

## **Minutes of the Governing Body Meeting – 16 June, 2021**

**Present:** David Holohan (Chairperson), David Smith (President), Cllr. Michael Clark, Turlough Conway, Cllr. Anne Ferris, Sinéad Gorby, Ben Harper, Maeve McConnon, Caitriona Murphy, Peter O'Brien, Eva Perez, Cllr. Una Power, Somhairle Quigley Brennan, Rachel Sarsfield Ryan, Punitha Sinnapan

**Apologies:** Cllr. Kazi Ahmed, Dr Fionnuala Anderson, Dr Cormac Deane

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

This meeting took place using 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 3.00 pm, and concluded at 5.25 pm.

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

The Agenda was adopted as circulated, with agreement that Item 9.5 will be taken earlier in the meeting to facilitate the President's attendance at the launch of the Action Plan for our Return to Higher Education, which will be launched by Minister Simon Harris TD, Minister for Further and Higher Education, Research, Innovation and Science.

Proposed: Chairperson  
Seconded: Maeve McConnon

### **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 5<sup>th</sup> May 2021 (including Internal Publication)**

It was noted that a query had been raised relating to Item 8.4 at the previous meeting in relation to the Staff Training and Development Budget. The Secretary / Financial Controller noted that the requested information is included within the Financial Update (Item 9.3). The Minutes of the Meeting of 5<sup>th</sup> May 2021 were approved (including approval for internal publication).

Proposed: Rachel Sarsfield Ryan  
Seconded: Maeve McConnon

### **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

No property rentals presented for approval.

### 6.3 HR Appointments

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 have been advertised in the Irish times. The closing dates for these competitions were Friday 5<sup>th</sup> June, Friday 18<sup>th</sup> June and Friday 25<sup>th</sup> June respectively and interviews will take place for all the posts below between June and July 2021.

#### Permanent

	WTE	Status
Assistant Lecturer in Film Production	1.0	Replacement
Assistant Lecturer in Costume Design	1.0	Replacement
Caretaker (2 positions)	1.0*2 posts	Retirement

#### Fixed Term

Assistant Lecturer in Visual Culture	1.0	Backfill CFA
Assistant Lecturer in Television Production	0.5	Replacement
Assistant Lecturer in Filmmaking	0.5	Backfill FilmEU
Enterprise and Development Manager	1.0	Career break (1 year)
Access Officer	1.0	Maternity Cover
New Frontiers Project Co-Ordinator	1.0	New post self-funding

#### Closing date Friday 18<sup>th</sup> June:

##### Permanent

	WTE	Status
Senior Technical Officer	1.0	Permanent

##### Fixed Term

	WTE	Status
Information Systems Officer	1.0	New Post
Assistant Staff Officer	1.0*2 posts	Fixed Term
Finance Officer	1.0	Retirement
Information Point Officer	0.9	Fixed Term – staff secondment

#### Closing date Friday 25<sup>th</sup> June:

##### Fixed Term

	WTE	Status
Assistant Registrar	1.0	Replacement-pending retirement
Photography, Documentary and Multimedia	1.0	Retirement
Digital Animation	0.5	Springboard
Digital Marketing and Digital Content Development	1.0	Springboard

## **Progression**

The following staff member has applied for Progression from AL to L. The Progression Panel has met and approved the progression for the below and the President has approved the outcome. We are now seeking ratification from Governing Body for the staff members making application:

Proposed: Chairperson  
Seconded: Peter O'Brien

In relation to recent Interview Panels, a positive endorsement of the Interview Panel process was provided by a member of the Governing Body. The Secretary/Financial Controller noted that a large number of recruitment competitions are in progress at present. Due to current guidelines, it is necessary for each Interview Panel to be chaired by a member of the Governing Body. However this is causing significant issues for members of the Governing Body due to external commitments. A proposal is being worked through at national level to reduce the number of positions for which there is a requirement for the Interview Panel to be chaired by a member of the Governing Body. A formal policy in this regard will be presented to a future meeting of the Governing Body for consideration. The Secretary/Financial Controller further noted that as part of the induction process for Governing Body members, a presentation regarding HR/recruitment processes will be provided at the next meeting of the Governing Body.

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

No reports to be noted.

## **8. Governing Body Resolutions**

### **8.1 The Governing Body Approves the Annual Report for the period to 31<sup>st</sup> August 2020 (7/2021)**

The Secretary/Financial Controller provided a brief overview regarding the collation of the Annual Report for the Institute. Members of the Governing Body acknowledged the work that has gone into collating the Annual Report. Once approved, the IADT Annual Report to the Year Ended 31<sup>st</sup> August 2020 will be laid before the Houses of the Oireachtas.

Resolution 7/2021 was adopted by the Governing Body.

Proposed: Cllr. Michael Clarke  
Seconded: Maeve McConnon

### **8.2 The Governing Body approves the Programmes and Budgets for 2021 (8/2021)**

The Secretary/Financial Controller gave an overview of the Programmes and Budgets Document to the Governing Body. The document is a formulaic document prepared to an agreed national template. The Programmes and Budgets Document provides for a budget deficit of €221K, which is in line with the deficit approved for 2020. This deficit was presented to the HEA at the Budget and Accountability meeting held in April – no formal instruction to return a balanced budget was issued by the HEA. IADT has sufficient funds held in reserve to support this deficit. IADT will endeavour to return a balanced budget for 2021, however the projected deficit has been proposed to enable necessary investment in the capital and infrastructure needs of the

Institute. An overview of the breakdown of the budget allocation for the Institute was provided. The most significant proportion of the budget allocation is required to meet pay costs. In addition significant non-discretionary items including heat and light must be taken into account. A very small proportion of the budget allocation received each year is available for 'discretionary' spend.

Resolution 8/2021 was adopted by the Governing Body.

Proposed: Chairperson  
Seconded: Cllr. Michael Clarke

*(The President joined the meeting at 16.10)*

**8.3 The Governing Body Appoints the following to be Members of the Audit and Risk Committee (9/2021)**

The Secretary/Financial Controller noted that membership of the Audit and Risk Committee is drawn from Governing Body members who are not staff members of IADT, and that work to identify potential members has been commenced. A view was expressed that a number of appointments to the Audit and Risk Committee should be made immediately, and that remaining members would be appointed at the next meeting of the Governing Body. This suggestion was endorsed by the Governing Body. Cllr. Michael Clark expressed a willingness to be a member of the Audit and Risk Committee. In addition, Maeve McConnon noted a willingness to be a member of the Audit and Risk Committee, having served as a member of the Committee of the previous Governing Body. The Governing Body was further reminded that membership of the Audit and Risk Committee also includes the appointment of an external member with appropriate accounting and financial expertise, Mr Sam Dunwoody of the NRH has been appointed for a term of office concluding in 2023. It was therefore agreed that Maeve McConnon and Cllr Michael Clark would be nominated as members of the Audit and Risk Committee, with further members to be appointed at the next meeting of the Governing Body.

Resolution 9/2021 was partially adopted, with further appointments to be made at the September 2021 meeting of the Governing Body.

Proposed: Chairperson  
Seconded: Caitriona Murphy.

**8.4 The Governing Body Appoints the following to be the Chairperson of the Audit and Risk Committee (10/2021)**

Resolution 10/2021 was deferred to the next meeting of the Governing Body.

**8.5 The Governing Body authorises the President to establish and become a member of a Not-for-profit association (IVZW) with headquarters in Belgium jointly established and owned by the members of the FilmEU Alliance. (11/2021)**

Circulation of a proposal was noted for IADT to become a member of a 'Not-for-profit' association (IVZW), jointly established and owned by the members

of the FilmEU Alliance. The project brings together four European Film and Media arts schools: University Lusófona Film School (Portugal), IADT, SZFE (Hungary) and LUCA (Belgium). The establishment of this 'not-for-profit' association has been recommended by the members of the Film EU Consortium. The creation of the entity will facilitate easier transfer of funds and income between consortium members, and support applications for future finance and capital grants by the consortia. It was outlined that Belgium has been chosen for this purpose as the Belgian legal system provides for not-for profit organisations (IVZW), which are not available elsewhere in Europe and this model best suits the needs of consortium members. The proposal for the establishment of the 'not-for-profit' entity has been reviewed and approved by IADT's Executive Management Team. A number of clarifications were sought and provided in relation to the operation of the project and consortium members. The Secretary/Financial Controller will be a key contact for IADT in relation to the new entity.

Resolution 11/2021 was adopted by the Governing Body.

Proposed: Peter O'Brien

Seconded: Ben Harper

## 9. President's Briefing

### 9.1 National Strategic Update

The President updated the Governing Body regarding national and strategic issues, and preparations for the return of the wider staff and student populations to working and studying on campus.

- **Return to Campus in September** – an announcement has been made by Minister Simon Harris TD, Minister for Further and Higher Education, Research, Innovation and Science, that a full return to campus is being planned for as a priority for Higher Education from September. This announcement is widely welcomed by IADT. The announcement was made on June 16<sup>th</sup>. In addition a fund of €225m has been announced in support of additional measures and supports that will need to be put in place to support students in their return to campus. The work undertaken by the Heads of Faculty and the COVID-19 Steering Group in planning for the resumption of full activity on campus and the various scenarios and plans that will need to be implemented in support of this was acknowledged by the President. Each Higher Education Institution has been requested to provide a report to the Minister for FHERIS by 30<sup>th</sup> June next, on preparations and measures that are in place in advance of a return to campus in September. The importance of a return to on-campus study and activity for students has been strongly highlighted at national level by the Union of Students in Ireland (USI).
- **National Steering Group** – a national steering group comprising of representatives from THEA and IUA, Social Partners, Department of FHERIS and the HEA has been meeting regularly to put the necessary agreements in place to manage the return to on-campus activity in September. The work of this group and its positive endorsement of the plan for a full return to campus in September has been of key importance in supporting HEIs in their preparations for September. The President outlined to the Governing Body the impacts that lack

of and restricted access to specialist equipment has had on students for whom specialist craft and technical work are core elements of their learning outcomes.

IADT's Preparations for a return to campus are proceeding with high levels of precautions and safety. It is anticipated that the national vaccination programme will be well advanced, with all staff and a high proportion of the student population having received their vaccinations prior to September. A model for 50% of the student population to be on campus at any given time is being put in place for September. A balance of on-campus lecturing and remote delivery – blended delivery model – is likely to be retained for a number of programmes where advantages to both staff and students of online delivery have been demonstrated. The President also confirmed IADT's commitment to provide supports where possible to facilitate vulnerable staff and students. The significant level of planning and measures put in place ahead of the 2020/2021 academic year mean that IADT is well placed regarding preparations for September. National Health guidelines and requirements in relation to COVID-19 will continue to be monitored and any necessary updates to protocols implemented.

- **Induction** – an extensive induction programme – First Year Focus – is being put in place for incoming 1<sup>st</sup> year students. In addition, as returning 2nd year students had little on-campus activity during the current academic year, an induction programme is being put in place for these students. It is expected that returning students will re-commence their studies in mid-September. However due to the expected later issue of Leaving Certificate results, incoming 1st year students will not be due to commence their studies until the week commencing 27<sup>th</sup> September.
- **Strategic Academic Leadership Initiative** – the outcome of submissions to the Strategic Academic Leadership Initiative is awaited – IADT has made a submission for 2 posts to this initiative.
- **Student Recruitment** – the closing date for the CAO Change of Mind is 1st July next. IADT is engaged in an active recruitment process to maximise applications for programmes. An analysis of application figures to date indicates that recruitment for a number of programmes is strong with a comparative 7% increase in application numbers. However, when changes in IADT's programme offer introduced over the past year are taken into account and 'retired' programmes discounted from the analysis, the increase in application numbers is closer to 15%.
- **Irish Survey of Student Engagement** – initial data has been received from the recent Irish Survey of Student Engagement – this data is being further analysed in order to more fully understand the views expressed by IADT's students that participated in the survey.
- **Graduate Exhibition** – final preparations are being made for the annual Graduate Exhibition where the work of many of IADT's graduating students will be on show to the public. The Exhibition will be launched on June 17th, and this year, will also include external projections of work both on IADT's campus, and onto the external face of the Lexicon in Dún Laoghaire.

- **Conferring** – a clear preference to hold a traditional ‘in-person’ conferring has been agreed by the Executive, and notwithstanding any changes to public health guidelines, the necessary planning for this year’s event has commenced.
- **Press Articles** – a recent press article published in the Sunday Independent regarding lack of action in relation to address sexual harassment within Higher Education Institutions was noted. IADT received a query in relation to this article and the appropriate response was issued ahead of the publication of the article which featured two Higher Education Institutions. It was noted that IADT has complied with all requests and has three required action plans in place.
- **New Frontiers** – the official launch of the IADT-NovaUCD New Frontiers partnership took place recently.
- **Events** – a number of important events and summer schools have taken place recently in which IADT was actively involved. These include the Findings 2 Symposium, Leinster Pillar 1 Creative Arts Summer School, Young Women in Technology Summer School, and events to celebrate Dublin Learning Cities.
- **Awards** – a number of IADT’s graduates and students have been shortlisted for prestigious awards including the Indigo Film Award, BAFTA Student Film and Television Awards and the British Psychological Society Awards.

*(Somhairle Quigley Brennan and Peter O'Brien left the meeting at 4.30pm)*

## **9.2 Strategy Implementation**

- **Strategic Dialogue Meeting** – IADT’s Executive will meet with a panel from the HEA on 24<sup>th</sup> June next, in relation to the outcome of the Strategic Dialogue and Compact Progress Report submitted by IADT earlier this year. The External Advisors Report has been received and the President provided an overview of the report to the Governing Body. A number of points raised within the report will be discussed further with the HEA. In addition, the President noted to the Governing Body, the substantial work which has been undertaken to improve the depth and quality of reports being returned to the HEA in relation to progress on achieving Compact targets. The President expressed the view that the External Advisors Report did not adequately reflect the progress made by IADT towards achieving agreed targets.
- **Progress on the delivery of IADT’s Strategic Plan** – following the review of the 2021 1<sup>st</sup> quarter progress report, the President confirmed that IADT is on target to meet priority actions identified for completion in 2021. The Governing Body was reminded that actions within the Strategic Action Plan have been reviewed and the timeframe for completion of these actions has been shortened by a year. 5 of the 60 actions agreed to deliver IADT’s strategy have been identified as at risk in relation to their completion, however these are largely related to external factors beyond the control of the Institute – an example given being delays in the completion of the Digital Media Building.
- **CRIS** – following a proposal from IADT’s Head of Research, Prof. Daithí Mac Sithigh, the Executive has approved investment in a CRIS to assist in tracking

research activity. It is hoped that this will be a valuable resource to research active staff and will build IADT's capacity in the area of research.

- **Transformation Fund** – a progress report and funding proposal in relation to IADT's TU Transformation Project – to scope the capacity for a University of the Creative Arts for Ireland – has been submitted to the HEA. Good progress is currently being made on the project. The funding proposal submitted to continue the project is focused on capacity building for IADT. The Feasibility Study for the project is ongoing at present, and a number of meetings with the Heads of internationally recognised Universities in the Creative Arts sector are taking place.

### **9.3 Risk Management**

- **ICT Disaster Recovery Plan** – as part of IADT's Risk Management activities, an updated ICT Disaster Recovery Plan has been approved by the Executive, and the necessary amendments are being implemented by the ICT Manager.
- **Risk Management System** – an appropriate Risk Management System to assist the Executive and Management Team in managing a range of risks is being reviewed and will be implemented in the coming months.

#### **9.3a Update on FOI Request and Sunday Independent Article**

The President updated the Governing Body regarding developments arising from the article in the Sunday Independent, and subsequent FOI requests regarding the use of credit cards at IADT. A further 6 FOI requests have been received from the same individual which are being addressed at present. The President noted the significant amount of administrative work required to respond to these requests. In addition, concern was expressed by the President regarding the line of enquiry being pursued within these requests and noted the possibility that confidential information has been disclosed by a staff member from IADT to an external source – a matter which will be investigated by the Institute. The President noted that it will not be possible to provide more detailed updates to the Governing Body at this time.

The President reminded the Governing Body regarding the GDPR implications relating to circulating information, and the duty of care to staff members, individuals and external organisations named within the process. The President again noted that it is not possible to provide a report on the matter until the conclusion of the current processes. The President also outlined that a review of controls and processes in relation to responses to FOI requests will be undertaken and appropriate measures implemented. Clarification regarding the role of Governing Body members in relation to the day-to-day management and work of the Institute was provided.

A query was raised regarding the use of the President's Credit Card to cover expenditure for other areas of the Institute. The President noted that there had been a period of time between his appointment as President, and the appointment of a new Head of Faculty of Film, Art and Creative Technologies, and that during this period, the Institute Credit Card assigned to the President had been used to cover necessary Faculty expenditure pending the appointment of the new Head of Faculty. Faculty expenditure which can only be processed via credit card has now reverted to the credit card issued to the Head of Faculty.



*(Ben Harper and Caitriona Murphy left the meeting at 17.10)*

#### **9.4 IADT: Financial Update**

Circulation of the Management Report and Variance Report for May 2021 was noted. A projected overspend for 2021 has been proposed and approved by the Governing Body in support of necessary infrastructural investment and renewal. At present there is a favourable balance within IADT's accounts. An overview of timing issues in relation to the payroll budget was provided with a small number of key vacancies yet to be filled. At present all expenditure is in line with expectations. In relation to income, there has been a small positive variance which had not been projected – this has arisen due to a successful online rollout of a number of short programmes – for example portfolio preparation courses – and it is hoped that it will be possible to build on this.

A query was raised in relation to varying levels of expenditure on certain line items between budget years. It was noted that larger expenditure items are incurred by various areas within the Institute from time to time. An example provided relates to the Marketing budget, where additional budget was allocated during 2019 to cover consultant costs to undertake market research via a Red-C poll.

Staff Training and Development – in response to a query raised at the meeting of May 5th, a review of the allocation of the Staff Training and Development budget has been undertaken. The President has not been notified of any staff member who has been refused support for appropriate staff development through this fund.

#### **9.5 Governing Body Induction Presentation – Governance, Finance and Audits – Presentation by Brenda Nelson, Deloitte**

The Chairperson welcomed Brenda Nelson from Deloitte to the meeting. A presentation regarding Governance was provided for the Governing Body as part of the induction process. Arising from the presentation, a number of points were noted:

- Clarification was provided regarding mechanisms for establishing the Agenda and providing information within the materials circulated to the Governing Body in advance of meetings. In addition it was noted that requested information items are provided to the Governing Body mainly through the President's Report.
- The Code of Governance provides for an annual Effectiveness Review to be undertaken by the Governing Body. However it was further outlined that this annual review – typically undertaken in June each year – was not undertaken during 2020. The reasons outlined were the impacts of the COVID pandemic which necessitated all meetings to be held through online modes, and the pending completion of the term of office of the Governing Body.

The Chairperson thanked Brenda Nelson for her presentation. A copy of the presentation is available to the Governing Body within their documentation folder on IADT's system. In addition, any further clarifications can be requested from Brenda Nelson through the Secretary to the Governing Body.

### **10 Approval of Governing Body Meeting Schedule 2021/2022**

Circulation of a proposed schedule for meetings of the Governing Body for the 2021/2022 academic year was noted. A desire to re-commence meetings on campus

was expressed, however it was agreed that the Governing Body meeting scheduled for 8th September next will take place via MS Teams. The meeting schedule was adopted, however the timing and venue for meetings may be reviewed during the course of the year.

**11. Equality, Diversity and Inclusion Implications**

The Institute is mindful of the needs of staff and students in preparation for a wider return to working and studying on campus from September. The importance of providing greater access to campus to support students is of key importance to the Institute. A comprehensive induction process is being put in place to support 1<sup>st</sup> year students and returning 2<sup>nd</sup> year students who had little on-campus experience during the current academic year. The Institute remains mindful of the need to support students and staff in highly vulnerable groups in the context of a return to working and studying on campus. The outcome of applications to the Strategic Academic Leadership Initiative is awaited.

The President thanked members of the Governing Body for their work in support of the Institute over the past months and wished all well for the summer.

The next meeting of the Governing Body will take place on 8<sup>th</sup> September 2021.

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

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