

IADT Critical Incident Procedures

Document Reference and Version Number	CIP/V3.0 2025
Purpose	These are the procedures for dealing with critical incidents at the Institute
Policy Author	Student Experience / Office of the Registrar
Policy Owner	Office of the Registrar
Intended Audience	All staff and students of IADT
Approved by Academic Council	13 January 2025
Commencement Date	February 2025
Related Forms	N/A
Related Documents	<ul style="list-style-type: none"> • IADT Safety Statement – Roles and Responsibilities (Feb 2023)

Document Version History

Previous Version	Notes	Replaced by
Version 1, 2007		Version 2 2017
Version 2, 2017		Version 3, 2025
Version 3, 2025	<ul style="list-style-type: none"> • Updating the format and structure of the document and addition of Document Version History • Introduction of a new section and references about Suicide Postvention • General minor updates and revisions throughout the document. • Updating of contact details in Appendices. 	

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BACKGROUND AND CONTEXT

1. **Purpose**

The Institute (IADT) is a large organisation that many people depend on for a wide range of facilities, services and resources. However, issues may arise that can seriously disrupt and impact the Institute's business. This could be as serious as a fire, or it could be as simple as the absence of a key staff member at a critical time for the Institute. In such circumstances, staff members and our students expect their routines to proceed as normal or, at the very least, to be provided with information on what will happen to rectify the situation. Therefore, the Institute needs to have procedures in place where facilities, services and resources are affected by a critical incident.

2. **Scope**

This procedure is intended for the benefit of IADT staff and students. It provides guidance on how IADT responds to critical incidents.

3. **Introduction**

3.1 **What is a Critical Incident**

A critical incident may involve:

- Death/serious injury (or the threat of) to a staff member, student or visitor to the Institute (including suicide)
- Serious physical or environmental damage to the buildings of the Institute or their surroundings
- Significant disruption of the business of the Institute
- Serious threat to the Institute's public image
- Systems failure
- Criminal activity

3.2 **What are the key priorities for the Institute in the event of an Incident?**

Whenever there is a threat to the running of the Institute, it will need to balance a wide range of priorities. Some of these priorities become key in the decision-making of the Executive of the Institute.

These are in order of priority:

- The immediate personal safety of all students, staff members and anyone else associated with the Institute, including visitors, clients of the Media Cube, NFS and other facilities
- The future well-being of students and staff members of the Institute
- The protection of the assets, infrastructure and fabric of the Institute
- Compliance with all appropriate legislation
- The ability of the Institute to continue to function
- The reputation of the Institute

3.3 **How do people know what to do?**

The Institute's staff training and development process ensures that staff members are regularly up-skilled in the areas of relevance to themselves and their work area.

The Institute, through its Risk Register, identifies the main potential risk areas and has plans and procedures in place for their management.

In addition, the Institute keeps up to date regarding incidents and events in other Institutes and colleges nationwide, worldwide and in many other organisations. The Institute learns lessons from such incidents and from the responses made to them. Finally, the Institute and each area of the Institute plan for the types of incidents that may arise in the relevant area.

The Institute's response to a critical incident will typically reflect the following stages:

- **Immediate Response and Intervention:** This involves an emergency response and reaction and restoration of the functioning of the Institute.
- **Secondary Response:** This involves any required reconstruction of buildings and replacement of staff members or equipment. It may also involve investigation by external agencies.
- **Post-incident Response*:** This involves communication both internally and externally in relation to the event and the actions taken. It may also involve implementing support mechanisms for staff members, students and families affected by the incident.
- **Review:** Every critical incident will be critically reviewed and analysed to determine whether the incident was handled appropriately and to identify any weaknesses in the Institute's systems and procedures to prevent any future occurrence.

**See also section 7.3 regarding post-incident response and postvention concerning suicide.*

The occupants of the site are also to be informed, where appropriate, i.e. Monkstown Educate Together, Blackrock Education Centre, Media Cube, etc.

While these responses will usually happen in sequence, there will likely be overlaps when two or more of these responses occur simultaneously.

4. How the Institute Responds to a Critical Incident

4.1 Who is responsible for managing a response?

The President is responsible for the running of the Institute. In the event of an incident, the President has overall responsibility.

The President manages the Institute through the Executive. Each member of the Executive is responsible for managing their area of responsibility and has a collective responsibility for the management of the Institute as a whole.

The President leads and coordinates the response in the event of an incident involving the Institute's reputation.

The Registrar leads and coordinates the response in the event of an incident involving students.

The Secretary/Financial Controller leads and coordinates the response in the event of an incident involving staff and/or facilities. In relation to incidents involving staff members, the Human Resource Manager and the relevant Line Managers will be directly involved.

In certain circumstances, the Emergency Services will assume control of the Institute Campus. In this instance, the appropriate member of the Executive will be the direct point of contact with the Emergency Services.

4.2 What happens if any of the key personnel are not contactable?

These procedures are designed to be used by some key staff members of the Institute. However, for various reasons, one or more of these key staff members may be unavailable or not contactable. This may be due to the incident itself, or the relevant staff member may be off-campus or on leave. It is important that the Institute replace these key staff members temporarily to deal with the incident.

All members of the Executive are empowered to act in the absence of one or more of their members, including the absence of the President.

All members of the Institute Management Team are empowered to act in the absence of more senior personnel.

As soon as possible, on assuming responsibility, the Executive/Management member should assemble as many members of the Executive and/or Management Teams as are available to implement an agreed action plan. This assembly will return control of the Institute to any relevant key Executive members immediately upon their return to availability.

4.3 What is the role of the Chairperson and the Governing Body in the event of an incident?

The Governing Body is responsible for the oversight of the Institute and its powers are set out in legislation. The Governing Body performs its functions through the President.

In the event of a critical incident, the President, in conjunction with the Secretary/Financial Controller will determine the need to inform the Chairperson and the Governing Body. The President and/or the Chairperson, in consultation with the Secretary/Financial Controller, will determine the need to convene a special meeting of the Governing Body.

All critical incidents will be reported to the Governing Body in the President's Report at the next available Governing Body meeting.

4.4 What is the role of staff members of the Institute?

This is entirely dependent on the nature of the event. Some staff members will be actively engaged in managing the Institute's response to the event. These will be staff members experienced and trained for the circumstance.

All other staff members will be needed to maintain calm among the Institute community. This can be achieved in a number of ways. Staff members should continue with their normal routines where safe and possible to do so. This will ensure that a calm and stable environment is maintained.

Staff members should assist their colleagues who may be required to disengage from their normal routine by providing relief cover for them. This will enable those staff members to deal with the incident without the need to concern themselves with the regular running of the Institute. Staff members can assist in keeping unnecessary intrusions on the scene of an accident; this will allow those directly involved in managing the incident to deal with the incident without the need to deal with interference.

Staff members are often among the first to hear about any incident, particularly one that occurs off campus or outside Institute operating times. In this case, staff members need to ensure that the Institute is made formally aware of the incident. Immediate communication should be directed to any one of the following:

- President's Office
- Registrar
- Secretary/Financial Controller

It is essential for the Institute to deal quickly with any incident. It is better to receive the same information many times than not to receive any information. All of the above can be contacted on their Institute e-mails or by phone or MS Teams as appropriate. These details are listed in **Appendix 1**, attached to these procedures.

Staff members have a crucial role to play in maintaining the good reputation of the Institute. In the event of an incident, key people will be identified who will liaise with the media and appropriate authorities. See **Appendix 3** for details.

4.5 What is the role of students of the Institute?

This entirely depends on the nature of the event and who is involved. Unfortunately, it is likely that students will be close to the incident, either by direct involvement or where they are friendly with any students that are involved.

Any student's first priority is their own personal safety and welfare. In the event of any incident, all students should ensure that they remove themselves from any danger or peril and follow the lawful instructions of emergency services personnel and/or staff members. Students should, where possible, give assistance and comfort to their fellow students.

Students are also very important insofar as they will likely be the first to hear about any incident, particularly one that occurs off campus or outside Institute operating times.

Students need to ensure that the Institute is made formally aware of the incident.

Immediate communication should be directed to any one of the following:

- Registrar
- Students' Union President
- Student Experience Manager

Students are likely to be more familiar with their lecturers or Faculty Administration.

Communication with any staff member in this area should ensure that the Institute receives the relevant information.

The Students' Union President and Student Experience Manager will liaise with the Registrar. It is essential for the Institute to deal quickly with any incident.

In any case, it is vitally important that communication be made with the Institute as soon as possible.

Students have a crucial role to play in maintaining the good reputation of the Institute. In the event of any incident, key people will be identified to liaise with the media and appropriate authorities. See **Appendix 3** for details.

4.6 If essential services are unavailable, what does the Institute do?

Every circumstance and every incident will present its own unique difficulties and problems. That is why a plan must be developed quickly to deal with each incident. These plans will deal with the services that are required and those that are not available in the Institute. The members of the Executive have contact details for a range of available services and their locations.

It should be remembered that all of IADT's ICT Systems and records are hosted off-campus and are backed up regularly. This means that there will always be access to our data, regardless of what happens on campus. A separate strategy is in place to deal with any failure of the external hosting of the Institute ICT systems or records.

4.7 Will there be somewhere for staff members and students to assemble?

Assembly points will only be required where the evacuation of any part of the campus is needed. The primary assembly areas are the various Institute car parks.

Where students and/or staff members feel that they need to congregate to offer each other assistance during or following an incident, a number of locations on campus have been identified as suitable. The most suitable locations are the offices or classrooms where staff members or students typically work or congregate.

Where more central locations are needed, the following locations may be designated as congregation spaces where they are available:

- The Chapel

- Student Canteen in the Atrium Building
- Rooms C034, C036, C038 & C040 in the Carriglea Building

Where the entire campus is unavailable, the Institute will notify staff members and students of the assembly location.

5. How Do People Know What is Happening?

5.1 How does the Institute hear about Incidents?

It is essential that the Institute hear about any incident as soon as possible in order to take the appropriate action and implement the necessary steps to protect students and staff members of the Institute.

If the incident occurs on campus, students should bring it to the attention of any staff member as quickly as possible. Staff members should notify the appropriate member of the Executive:

- Registrar, if it involves a student
- Secretary/Financial Controller, if it involved staff and/or facilities
- If there are injuries or if the emergency services need to be called, the Caretakers must be notified immediately on **Ext 4999 or +353 1 239 4999**. For major incidents, the fire alarm will likely sound.

Where an incident occurs off campus or out of hours, it is essential that the Institute be notified immediately. Students should contact the Students' Union or the Student Experience Manager. Contact details are listed in **Appendix 2** of these procedures.

Staff members should contact their immediate Line Manager. Contact details for the Management Team are listed in **Appendix 3** of these procedures.

Where a student or staff member hears reports of an incident regarding the Institute, and is contacted by the media for commentary, the Institute needs to be informed as soon as possible. In the event of any incident, key people will be identified who will liaise with the media and appropriate authorities (see **Appendix 3** for details). IADT will liaise with local media in the region where appropriate.

5.2 What information does the Institute need?

The Institute will check and verify any details provided regarding any incident. However, it is important that as much factual detail as possible be given to the Institute as soon as it is available.

Specifically, the Institute will need to know:

- Name of the student(s) and/or staff member(s) involved
- Programme, title and year
- Office or department with whom they are associated
- Name and telephone number of the person reporting the incident

This information will remain confidential to the Institute unless required by the authorities. The Institute needs to know who is reporting the incident, in case that person also needs assistance.

5.3 How will the Institute inform all staff members and students?

The Institute will decide on the key people to be informed. There are several methods of keeping people informed about incidents.

Staff members or students who work or study in close proximity to any victims or distressed colleagues should usually be told, in person, by their Line Manager or Programme Chair/Coordinator, and they should usually be the first to be told. The remainder of the staff members and student body will be informed by e-mail from the President's Office. E-mails from other offices must be authorised by the appropriate member of the Executive. In certain cases, it may be

necessary to communicate with students and staff members as an emergency. In these cases, the Institute, where relevant, will text staff members and students on their mobile phones. Where possible, the Institute will endeavour to have standard procedures to contact appropriate staff members and students.

In the event of an incident, key people will be identified who will liaise with the media and appropriate authorities (see **Appendix 3** for details). IADT will communicate through the use of local media, where appropriate.

5.4 What information does the Institute have to contact Staff members or Students?

The Institute maintains a number of data systems that contain the details of staff members and students. Staff members, on appointment, give the HR Office details of their address and phone numbers and details of their next of kin. Students give similar details annually on registration. This information is covered by the applicable Data Protection legislation (see [IADT website](#) for more information) and is only used in accordance with the law. It is important that both staff members and students keep this information up to date, such as any changes to an address and/or phone number. When required in the event of an incident, the appropriate personnel in the Institute will access the records to get the necessary details.

5.5 Who will deal with family members?

It is essential that communication to and from family members be handled sensitively and compassionately. The HR Manager is the primary contact from the Institute with the families of staff members, and the Registrar is the primary contact with students' families. Where staff members and/or students have close personal contact with the families of their colleagues, it is entirely appropriate for them to maintain their own personal contact. However, other staff members are requested to respect the privacy of families that may be dealing with difficult circumstances.

5.6 Who will deal with media queries?

The Institute needs to manage media information and external communications to ensure that accurate and timely information is issued. In the event of an incident, only designated personnel may communicate with the media on behalf of the Institute or issue formal announcements. This will usually be the President or Marketing Manager. No other staff member or student may communicate on behalf of the Institute without express authority. In the first instance, all staff members and students must refer all queries and requests for information to the Marketing Manager or the President.

The Institute will take advice on the nature of any information it can release. The Institute will confine itself to issuing statements of fact. Where the event involves the health or well-being of a staff member or student, the Institute will regard the wishes of the victim's family in the content of any statements made.

5.7 Are there times when the Institute will comment?

The Institute will comply with all of its legal obligations and will report to the appropriate authorities where it is required to do so by law. These would typically be:

- HSE (Health Services Executive), in the case of outbreaks of a range of illnesses
- HSA (Health and Safety Authority), in the case of work-related injuries
- FSAI (Food Safety Authority of Ireland), in the case of outbreaks relating to food safety
- EPA (Environmental Protection Agency), and/or the local authority in the event of the escape or leakage of certain toxic materials
- Gardaí, in the case of revelations of criminal activities or convictions

The Institute may comment in cases where there is a risk to the health or well-being of staff members, students or the general public. Where appropriate, it will issue formal public notification of the issue(s) involved. Such notification will be for information and advisory purposes only.

6. How will the Institute Help Students or Staff Members?

6.1 Will the Institute close?

The Institute will endeavour to remain open and operate as normal in any crisis.

Clearly, where it is unsafe for staff members or students to remain on campus or in any part of the campus, then either the entire campus or the relevant portion of the campus, will be closed. This is likely to mean a disruption to classes and activities. Staff members and students will be notified in this event and will be informed of any alternative arrangements.

The management of the Institute will determine, based on the incident, whether it would be appropriate to provide for a period of mourning. Where this is the case, staff members and students will be notified. The Institute will close in the event of a national day of mourning.

Attendance at funerals or memorial services is a matter of personal choice for each individual. The Manager for each area, in consultation with the relevant Executive member, will determine the necessity to close a Faculty or Office for a period to allow attendance at services. Any potential impact on classes must be agreed with the Registrar. Where staff members wish to take annual leave to provide for additional attendance at services or memorials, the standard practice for ensuring a continuation of service for each office and department will apply.

6.2 What is the role of the Students' Union?

The Students' Union participates in a number of key roles in the Institute. The Students' Union has a key representative role and the views and opinions of students' representatives are important to the Institute when managing difficult issues.

The Students' Union may often be the first contact point in relation to students in difficulties or members of the Students' Union may often be the first to hear of an event. The Institute relies on the Students' Union and its officers to ensure that the Institute is informed of incidents.

The Students' Union may often have more accurate and up-to-date information on student contacts and their personal circumstances and this may be key in making contact with students. The Students' Union, through its class representative system, may be in a position to make contact with students.

The Students' Union, through the Student Hardship Fund, has a system for disbursing monies to students and may be in a position to assist students in a financial crisis following any incident.

6.3 What support will be put in place for staff members and students?

The Institute, in dealing with any issue, will consider the impact on staff members and students. However, the level of support that needs to be provided will depend on the specific details of the incident.

6.4 Will there be Counselling?

People react in different ways to traumas. The resulting stress may include emotional, physical, behavioural and cognitive reaction. The Institute recognises this and has made provision for staff members and students to respond in their own way. The Institute provides a student counselling service on campus in the Student Experience Centre. This service may be extended for additional hours or by additional counsellors, if this is considered necessary. The Institute provides an Employee Assistance Programme for all staff members and members of their families. This service may also be extended, where it is considered necessary. The Institute may designate areas for students or staff members to use where necessary.

6.5 Will financial assistance be available?

The Institute is fully insured. It subscribes to a personal accident insurance policy for students. Students are entitled to claim reimbursement of necessary medical expenses. Personal property

lost or damaged during an incident and as a direct result of the incident is covered, unless the loss or damage is due to the carelessness of the owner. The Student Assistance Fund will consider any application for financial assistance where a student suffers financial hardship as a direct result of an incident.

6.6 How will the Institute notify staff member(s) or student(s) about a tragedy?

Staff members or students who work or study in close proximity to any victims or distressed colleagues, should usually be told in person by their Line Manager or Programme Chair/Coordinator and they should usually be the first to be told. The ideal person to inform a group of students is someone who knows them well and has their trust. Where possible, the staff member making the announcement should be accompanied by another staff member. This may be the Student Counsellor or a more senior member of the Institute's management team. Where any staff member indicates that they would be uncomfortable undertaking this task, their view should be respected.

While each person will have their own way of relating to their group of staff or students, clear and unambiguous information, the facts as they are known, will reduce the spread of unnecessary rumour and misinformation. It is also important to recognise that not everyone needs to be given the full details of an event. Information should be provided on a need-to-know basis.

Where possible, all students and staff members should be told at the same time in class or office groups no larger than their normal size. Notice should be made of any absentees from the group in order that they can be appropriately informed. Details of a critical incident will obviously need to be communicated to any group of students or staff in a sensitive manner and those informing the group should check the list of those they are informing carefully and note if there are any individuals in the group who are likely to be more seriously affected by the information than others. Those informing students or staff of the details of the incident should spend a reasonable amount of time with the group to allow them to react to news of the incident.

Where news of the death of a student or staff member is being communicated, it should be acknowledged that some people may find it difficult to cope with the news and that support is available through the student counselling and the Employee Assistance Programme. The statement should also highlight the support that will be available to staff members and students in respect of the incident in both the immediate and longer term.

Where a clear plan of action has been agreed in respect of the incident, this plan should be conveyed. Where a plan is in the process of being prepared, staff members and students should also be advised of this and of the time/date that they may expect to be advised of the details of such a plan.

The Institute should not normally comment on the causes of death or injury or on the events leading to an arrest or conviction. It is important to respect the privacy and sensitivity of the victim's family and friends.

6.7 How will the Institute notify family member(s) about a tragedy?

Notifying family members about an incident is a very important issue and must be managed carefully and sensitively. This will be done by the Registrar and the relevant Head of Department for students. The Human Resources Manager and the relevant Line Manager for staff members. While it is recognised that different situations will call for different responses, the following points should be considered:

- A clear statement should be prepared to assist those contacting the relatives of those who have been injured or affected by the incident
- It is preferable to have a group of people i.e. the entire family involved, so that all concerned are informed in or around the same time
- Those contacting the most affected by the incident, should check to see if the contacted persons are on their own and, therefore, in need of support

- Those contacted should be offered as much practical help as possible e.g. transport, phone numbers, relevant contact persons and other resources
- Ideally, the most seriously affected should be spoken to face to face rather than by phone
- The communication should contain some element which allows the person who conveys the information to check that it has been fully understood

6.8 What training will staff members or students be given?

Staff members of the Institute are appointed to positions based on their demonstrated competencies, experience, skills and training. These staff members are experienced and qualified to deal with many of the issues that arise in their area of competence, including crises. The Institute identifies skills that need to be available to a range of personnel through the Institute's staff training and development process and training in these areas is provided. Staff members may also request training in specific areas through the Institute's Training and Development process.

Individual students may have some skills and competencies based on their external experiences and activities. The Institute will be pleased to include these students in the development and implementation of responses to critical events. This will be done through the Students' Union. Training for students who wish to develop skills in these areas can also be delivered through the Students' Union.

7. IADT Suicide Postvention

7.1 How is postvention defined?

Postvention refers to activities that reduce risk and promote healing for people impacted by suicide.

7.2 What is the goal of postvention policy and procedure?

The purpose of the postvention procedure is to guide persons involved in the critical incident and or its response. The purpose of postvention is to extend support provided and to ensure that the opportunity to engage in reflective practice is duly considered following an incident of student death through suicide. The goal of postvention following suicide is to ensure that care is provided to those concerned in its ripples and in the response to the critical incident response and furthermore to those involved in similar future critical incidents relating to suicide. Of particular consideration is the identified risk of contagion in the aftermath of a student suicide.

The Institute's response to a critical incident is noted in this procedure (see 3.3) to include:

Post-incident Response: This involves communication both internally and externally in relation to the event and the actions taken. It may also involve implementing support mechanisms for staff members, students and families affected by the incident.

7.3 Post-incident response and postvention in relation to suicide

Further consideration of IADT post-incident response and postvention is as follows:

7.3.1 General Postvention

- Increased communication about the availability of in-person and remote counselling supports. For students, the Institute Student Counselling Service extends availability for one-to-one supports. For staff, the external EAP provider facilitates one-to-one counselling supports.
- Engagement with external stakeholder *Pieta House* and invitation by Suicide Bereavement Liaison Officer (SBLO) to attend the Institute campus.
- Engagement with *HUGG (Healing Untold Grief Group)*. *HUGG* is a specialist support for people who have been bereaved by suicide. The postvention work of *HUGG* through group support offerings is established as an important part of suicide prevention. *HUGG* hosts

general support groups available to anyone 18+, and *HUGG* hosts specific young adult support groups for those aged 18-25.

- IADT would offer specific support to any staff member who is likely to be in contact with 'high risk' people, for example classmates and peers of the deceased and faculty staff (both academic and professional services).
- After an appropriate period of approximately 3-6 months, the Institute will arrange and offer supplementary training to students and staff to empower each on how to have conversations with someone experiencing suicidal thoughts and how to intervene.
- This would involve hosting additional training, such as *HSE safeTALK* training (3 hours) on campus, as well as informing the Institute community about online suicide engagement/prevention training, such as *Ohana Zero Suicide* (30 minutes online).

7.3.2 Targeted-postvention

- The Institute Executive Management Team will determine the nature of a post-incident review following a student suicide or a suicide attempt.
- This review will be managed by a designated member or members of the Executive representing staff and or students.
- A review will involve meeting in-person with key stakeholders within the critical incident response and, as such, will facilitate the Institute to assess if the procedure and the Institute's response to the incident of student death through suicide was as effective as possible.
- The purpose of the specific review of key personnel is to reflect on and inform future practice and future responses to student death through suicide. The purpose of the review is an opportunity to learn and to grow in how to further support the Institute community following a critical incident through student suicide rather than to apportion criticism or blame to a person or department.
- The President, the Registrar and the designated Executive member leading the review process will consider any recommendations that emerge from the review.
- As discerned appropriate, the family of the person who has died by suicide will be offered the opportunity to input their experience to assist the Institute in learning from the response to their loved one's sudden death.
- The Student Experience Manager and Lead Counsellor will identify members of the Institute community who have been involved with a person who has died by suicide and offer them extended appropriate support. Similarly, the Human Resources Manager will identify members of the Institute staff body who may require the offering of specific extended supports.

APPENDICES

On-Campus Emergency Phone Number

If there are injuries or the emergency services need to be called, the Caretakers must be notified immediately: **Ext 4999 or +353 1 239 4999**

Appendix 1: Contact Details for Staff Members*

Contact details for staff member(s) to inform IADT that an incident(s) has occurred off campus or outside Institute operating times:

Office	Name	Email Address	Phone Number
President	David Smith	presidents.office@iadt.ie	01 239 4604
Registrar	Dr Andrew Power	andrew.power@iadt.ie	
Secretary/Financial Controller	Bernard Mullarkey	bernard.mullarkey@iadt.ie	01 239 4615

Appendix 2: Contact Details for Students*

Contact details for student(s) to inform IADT that an incident(s) has occurred off campus or outside Institute operating times:

Office	Name	Email Address	Phone Number
Registrar	Dr Andrew Power	andrew.power@iadt.ie	
Students' Union	Current Students' Union President	president@iadtsu.com	0830177580
Student Experience Manager	Denise Mc Morrow	denise.mcmorrow@iadt.ie	01 239 4819

Appendix 3: Contact Details for IADT Management Team*

Contact details for IADT Management Team:

Office	Name	Email Address	Phone Number
Head of Faculty of Film, Art & Creative Technologies	Rónán Ó Muirthile	ronan.omuirthile@iadt.ie	01 239 4734
Human Resources Manager	Niamh Clifford	niamh.clifford@iadt.ie	01 239 4941
Estates & Facilities Manager	Gerard Hanratty	gerard.hanratty@iadt.ie	01 239 4535
ICT Manager	Colm Hennessy	colm.hennessy@iadt.ie	01 239 4777

Appendix 4: Contact Details for Media Enquiries*

Office	Name	Email Address	Phone Number
President	David Smith	presidents.office@iadt.ie	01 239 4604
Marketing Manager	Ruth Barry	ruth.barry@iadt.ie	01 239 4886

**Please note that the contact details listed are subject to change, so please refer to the IADT website if necessary.*