to plan for operating cost increases as new buildings become operational.

The Head of FP&A also summarised the competitor I&E analysis, noting the differential in income across the range of sources outlined, along with the contrasting cost bases and surpluses available. The Committee noted the various levels of State Grant relative to student base, net assets and cash reserves, along with borrowing levels across the universities.

The Senior Accountant provided further comparative detail around specific sources of income, the impact of external factors and outlined the need for continued careful management of donation and investment income, noting that FSD will further review and analyse university income streams to gain insights into drivers of strong performance and growth. He also provided an analysis of research funding noting Trinity's performance relative to the Sector and the potential impacts on income and rankings. The Committee noted the Horizon Europe performance to date, along with the data on ERC awardees as outlined.

In considering the domestic funding environment versus the EU, the Committee noted the increase in public spending on HE in Ireland over the past two years albeit from a very low base, Ireland's overall ranking in terms of funding per student among 19 countries along with its very high HE participation rates.

Having reviewed the SWOT analysis and next steps as set out, and during a detailed discussion, the Committee noted the University's finely balanced financial position and the need to diversify income streams and to seek sources of unrestricted income. The Committee further noted the need to maximise areas of competitive advantage and to focus on best-in-class



metrics, along with seeking areas where Trinity could learn from the successes of peer universities.

In considering the comparative data as set out and acknowledging the impact of centralised versus devolved budgeting models, differing income classifications, borrowing levels and cost bases, the Committee welcomed the detailed data provided and requested an analysis of the cost per student on a value for money basis. The Committee also agreed that an analysis of the debt and gearing levels of other heritage Universities would be beneficial.

Thanking the CFO, Head of FP&A and Senior Accountant for their very insightful report and noting that some of the key messages and metrics were helpful communication tools which could inform future reports to Board, the Committee recommended the document be kept under review, with updates to come forward for consideration as they emerge.

### **Actions**

- 3.1** Analysis of the cost per student on a value for money basis to be undertaken along with an analysis of debt and gearing levels of other heritage Universities.
- 3.2** The report to be kept under review, with updates to come forward for consideration as they emerge.

**FN/24-25/4  
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### **Capital Projects Dashboard**

The Committee noted the circulated document from the Chief Operating Officer, dated June 2024, which provided a high-level overview of the University's major capital programme, including the approved budget for each of the active projects, expected completion dates and key activities to October 2024 along with a RAG status. Highlighting that the dashboard was now somewhat out of date, the Bursar advised that a detailed update on the Old Library Redevelopment Project (OLRP) will come forward for consideration later in 2024, with an update on Trinity South due to come forward for consideration in October.



The Committee requested an updated Capital Projects dashboard to come forward for consideration at the next meeting.

### **Actions**

**4.1** An updated Capital Projects dashboard to come forward for consideration at the next meeting.

**FN/24-25/5  
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#### **Portal Vision, 4GCQ Business Case & 3GCQ Laidlaw Library Update**

(Minutes FN/22-23/103 of 30.06.2023 & FN/23-24/94 of 30.05.2024 refer)

The Chief Innovation & Enterprise Officer (CIEO) and Director of Portal attended for this item.

The Committee welcomed the circulated documents from the Chief Innovation & Enterprise Officer and the Director of Portal, dated 12.09.2024, which provided a status update on the Portal vision, along with revised business cases and requests relating to its constituent developments at 3 and 4 Grand Canal Quay (3/4 GCQ) across the following headings:

- Portal Vision
- Trinity Innovation & Enterprise Structure
- Portal@Trinity East
- 4GCQ Business Case update
- 3GCQ Laidlaw Library Business Case
- Summary of requests

By way of introduction to the documents under review, the Provost highlighted the complexity of the Portal project and circulated an info-gram of the various spaces and activities under the Portal umbrella, noting the overall Portal Business Plan will comprise many parts.

The Chief Innovation & Enterprise Officer then outlined the re-defined Portal Vision, which incorporates 4GCQ, the refurbishment of which (to-date) has been known as the “Portal” Capital Project, along with 3GCQ, which is being re-developed to house the Laidlaw Library. The Committee noted that from a governance and reporting perspective, 3 and 4 GCQ are being treated as





separate capital projects, with each element underpinned by its own Business Case/growth plan, under the umbrella of the greater Portal Vision.

In this context, the Director of Portal presented an update on the ongoing refurbishment work at 4GCQ, which is due to be completed in January 2025, following a 2-year programme of works. This collaborative space will house the Portal Innovation & Enterprise Centre and is intended as a hub for a range of internal and external stakeholders, including students, researchers and corporate partners, providing supports and services to foster research and development activities, entrepreneurialism, industry engagement, partnerships and commercialisation. In considering the update on the project budget and Business Case (to 2050) as requested, the Committee noted the capital expenditure to date and the changes in the planned operating model since the Project's inception in January 2023, to reflect the separation of the 3GCQ Business Case, including revised desk numbers and development of a tiered membership model to drive income, along with additional revenue streams (events, café etc.).

The Committee reviewed the risks and mitigants as outlined, noting that following a start-up period, the current operational model shows a small surplus from 2030 onwards. Noting the 4GCQ Business Case as presented only provides for repayment of a portion of the 4GCQ building mortgage costs, the Committee agreed that when reviewing 4GCQ's performance against Business Case, consideration needs to be given to how the mortgage debt, which must be repaid within the agreed term, is apportioned in the context of the plan for (and the income generation opportunities arising from) the Trinity East campus as a whole.

Further to a query, the Committee noted that the 4GCQ's new innovation space would amplify existing activities from within the University ecosystem while also facilitating growth, further noting the mechanisms in place to assess and approve all new activities. In addition, the Committee agreed that as the new Innovation & Enterprise Centre becomes operational, clear KPIs to measure performance should be included in future reports on the Business Case.

Next, the Committee considered the circulated preliminary Business Case for the Laidlaw Library at 3GCQ, which reflected the change in scale for this element of the Portal Vision further to a new philanthropic donation and



reviewed the updated refurbishment budget along with forecasted revenues and costs for the full term of the Business Case. The Committee noted that a tender process to appoint an Integrated Project Team (IPT) for the capital project element was in train.

Having reviewed the risks and mitigants as set out, the Committee approved the 3GCQ Preliminary Business Case for onward consideration and approval by Board, also approving the request to draw down IPT fees for Stages (i) and (ii) as outlined.

Thanking the Chief Innovation & Enterprise Officer and the Director of Portal for the reports, the Committee requested an update on both elements of the Portal Vision in Hilary Term 2025.

### **Actions**

- 5.1** Noting the 4GCQ Business Case as presented only provides for repayment of a portion of the 4GCQ building mortgage costs, which must be repaid within the agreed term, the Committee agreed that when reviewing 4GCQ's performance against Business Case, consideration needs to be given as to how the mortgage debt is apportioned in the context of the plan for (and the income generation opportunities arising from) the Trinity East campus as a whole.
- 5.2** In addition, the Committee agreed that as the new Innovation & Enterprise Centre becomes operational, clear KPIs should be included in future reports on the 4GCQ Business Case
- 5.3** The 3GCQ Preliminary Business Case was approved and recommended for onward consideration and approval by Board. A request to drawdown IPT fees for Stages (i) and (ii) of the Project as outlined was also approved.
- 5.4** An update on both elements of the Portal Vision to come forward for review in Hilary Term 2025.



**FN/24-25/6 The Lir (National Academy of Dramatic Art at Trinity College) Update**  
(Minute FN/23-24/3 of 28.09.2023 refers)

The Lir's CEO and Director of Administration attended for this item.

The Committee noted the circulated memorandum and accompanying financial schedules from The Lir's Director of Administration, dated 10.09.2024, along with a presentation which provided an update on The Lir's activities across the following headings:

- 2022-23 Financial Outcome
- The Lir Academy Endowment Fund
- New Revenue Streams Launched in 2023-24
- Continued Success in The Lir Academy in 2023-24
- Our Potential: Broadening our reach and impact
- Our People: Projections for 2024-25
- Our Place
- Celebrating the first decade of graduates

Referencing the circulated presentation, The Lir's CEO highlighted the strong financial performance in 2022/23, underpinned by a significant gift in June 2023, noting that the surplus position had been maintained in the current financial year, supported by the launch of new revenue streams including a new MFA in Theatre Producing. Further growth is predicted in 2024/25 with the planned introduction of a Youth Academy in September 2024, along with a new staged initiative to deliver Speech & Drama training and examinations.

The Director of Administration summarised the current positive financial position, highlighting the very tight margins and emerging cost pressures with costs keeping pace with growth, requiring close cashflow monitoring and ongoing cost management initiatives.

In considering the growth (both planned and already achieved), the Committee noted the positive impact of the bridging loan provided and the additional space now available to The Lir, in addition to the synergies with Trinity's School of Creative Arts as outlined. The Committee also welcomed the new sustainable approach to production resources and "green productions", which The Lir is championing in the sector. Having acknowledged the particular space requirements for The Lir students and



activities, the Committee noted the University-wide requirement to utilise available space efficiently and the work being done in this regard.

The Committee congratulated The Lir on its overall performance in the year and, noting the plans to celebrate the first decade of graduates and the associated fundraising and networking events over the coming year, requested a further update on The Lir's performance in Michaelmas Term 2025.

### **Actions**

- 6.1** An updated report to come forward for consideration in Michaelmas Term 2025.

## **FN/24-25/7 Quarterly Treasury Update**

The Committee reviewed the Quarterly Treasury Update from the Project Appraisal Manager and Senior Corporate Finance Accountant, which had been revised to reflect feedback received from the Committee at its April 2024 meeting. In accordance with the Treasury Management Policy, the circulated document and appendices set out an update for Q3 FY24, along with comparative data from prior year(s) where relevant, across the following headings:

- Cash summary: June 2024 balance
- Cash balances: Oct 2021 to June 2024
- Total cash on deposit
- Deposit interest income
- Loan balance v prior year
- Loan interest
- Commercial borrowing
- Current position & FY forecast
- Other

The Senior Corporate Finance Accountant drew the Committee's attention to the total cash balance at June 2024, noting the position relative to the University's annual cash cycle and provided a breakdown of the significant proportion of funds ringfenced for capital and research project activity, along with the balance available to support recurrent activity. She also highlighted



the value of deposits held and the ongoing work to maximise deposit interest income for the University, along with the interest income forecasted to the financial year-end.

Referring to the University's debt profile, the Project Appraisal Manager outlined the decreasing total loan balance year-on-year and the split between fixed and variable rate loans in the portfolio. He also noted interest costs in the year along with the factors affecting rate movement and provided a short update on recently completed loan refinancing for Trinity East, as approved in April 2024 by the Finance Committee.

The Committee welcomed the updated format of the report and the clarity provided and, further to a brief discussion, requested a report on Q4 FY24 to come forward for consideration in Michaelmas Term 2024, to include the additional debt forecasting detail agreed, which will be included in the current Q3 report when it goes to Board.

#### **Actions**

- 7.1** A report on Q4 FY24 to come forward for consideration in Michaelmas Term 2024, to include additional debt forecasting detail as agreed.

### **Section C**

#### **FN/24-25/8 Finance Committee Work Programme 2024/25**

The Committee welcomed the circulated memorandum from the Chief Financial Officer dated 10.09.2024, and the enclosed updated Finance Committee Work Programme for 2024/25. The Committee approved the revised 2024/25 Work Programme having noted the inclusion of items suggested as part of the annual self-evaluation process.



## **FN/24-25/9 Planning Group Report #30**

The Committee noted the circulated memorandum from the Vice-Provost/Chief Academic Officer, dated 10.09.2024, enclosing Planning Group Report #30, which had been considered and approved by the Executive Officers Group at its meeting of 11.06.2024 and subsequently by Board on 19.06.2024.

The Report provided an update on Planning Group activity from February 2024 to June 2024 across the following headings:

- Summary
- Budget Planning Allocation (BPA)
- HEA System Performance Framework 2023-28
- Strategic Planning
- Monitoring: Finances and Staffing
- Acknowledgements

The Committee noted that draft FY25 BPA Budget Allocations and calculations had been approved in June 2024 for inclusion in the FY25 budget cycle. The Committee further noted Planning Group had approved resource and funding requests in the reporting period, relating to a range of activities including University Risk Reduction and the Virtual Learning Environment Working Group Review. Planning Group also received an update on the HEA System Performance Framework 2023-28 and considered a request to extend the Global Relations Strategy Business Plan by one year. Planning Group's key focus for the next six months will be on developing Trinity's new Strategic Plan 2025-30 and the next Planning Group report will come forward for consideration in Hilary Term 2025.

## **FN/24-25/10 University Bridge Fund II Investor Report Qtr. 2 2024**

The Committee considered the circulated memorandum from the Director of Portal dated 08.09.2024 and the enclosed University Bridge Fund II L.P. Investor Report for Q2 2024, which provided an update on the Fund's performance across the following headings:

- Fund Information



- Portfolio Update
- University Bridge Fund II, L.P. Financial Statements

The Committee noted the value of total investments made to date and the key portfolio highlights as set out and, noting the continuing work to develop specific TCD projects and investment opportunities, requested the Q3 2024 performance update to come forward for review in Michaelmas Term 2024.

**Action:**

- 10.1** The Q3 2024 performance update to come forward for review in Michaelmas Term 2024.

**FN/24-25/11 Provost Expenses**

The circulated memorandum from the College Secretary dated 06.08.2024, setting out the report of the Provost's expenses for the period 01.08.2023 to 31.01.2024 was noted, with all expenses incurred and approved in line with relevant University policies. No exceptional items of expenditure were incurred, and reimbursement claims (and supporting documentation) were made available for review.

**FN/24-25/12 Additional Fee Derogations for Academic Year 2024/25 and 2025/26**

The Committee noted the circulated memorandum and appendices from the Financial Operations Manager dated 10.09.2024, setting out a series of additional course fee derogation requests for 2024/25 and 2025/26 (received subsequent to the previous derogation approvals in April 2024), all of which have been approved by the relevant Course Director, Head of School, Faculty Dean and reviewed by FSD to reflect pricing in existing contracts.



### **FN/24-25/13 Term Extensions for external Investment Committee members**

The Committee noted the circulated memorandum from the Chief Financial Officer dated 10.09.2024 and, as requested, noted the two-year membership extensions for the Investment Committee Chair and two of the current external members, along with the extension of the remaining external member to December 2025.

### **FN/24-25/14 Minutes of Sub Committees (incl. Quarterly Performance Summary of Trinity Endowment Fund q/e 31.03.2024)**

The Committee noted the circulated memorandum from the Chief Financial Officer dated 10.09.2024 and the accompanying draft minutes of the Investment Committee meeting of 11.06.2024, which included the following items:

- Endowment Fund – 31 March 2024
- Update from IC Sub-Group meeting of 9 May 2024
- Equity Allocation Update
- Summary of 2023 Performance Review of M&G Fund
- IPUT Fund review of the financial year to 31 March 2024
- Fiera Infrastructure review of the financial year

The Committee also noted the quarterly performance summary to 31.03.2024 as circulated.

### **FN/24-25/15 Minutes of the Audit Committee**

The Committee noted the circulated memorandum from the Chief Financial Officer dated 10.09.2024 and the accompanying minutes of the Audit Committee meeting of 14.03.2024, which included the following items:

- Audit of Consolidated Financial Statements for 2022/23
- Trinity Endowment Fund Financial Statements for y/e 30.09.2023
- US GAAP Consolidated Financial Statements for the y/e 30.09.2023
- Conduct of the Audits
- Review of Completed & Risk Accepted Recommendations
- Communication with Risk and Compliance Committee





- Audit Committee Annual Report 2023/24
- Subsidiary Undertakings
- Risk and Compliance Minutes
- Board Papers

#### **FN/24-25/16 Minutes of Critical Infrastructure Committee (CIC)**

The Committee noted the circulated memorandum from the Chief Financial Officer dated 10.09.2024 and the accompanying minutes of the Critical Infrastructure Committee meeting of 17.04.2024, which included the following items:

- Work Plan 2023/24
- Updates from other Principal Committees
- Capital Projects Dashboard
- Draft Digital Projects Dashboard
- Trinity East Programme
- Dartry Project
- Trinity South Renewal Programme
- Review of Student Spaces
- Strategic Space Management
- Library Annual Report 2022-23
- Federated IT and Cyber Group
- Cyber Security Update
- Library Policies
- Risk & Oversight

#### **FN/24-25/17 Related Entity Financial Reporting**

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The Committee noted the circulated memorandum from the Chief Financial Officer dated 10.09.2024 and recommended the Directors' Report and audited Financial Statements of the following entities to Board for noting:

- Science Gallery International for the year ended 30.09.2023
- The Lir (National Academy of Dramatic Art at Trinity College) for the year ended 30.09.2023
- HEAnet for the year ended 31.12.2023
- Douglas Hyde Gallery for the year ended 31.12.2023



**Trinity College Dublin**

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

The Committee noted the next Finance Committee meeting is scheduled for **14 October 2024 at 10:00am** in the Provost's Library.

PROVOST..... DATE.....