

## **Minutes of the Governing Body Meeting – 13 November, 2024**

**Present:** David Smith (President), Ruth Barry, Turlough Conway\*, Bernadette Costello, Dr Eimear Cotter, Dr Cormac Deane, Anne Ferris, Lavender Jane Gartlan\*, Simone James\*, Owen Lavery\*, Siobhan Lynch\*, Prof Paul Moore, Brian Mulligan, Peter O'Brien, Colm O'Callaghan, Eva Perez,

**Apologies:** David Holohan (Chairperson), Dr Gráinne Kirwan, Diana Moldovean,

**Absent without Apology:**

**In Attendance:** Bernard Mullarkey, Elizabeth Stunell

\*Attendance via MS Teams

The meeting was concluded at 1.25 pm, and was chaired by Anne Ferris.

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 12.00 pm.

### **1. Adoption of Agenda**

The Agenda was adopted as circulated.

Proposed: Ruth Barry  
Seconded: Brian Mulligan

### **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 11th September 2024 (including for Publication)**

The Minutes of the Meeting of 11th September 2024 were approved (including approval for publication).

Proposed: Eva Perez  
Seconded: Bernadette Costello

#### 4. **Matters Arising**

- **Crane Foundation Limited** – the Secretary/Financial Controller Updated the Governing Body regarding Crane Foundation. In 2020 the Governing Body approved the Secretary/Financial Controller to act on behalf of the Institute in the liquidation of Crane Foundation (formally the NDRC). The liquidation process has now been fully completed with the assets of the company having been transferred to Rethink Ireland. As Crane Foundation was a registered charity, the liquidation process was fully overseen by the Charities Regulator and complies with all appropriate legislation.

#### 5. **Correspondence**

No correspondence.

#### 6. **Technical Approvals**

##### 6.1 **Bank Accounts**

No changes to IADT's Bank Accounts.

The Secretary/Financial Controller notified the Governing Body of the requirement to provide the date-of-birth and country of residence for each external member of the Governing Body, in order to comply with the provisions under the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010 and will enable the Bank to complete important due diligence. This information is being requested from members from whom this information is needed at present for onwards forwarding

##### 6.2 **Property Rentals**

The following Media Cube Licenses were approved:

- Nexus Assurance
- Irish Fairways Tours
- True View trading as Fluent

Proposed: Cllr Peter O'Brien

Seconded: President

##### 6.3 **HR Appointments**

###### **Completed Interview Board Recommendations**

Permission is sought from Governing Body for the President, subject to the satisfactory completion of the verification processes, to offer appointments on foot of the competitions, which were advertised recently. Such sanction to appoint is conditional on the President being satisfied, following review, that the necessary funding arrangements and compliance with Employment Control Framework ceilings are in place to support appointments on a case by case basis.

###### **Open Competitions**

###### **Estates & Campus Services Manager**

*Name(s) Redacted*

Proposed: Cllr Peter O'Brien

Seconded: President

## 7. **Governing Body Resolutions**

No resolutions for approval at this meeting.

## 8. **Governing Body Committees and Academic Council**

### 8.1 **Academic Council – Minutes of the Meetings of 17th June 2024 and 7th October 2024**

Circulation of the minutes of the Academic Council Meetings of 17th June 2024 and 7th October 2024 were noted by the Governing Body. An overview of matters discussed by Academic Council was given by the President. Academic Council noted and welcomed the secondment of IADT's Rebecca Roper (Head of Teaching and Learning) and Dr Sharon McGreevy (Lecturer, Faculty of Enterprise and Humanities) to the HEA to work within their Teaching and Learning unit. Development of the *Creative Pathways Programme* — a programme developed specifically for delivery to students with intellectual disabilities — was approved by Academic Council. Funding for the programme was made available by Taoiseach Simon Harris TD, during his time as Minister for FHERIS. Validation processes for the Creative Pathways and a number of other undergraduate programmes including a programme to be offered through FilmEU were noted by Academic Council.

Work has commenced to develop the necessary policies and procedures for IADT to become a Linked Provider, employing IADT's status as a Designated Awarding Body to provide validation services for appropriate Further Education institutions. An update on key issues of concern to students was provided to Academic Council by the Student Union.

**Artificial Intelligence** – discussions are taking place at Academic Council regarding the issues and opportunities that are provided through the use of Artificial Intelligence by both students and academic staff. However the President noted that IADT has not advanced these discussions sufficiently fast enough given the growth in the use of Artificial Intelligence. Discussion on Artificial Intelligence is taking place at national level through the NTUTORR project, and it is hoped that some recommendations for actions will be provided before the NTUTORR project comes to an end later this year. The President noted the potential for students to use Artificial Intelligence in the creation of their assessment work with the associated implications for academic integrity.

However, the use of Artificial Intelligence to support business intelligence has the potential to benefit the Institute. Concern was expressed regarding the urgency for the Institute to develop the appropriate policies and procedures to ensure Academic Integrity of IADT's assessment processes is maintained. However, it was also recognised that a significant number of IADT's programmes have project based outcomes / continuous assessment (eg. require a physical artefact/original production to be created) which partly mitigates against academic misconduct. IADT is mindful of both the risks and potential benefits of the use of General Artificial Intelligence and that work in this area is underway within the appropriate for a to adopt policy and best practice guidelines.

### 8.2 **Audit and Risk Committee – Minutes of the Meeting of 28th May 2024**

Circulation of the Minutes of the Audit and Risk Committee meeting of 28th May 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. Management Accounts and the Variance Report are considered in detail at each meeting of the Audit and Risk Committee. Amendments have been identified to the coding of payroll costs in relation to a number of projects with this update being made to the Management Accounts at present.

The Audit and Risk Committee undertakes ongoing reviews of the management of Risk. The Audit and Risk Committee was briefed on a recent meeting of HEIs within the University and Technological Higher Education sectors called by the Department of FHERIS, at which a briefing on risks and concerns relating to the security of Research Information Systems within HEIs was provided to the Presidents of HEIs. Following the briefing, a national working group has been established with IADT's Director of Strategic Projects Dr Daithi Mac Sithigh representing the Institute at this meeting.

A significant upgrade to procedures and systems to enhance Cyber Security and Research Security will be required of all HEIs with the recent Cyber Security 'attack' at South East Technological University (SETU) being noted. A full review of IADT's Cyber Security will be undertaken as part of the next Internal Audit process. Further meetings of the Audit and Risk Committee have been scheduled prior to the end of the current calendar year, and a briefing on these meetings will be provided to the next meeting of 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** – a funding allocation through the Technological Sectoral Advancement Fund has been made by the HEA in support of the development of a Terms of Reference and the establishment of a Sectoral Advocacy Group to represent the seven HEIs within the Technological Higher Education Sector. This process is now underway.
- **Executive Posts** – recruitment processes for the two vacancies within the Executive Management Team will be undertaken once the consultation process on a revised structure for the Institute has been completed.
- **Digital Media Building** – completion works to the Digital Media Building have slowed slightly, however the building remains on target to be opened for student class delivery as per the agreed date. Discussions remain ongoing with the Building Management Company and it is hoped that IADT will have access to the building during December to commence necessary ICT and canteen fit-out.
- **Quadrangle Building Upgrades/Re-Imagining** – the next phase of the proposal for the upgrade and re-imagining of the Quadrangle Building requires IADT to submit a detailed Economic Business Case including the local and regional economic impact of the building development. A tender process was undertaken to contract the economic reporting skills necessary to develop the Economic Business Case with the contract being awarded to KPMG. The President will meet with KPMG in January with work to develop the Economic Business Case to be completed within 3 months.
- **Carnegie Campus** – the final stages of ICT and furniture fit-outs are in progress at present and it is hoped to have the new campus facility in operation in the very near future.
- **Programmatic Review** – the Faculties have commenced the process of Programmatic Review which will be ongoing in stages over the coming few years. The Programmatic Review process will involve a detailed and comprehensive quality review of all programmes.

- **Dignity and Respect Policies** – over the course of the year, the HR Manager has led a detailed review of IADT’s *Dignity and Respect – Bullying and Harassment Policy* and *Dignity and Respect – Sexual Misconduct Policy*. This review has included both staff consultation and review and guidance from appropriate external agencies. The finalised policies are currently being reviewed and approved by the Executive, and will be presented to the December meeting of the Governing Body for adoption.
- **Conferring** – the annual IADT Conferring took place at the RDS on 8th November last. Along with conferring IADT’s graduates, IADT conferred the Award of Honorary Fellow on David Gillick and Blindboy Boatclub. The President also thanked Cllr Peter O’Brien for officiating at the ceremonies on behalf of the Chairperson.
- **Staff Retirement Event** – an event for staff who have retired from IADT over the past two years and their families was held on 1st November last. The event was well attended by staff, retirees and their families.
- **Smarter Travel Award** – IADT has been awarded the Smarter Travel Mark at Bronze level, in recognition of the Institute’s work towards meeting climate action goals. The President commended IADT’s Climate Action Champion Rónán O Muirthile (Head of Faculty of Film, Art and Creative Technologies) and Rachel Gallagher (Enterprise Development Manager) for their contribution in IADT achieving the Smarter Travel Mark.
- **Connect Research Centre** – IADT has become a member of SFI’s CONNECT Centre hosted by Trinity College Dublin as an institute partner. The President noted the importance of this for growing research at IADT. Dr Jessica Foley, Department of Art & Design, is the SFI funded investigator for IADT.
- **Lifetime Achievement Award** – the Governing Body congratulated the President on being awarded the prestigious Catherine Donnelly “Lifetime Achievement” Award by the Institute of Creative Advertising and Design (ICAD), in recognition of his contribution to Irish Design and Creativity.
- **GEECT Regional Chair** – the Governing Body also congratulated IADT’s Director of European Projects and FilmEU Lead Barry Dignam, on his election as the new GEECT Regional Chair by the Executive Council of CILECT (Centre International de Liaison des Ecoles de Cinéma et de Télévision).
- **Level 10 Pathways** – IADT’s first two PhD students have commenced their studies under the Memorandum of Agreement with Maynooth University.

## 9.2 Strategy Implementation

- **Performance Framework** – following the agreement of the Performance Framework with the HEA, work to finalise the Objectives and Key Results (OKR) document has been completed and approved by the Executive. A number of roles within the Planning and Strategy Office are now in place (funded through the TSAF allocation made to the Institute earlier this year by the HEA), led by Sarah Searson. In addition, a number of members of the senior leadership team for the HEA were on campus at an event to mark the signing of the OKR Document by the HEA and the President on behalf of IADT. IADT is the first HEI to have signed a Performance Agreement with the HEA for this cycle of Performance Agreements. It is expected that the Performance Agreement will be published on the HEA website in the coming weeks. In relation to the targets agreed with the HEA in the Performance Agreement, the President noted that realistic and achievable targets have been agreed with the HEA, which will be amended in successive years to reflect the Institute’s capacity to achieve them with higher target levels being agreed as appropriate.

- **Annual Dialogue Meeting** – IADT’s annual Dialogue Meeting with the HEA took place while the HEA was on campus to sign the Performance Agreement. The President updated the Governing Body regarding matters discussed at the meeting. The need for IADT’s Executive to meet to discuss and agree plans in relation to Strategic Finance was highlighted by the HEA, and a meeting will be organised for the Executive in the near future with the Institute needing to identify ways to diversify the Institute’s income streams. The need to consider offering apprenticeships was also highlighted, with possible funding to support future apprenticeships being made available through the National Training Fund. The HEA also recognised the substantial level of transformation that IADT – as a relatively small HEI – is currently undergoing.
- **Organisational Structures Review** – the President noted that consultants from Crowe have been engaged to undertake the consultation process and to provide some options for consideration for a new organisational structure for the Institute that will support IADT as the Institute prepares for an application for a new designation. Crowe will provide an interim update to the Executive in December, with a final report and suggestions to the Executive in March 2025. A number of meetings with the Chairperson of the Governing Body, the President, Executive and Management Team have already taken place with the staff consultation sessions due to commence in the coming weeks. The President agreed to circulate a copy of the notice issued to staff on the Organisational Review following the meeting.

### 9.3 Risk Management

- **Risk Management Policy** – an update was provided to the Audit and Risk Committee on the ongoing review of the Corporate Risk Policy. The Audit and Risk Committee has made a number of recommendations which will be implemented ahead of their next meeting.
- **Projected 2024 Budget Outturn** – earlier in the year, the Governing Body approved IADT to return a projected budget overspend in excess of €400K, with an assurance from the President that IADT would work to ensure the overspend was kept to a minimum. The most recent Variance Report presented to the Audit and Risk Committee shows IADT’s current expenditure to be in the region of €280K adverse. A substantial element of the projected budget overspend relates to the National Pay Agreement reached by Government with Staff Unions, which had not been in place or allowed for when the budget allocations were made to HEIs by the HEA. It is anticipated that an allocation will be made to HEIs in December which will offset a substantial element of the projected overspend. However there is likely to be a small overspend on budget allocation for the year, with substantial increases in non-discretionary costs for utilities etc. being a significant contributor to this.

The need for the Institute to return to operating within the available budget envelope was highlighted. The Governing Body was also reminded that a Restricted Reserve fund has been set aside to fund the ICT fit-out for the Digital Media Building. In addition due to the student numbers-based funding model in operation within the Higher Education sector, IADT’s stable student numbers in recent years has impacted on IADT’s annual budget allocation from the HEA (primarily based on total student numbers). It is clear that with the DMB soon to be opened it will be critical for the Institute to re-enter a student numbers growth phase. The President noted that IADT is maintaining a focus on

engagement with Guidance Counsellors and Art Teachers to maintain the profile of the Institute within schools, in conjunction with continued engagement with local DEIS-designated schools and an active marketing campaign promoting the Institute and its programmes.

- **Risk Register** – reports on IADT’s Corporate Risk Register to the Audit and Risk Committee on a regular basis. At the most recent meeting, it was agreed that two of IADT’s Risks would be raised by one level, however it is hoped that these risks will return to their former levels shortly. It was suggested that an update report will be provided to the Governing Body following a future review and discussion on the Risk Register by the Audit and Risk Committee.

#### **10. Equality, Diversity and Inclusion Implications**

- Recruitment is underway for IADT’s new programme – *Creative Pathways* – developed specifically for students with intellectual disabilities
- IADT’s Dignity and Respect Policies have been updated and the updated policies will be presented to the next meeting of the Governing Body for approval
- Work continues with local DEIS-designated schools to encourage their students to consider third-level education as an option

The next meeting of the Governing Body will take place on 11th December. The meeting will include a presentation from Deloitte on the outcome of the Governing Body Effectiveness Review, and will commence at the earlier time of 11.00 am.

Signed: \_\_\_\_\_  
David Holohan

Date: \_\_\_\_\_