

Minutes of the Governing Body Meeting – 11 December, 2024

Present: David Holohan (Chairperson), David Smith (President), Ruth Barry, Turlough Conway, Bernadette Costello, Dr Eimear Cotter, Dr Cormac Deane, Lavender Jane Gartlan*, Simone James*, Dr Gráinne Kirwan, Owen Laverty, Prof Paul Moore, Peter O’Brien, Colm O’Callaghan, Eva Perez

Anne Ferris, Siobhan Lynch, Diana Moldovean, Brian Mulligan

Apologies:

**Absent without
Apology:**

In Attendance: Dr Andrew Power (except Item 1 and Item 7.8), Niamh Clifford (Item 7.6 and 7.7)
Elizabeth Stunell (except Item 1 and Item 7.8)

*Attendance via MS Teams

This meeting took place in the Boardroom, Roisin Hogan House, IADT, with remote attendance being facilitated via the MS Teams Platform – IADT Governing Body Group. Attendance for the meeting was monitored throughout the meeting by the Secretary to the Governing Body, and the Recording Secretary to the Governing Body. The meeting commenced at 12.15 pm following a briefing on the outcome of the Governing Body Effectiveness Review, and concluded at 1.45 pm.

1. Adoption of Agenda

The Governing Body was notified that Bernard Mullarkey – Secretary/Financial Controller and Secretary to the Governing Body, will be on extended leave until the end of January. The need to appoint an Interim Secretary to the Governing Body was highlighted and a Resolution proposing the appointment of an interim Secretary has been included on the agenda for this meeting. It was proposed that Item 7.8 be taken in advance of the meeting – this was approved by the Governing Body, and the Agenda was adopted:

Proposed: Chairperson
Seconded: President

The Chairperson welcomed Dr Andrew Power – Interim Secretary to the Governing Body – to the meeting.

2. Conflicts of Interest

No conflicts of interest were reported regarding items for discussion on the agenda for this meeting.

3. Adoption of Minutes of the Meeting of 13th November 2024 (including for Publication)

The Minutes of the Meeting of 13th November 2024 were approved (including approval for publication).

Proposed: Ruth Barry
Seconded: Turlough Conway

4. Matters Arising

No matters arising.

5. Correspondence

No correspondence.

6. Technical Approvals

6.1 Bank Accounts

No changes to IADT's Bank Accounts.

6.2 Property Rentals

The following Media Cube Licenses were approved:

- Aco Television t/a Motive TV.
- Thinscale Technology
- Glocal Advertising Cloud t/a GladCloud
- Drone Space Ltd

Proposed: Chairperson
Seconded: Eva Perez

6.3 HR Appointments

No appointments to note.

7. Governing Body Resolutions

7.1 The Governing Body approves the Annual Report of the Audit and Risk Committee 2023/2024 (20/2024)

Circulation of the Annual Report of the Audit and Risk Committee of Governing Body for 2023/2024 was noted and an overview of key points from the Annual Report was provided by Bernadette Costello, Chairperson of the Audit and Risk Committee. It was noted that changes have been made to the layout of the Annual Report of the committee. The Audit and Risk Committee has undertaken a significant amount of work in relation to Risk over the past year, which is reflected in the Annual Report. The Audit and Risk Committee has also reviewed the reports from the Internal Audit Process to determine that there are adequate processes and controls in place at IADT.

IADT's Financial Statements to the year ended 31st August 2024 have been reviewed in detail by the Audit and Risk Committee, and approved for submission to the Comptroller and Auditor General (C&AG). An external audit of the Financial Statements will be undertaken by the C&AG early in 2025 following which the Financial Statements to the Year Ended 31st August 2024 will be presented for formal approval to the Governing Body.

Resolution 20/2024 was adopted by the Governing Body.

Proposed: Dr Grainne Kirwan
Seconded: Bernadette Costello

7.2 The Governing Body is satisfied that there is an adequate System of Internal Controls in the Institute (21/2024)

Resolution 21/2024 was adopted by the Governing Body.

Proposed: Chairperson
Seconded: President

7.3 The Governing Body approves the IADT Annual Governance Statement 2023/2024 (22/2024)

Circulation of IADT's Annual Governance Statement was noted by the Governing Body. The Annual Governance Statement has been reviewed and approved by the Audit and Risk Committee of Governing Body, and proposed to the Governing Body for adoption. The Annual Governance Statement is a formulaic return, with IADT required to indicate Compliance or Explanations in relation to specified areas of governance.

Resolution 22/2024 was adopted by the Governing Body.

Proposed: Dr Grainne Kirwan
Seconded: Dr Eimear Cotter

7.4 The Governing Body approves the IADT Business Continuity Policy (23/2024)

Circulation of the *IADT Business Continuity Policy* was noted by the Governing Body. The Policy has been developed by the President and the Secretary/Financial Controller, and forms part of IADT's Risk Framework. Further updates to the policy will be made over the coming months with an updated policy to be presented to a future meeting of the Governing Body. The President noted the need for the institute to actively engage in business continuity planning to ensure that the Institute can remain fully operational in the event of incidents such as the loss of use of a building or in the event of a significant Cyber outage/attack.

Resolution 23/2024 was adopted by the Governing Body.

Proposed: Chairperson
Seconded: Owen Laverty

7.5 The Governing Body approves the Revised Terms of Reference for the EDI Committee of Governing Body (24/2024)

Circulation of the updated Terms of Reference for the EDI Committee of Governing Body were noted. Updates to the Terms of Reference were highlighted and include an amendment to the Terms of Office of the Student Members of the EDI Committee which has been amended to be consistent with the Term of Office of the Student representative members of the Governing Body.

Resolution 24/2024 was adopted by the Governing Body.

Proposed: Dr Cormac Dean
Seconded: Bernadette Costello

7.6 The Governing Body approves the IADT Dignity and Respect – Bullying and Harassment Policy and Procedures (25/2024)

Niamh Clifford – HR Manager – was in attendance for this item. Circulation of the *IADT Dignity and Respect – Bullying and Harassment Policy* and *Dignity and Respect – Sexual Misconduct Policy* were noted by the Governing Body. The HR Manager briefed the Governing Body on the internal and external consultation processes that were undertaken during the course of developing both policies. Staff input was sought for both policies, with feedback being taken on board. Following this, the HR Manager consulted with IBEC and Resolve in relation to the *IADT Dignity and Respect – Bullying and Harassment Policy* with their feedback being incorporated into the finalised policy which has been approved by the Executive. In relation to the *IADT Dignity and Respect – Sexual Misconduct Policy*, the HR Manager consulted with the Dublin Rape Crisis Centre with their guidance being incorporated into the Policy which was subsequently approved by the Executive. It was also noted that Policy Handbooks will be developed for staff and students providing a ‘user-friendly’ overview of both Policies – this was welcomed by the Governing Body. The Governing Body noted the comprehensive nature of both policies and commended the work undertaken in developing both policies. Following adoption of the policies by Governing Body, a training plan will be put in place for staff and students on the operation of the Policies.

The *IADT Dignity and Respect – Bullying and Harassment Policy* was approved by the Governing Body and Resolution 25/2024 was adopted.

Proposed: Chairperson
Seconded: Prof Paul Moore

7.7 The Governing Body approves the IADT Dignity and Respect – Sexual Misconduct Policy and Procedures (26/2024)

Niamh Clifford – HR Manager – was in attendance for this item. See Item 7.6. The *IADT Dignity and Respect – Sexual Harassment Policy* was approved and Resolution 26/2024 was adopted by the Governing Body.

Proposed: Dr Grainne Kirwan
Seconded: Owen Laverty

7.8 The Governing Body approves the appointment of an Interim Secretary to the Governing Body (27/2024)

This item was taken immediately following Item 1. The Governing Body noted the proposal that Dr Andrew Power – Vice President for Academic Affairs and Registrar, be appointed as Interim Secretary to the Governing Body. A summary of Dr Power’s credentials and experience for this role was circulated to members of the Governing Body ahead of the meeting.

Resolution 27/2024 was adopted by the Governing Body.

Proposed: Chairperson
Seconded: Dr G. Kirwan

8. Governing Body Committees and Academic Council

8.1 Academic Council – Minutes of the Meeting of 7th October 2024

Circulation of the Academic Council Minutes of the Meeting of 7th October 2024 were noted by the Governing Body. An overview of matters discussed by Academic Council was given by the President. A number of new members have commenced their term of office as members of Academic Council. Academic Council acknowledged the formal event to mark the signing of the Memorandum of Agreement with Maynooth University which took place on 12th September. Academic Council also noted and welcome the allocation of €2m in Strategic Funding for IADT through the Technological Sector Advancement Fund; the President noted an intention to provide a briefing on the Work Packages agreed with the HEA early in the new year.

IADT's Creative Pathways programme developed specifically for students with intellectual disabilities – has been approved and a recruitment process for the programme is underway. The first offering of the programme is due to commence in January. Work to develop the necessary policies and procedures to put in place a Linked Provider framework for IADT to offer validation services for Further Education Institutions is now underway. It is likely that the National Training Fund will focus a significant proportion of its future funding allocations towards micro-credentials and work-based education opportunities, Academic Council has approved updates in IADT's Programme Development Policy to support the development and approval of Micro-credentials.

Semesterisation – the 2024/2025 academic year saw IADT implement a semesterised model of delivery for programmes across both Faculties. It was reported that the implementation of Semesterisation has gone well with mostly positive feedback having been received. Minor implementation issues – for example the timing of the appointment of External Examiners to meet the timelines for Semester 1 Exam Boards – are being worked through.

8.2 Audit & Risk Committee – Minutes of the Meeting of 21st October 2024, and Summary Report of the Meeting of 25th November 2024

Circulation of the Audit & Risk Committee Minutes of the Meeting of 21st October 2024, and Summary Report of the Meeting of 25th November 2024 were noted by the Governing Body. An overview of matters discussed at the Audit and Risk Committee was given by the Chairperson of the Committee. The Audit and Risk Committee have reviewed and approved IADT's Annual Governance Statement which was approved at Item 7.3. In addition, Internal Audit Reports have been reviewed and discussed. The Audit and Risk Committee have also reviewed IADT's Management Accounts to the end of October. Updates to the presentation of these accounts are currently being developed to improve the clarity and analysis of the financial information provided.

Over the past number of months, a new Corporate Risk Register with approx. 25 corporate-level risks has been implemented following approval by the Audit and Risk Committee. The Risk Matrix is still being refined by the Audit and Risk Committee, and a briefing will be provided to a future meeting of the Governing Body. Each functional area within the Institute will need to develop its own Local Risk Register, managing risks appropriate to that

functional area. A substantial amount of work has been undertaken over the past year to improve IADT's management of Risk. The Governing Body noted the potential risks to future capital investment in the Institute should IADT fail to increase student numbers in line with commitments given to the HEA.

8.3 Recruitment & Selection Committee – Minutes of the meeting of 30th August 2024, and Summary Report of the meeting of 18th November 2024

Circulation of the Recruitment & Selection Committee Minutes of the meeting of 30th August 2024, and Summary Report of the meeting of 18th November 2024 were noted by the Governing Body. A recent increase in the number of female candidates seeking appointment has been noted by the Recruitment and Selection Committee.

8.4 EDI Committee – Minutes of the Meeting of 10th June 2024, and Summary Report of the meeting of 28th November 2024

Circulation of the EDI Committee Minutes of the Meeting of 10th June 2024, and Summary Report of the meeting of 28th November 2024 were noted by the Governing Body.

8.5 EDI Committee – Annual Report 2023/2024

Circulation of the EDI Committee Annual Report 2023/2024 was noted by the Governing Body.

8.6 EDI Committee – Evaluation Report

Circulation of the EDI Committee – Evaluation Report Was noted by the Governing Body.

9. President's Briefing

Circulation of the President's Briefing to Governing Body was noted and a number of key points from the Briefing were highlighted by the President.

9.1 National Strategic Update

- **Sectoral Advocacy Group** – funding of €1.5m to support the development and implementation of a Sectoral Advocacy Group has been formally approved by the Board of the HEA. All HEIs within the Technological Higher Education Sector will be members of this group. Work to develop the Terms of Reference for the Group is underway.
- **Digital Media Building** – completion works to the Digital Media Building have been delayed recently, impacting the Institute's access to complete essential ICT & AV installations. IADT's Capital Developments Manager is actively engaging with the Works Company to ensure that the building is completed in time for classes to commence in the building as per the agreed date of 20th January.
- **Quadrangle Refurbishment Proposal** – following a tender process, KPMG have been engaged to provide the support and expertise necessary to complete the Preliminary Business Case (PBC) required for the project proposal to progress to the next decision gate for the Quadrangle Refurbishment Project. The PBC must be completed and submitted in March 2025, and will include an analysis of the strategic value and economic impact locally, regionally and nationally of an investment in the Quadrangle Building. The importance of securing investment in refurbishing the Quadrangle Building to meet IADT's climate action emissions reductions was highlighted, with the risk that IADT could potentially be required to close the Quadrangle Building if works to address the energy efficiency of the building are not commenced prior to the national emissions reductions deadline of 2030.

- **Student Numbers** – the Registrar will make a presentation to the Governing Body on a breakdown of IADT’s student numbers for the current academic year. An active student recruitment campaign for CAO applicants to the 2025/2026 academic year is underway.
- **NTUTORR** – the final NTUTORR National Showcase took place in the National Convention Centre on 26th and 27th November last. Online attendance at the event was also facilitated. Regrettably the NTUTORR Project will conclude on 31st December, with the immense benefits in relation to skills and capital investment in technology derived from the Project to IADT and other HEIs being noted by the President.
- **Marketing and Student Recruitment** – statistics and a sample of the digital assets used as part of IADT’s marketing campaign were included within the President’s Briefing to Governing Body. Significant work was undertaken this year to increase attendance at IADT’s Open Day in November, which was a success with an approximate 25% increase on attendance over previous years. IADT’s access initiatives are also proving effective with the number of students recruited from local DEIS-designated schools having increased from 19 to 48 in recent years.

9.2 Strategy Implementation

- **Strategic Plan Implementation** – a significant amount of work has been undertaken over the past number of months to collate all actions within the various national and institutional Action Plans / Agreements *including* CINNTE, Athena Swan, the Performance Agreement, the Strategic Plan, TSAF Project, TU RISE etc.. These actions have been collated and divided among 32 Objectives with associated Key Results – OKRs. A presentation on this will be provided at the January meeting of the Governing Body.
- **Review of Organisational Structures** – the consultation process in relation to a review of IADT’s Organisational Structures is ongoing at present. An anonymous all-staff survey is underway. In addition a number of in-person workshops for staff are taking place over the coming week, and staff engagement with the review process has been reported as positive.
- **Technological Sector Advancement Fund** – an additional funding allocation may be made available to IADT by the HEA to support additional Work Packages which were not funded within the first Funding Allocation made to the Institute in June of this year.
- **Creative Futures Academy** – additional funding has been allocated to the Creative Futures Academy project – a collaborative project between IADT, the National College of Art and Design and University College Dublin. The focus for the additional funding allocation is on the delivery of micro-credentials.
- **Creative Campus Working Group** – the formation of a Creative Campus Working Group by the Department of FHERIS was noted. IADT is represented on this Working Group by Dr Daithí Mac Sithigh – Director of Strategic Projects. Other HEIs represented on the group include NUI Galway, UCD and Maynooth University.

9.3 Risk Management

- **Climate Action Leadership** – members of the Executive and Senior Management Team who have not as yet completed programmes on Climate Leadership, have been notified of their obligation to complete a recognised qualification in this area by the end of 2024. To facilitate this and with funding from NTUTORR, the Climate Leadership Programme for Senior Managers was provided over two half-day online sessions which took place on 6th and 10th December. In addition, the President, Director of Strategic Projects and Head of Faculty of Film, Art and Creative Technologies have successfully completed the

IPA *Postgraduate Professional Certificate in Climate Action and Sustainability Reporting*, graduating on 6th December.

- **Strategic Finance** – IADT has been advised of an additional exchequer allocation in the region of €1.06m by the HEA. This allocation fully offsets the liability for the pay increases to staff awarded under the National Pay Agreement earlier this year. This additional funding will also result in IADT returning a surplus for 2024 of approx. €300K, a reversal of the €400K budget overspend proposed to and approved by the Governing Body earlier this year. The President welcomed the additional funding allocated to the Institute, but noted that in order to minimise the projected €400K overspend, significant limitations were placed on expenditure over the course of the year with many priority items of expenditure deferred which would have been of significant benefit to the Institute. The President noted the difficulties for the Institute in planning investment and strategic expenditure in the absence of surety that there will be an additional allocation to cover key items of non-discretionary expenditure such as staff pay increases awarded under national pay agreements. The Executive has agreed to establish a Strategic Finance Committee which will undertake a detailed review of expenditure patterns with a view to forming multiple annual budget projections factoring in historic additional funding allocations. The potential need to include an element of risk within budget planning was highlighted.
- **Vacant Executive Posts** – preliminary preparations are in progress to initiate recruitment processes for vacant posts at Executive level once the Organisational Structures Review has been completed in Q1 of 2025. In the interim, a number of members of the Executive are carrying additional levels of responsibility to provide executive leadership for areas where there are current vacancies within the Executive team.
- **Space Utilisation Survey** – the Assistant Estates Manager is currently receiving a briefing from the HEA in relation to the most recent Space Utilisation Survey. Issues with legacy bookings on the Institute’s Timetabling System continue to cause issues in the mismatch between system bookings and actual usage. The next Space Utilisation Survey will take place in February with a date yet to be advised to the Institute.

9.4 Noting of HEA-IADT Oversight Agreement by Governing Body Circulation

Circulation of the Oversight Agreement between IADT and the HEA was noted. The Oversight Agreement will be signed on behalf of IADT by the President and Chairperson, and outlines obligations within the interactions between both parties.

10. Equality, Diversity and Inclusion Implications

- *IADT’s Dignity and Respect – Bullying and Harassment and Dignity and Respect – Sexual Misconduct Policies* were adopted by the Governing Body.
- The Recruitment and Selection Committee has noted an increase in the number of female candidates seeking appointment to posts at the Institute.
- Recruitment is underway to IADT’s Creative Pathways programme developed to be offered to students with intellectual disabilities. The programme is due to commence in January.
- It is likely that a focus for funding allocations from the National Training Fund will be for micro-credentials and work-based learning programmes. IADT’s Academic Council has approved the necessary updates to procedures for IADT to develop programmes to be offered as micro-credentials.

Standards in Public Office – members of the Governing Body are reminded of the requirement to complete a Statements of Interest return to the Standards in Public Office in January of each year. Members of the Governing Body are also required to provide a copy of the Statement of Interest to IADT. A copy of the Statements of Interest Form will be forwarded to each member of the Governing Body for completion early in the new year with members of the Governing Body being requested to complete and return the necessary copies of the form promptly in advance of the deadline.

The next meeting of the Governing Body will take place on 8th January 2025.

Signed: _____
David Holohan

Date: _____