Minutes of the Governing Body Meeting – 10 December, 2025

Present:	David Holohan (Chairperson), David Smith (President) (not in attendance for Item 14), Ruth Barry, Turlough Conway (Items 1-10), Bernadette Costello, Dr Eimear Cotter*, Anne Ferris*, Robert Griffin, Dr Gráinne Kirwan, Prof Paul Moore, Brian Mulligan, Peter O'Brien*, Colm O'Callaghan
Apologies:	Owen Laverty, Eva Perez
Absent without Apology:	Maria Balan, Chloe Danga,
In Attendance:	Michael Farrell, Sinead Keane (not in attendance for item 14), Elizabeth Stunell (not in attendance for Item 14)
	*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 12.00 pm, and concluded at 1.20 pm.

Prior to the commencement of the meeting, the Chairperson noted that Anne Ferris will retire as member of the Governing Body following this meeting. The Chairperson put on record the appreciation of the Governing Body for the immense contribution that Anne Ferris has made in her role as member and Deputy Chairperson of the Governing Body and as Chairperson of the EDI Committee of Governing Body. The President also put on record his appreciation for the contribution made by Anne Ferris to IADT during her time as member of the Governing Body.

1. **Adoption of Agenda**
   The Agenda was adopted as circulated.

   Proposed: R. Barry
   Seconded: Chairperson

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 12th November 2025 (including for Publication)**
   The Minutes of the Meeting of 12th November 2025 were approved (including approval for publication).

   Proposed: Dr. G. Kirwan
   Seconded: B. Mulligan

3.1. Matters Arising from the Minutes
No matters arising.

4. Action Tracker
Circulation of the Action Tracker was noted by the Governing Body. Members of the Governing Body were requested to forward their completed Charities Declarations to the Governance Lead as soon as possible. In addition, circulation of the Governing Body Effectiveness Review Questionnaire was also noted and it was requested that members of the Governing Body complete the questionnaire as soon as possible.

5. Correspondence
No correspondence to be noted.

6. President's Report
Circulation of a briefing form the President was noted, and a number of key items from the briefing were highlighted.

6.1 National Strategic Update

- **Technological Universities Association** – second stage interviews have taken place for the post of CEO of the Technological Universities Association, and a preferred candidate has been identified. The final stages of the appointment process are underway and it is hoped to make an announcement of a new CEO for TUA shortly.
- **Strategic Update Briefings** – a number of briefings for Government Ministers and TDs, Councillors and key industry stakeholders, will be taking place over the coming months. The first of these briefings for sitting TDs from Dún Laoghaire, and for local elected Counsellors will be taking place on campus on Friday 12th December. Further briefings are planned in the New Year.
- **Student Accommodation** – the President attended a briefing from the Assistant Secretary of the Department of FHERIS in relation to the Government's Student Accommodation Strategy and briefed the Governing Body on key updates provided at the briefing.
- **Open Day** – IADT's annual Open Day was held on campus on 22nd November last and was well attended with over 1400 attendees visiting campus – a 25% increase on last year's event. The increase in interest in programmes from prospective applicants from outside the Leinster region was welcomed. In addition there has been increased interest in programmes offered through the Tertiary programme access pathway.

6.2 Strategic Projects Update

- **Delivery of Strategic Plan and Performance Agreement** – a new system has been implemented to assist the Institute in recording progress in delivering actions agreed as part of IADT's Strategic Plan, Performance Agreement and other key actions to deliver projects for the Institute. Formal monthly meetings take place between Action Owners and Action Sponsors with the next Quarterly updates to be considered in January. A progress update will be provided to the January meeting of the Governing Body.
- **Technological Sector Advancement Fund/Targeted Enhancement Fund** – funding for work packages agreed as part of IADT's funding allocation through the Technological Sector Advancement Fund will come to an end in June 2025. Formal announcement of an allocation of €5m to IADT through the Targeted Enhancement Fund was noted and welcomed by the Governing Body and the process to agree work packages for this funding is well underway with the HEA. Project funding is due to commence in January 2026. A significant element of this funding has been allocated to supporting IADT in preparing an application for university designation.

- **Recruitment of Executive Posts** – the procurement process to engage Executive Search Services to assist in the recruitment of a number of Executive posts has been completed, with the contract for this service being awarded to Odgers. Initial meetings in relation to the recruitment process have taken place and it is expected that recruitment processes for these posts will commence prior to the Christmas break. The President also informed the Governing Body that Dr Daithí Mac Sithigh has been offered an executive post with the Royal Irish Academy, and will be leaving IADT to take up this role in January. The President put on record the immense contribution that Dr Mac Sithigh has made to IADT. In the short term, a number of expressions of interest in relation to aspects of the role currently fulfilled by Dr Mac Sithigh will be issued to members of IADT's Management Team who will be briefed on this by the President in the coming days.

7. **Management Accounts & Expenditure Report**
   IADT has received notification of an additional funding allocation in respect of pay increases awarded to staff during the year as part of the National Pay Agreement. In addition, an allocation made to the Institute under the Devolved Grant was noted and welcomed.

8. **Risk Management**
   The Audit and Risk Committee of Governing Body maintains oversight of IADT's Risk Register, and an updated Risk Register report will be provided to the Governing Body early in the new year.

9. **Technical Approvals**

   9.1   Bank Accounts
   No changes to IADT's Bank Accounts.

   9.2   Property Rentals
   No property rentals for approval at this meeting.

   9.3   HR Appointments
   No appointments to approve at this meeting.

10. **Governing Body Resolutions**
    10.1   The Governing Body approves the Annual Report of the Audit and Risk Committee 2024/2025 (Including Deloitte Annual Internal Audit Report 2025) (25/2025)
    Circulation of the Annual Report of the Audit and Risk Committee for 2024/2025 was noted by the Governing Body, and an overview of key points from the Annual Report was provided by the Chairperson of the Audit and Risk Committee. The Annual Report outlines the various internal controls in place within the Institute, and provides a summary of the work undertaken by the Audit and Risk Committee over the reporting year.

    An Annual Internal Audit Report for 2025, the first such report, has been provided by Deloitte and has been reviewed by the Audit and Risk Committee. In addition to reviewing and approving IADT's Financial Statements and the Management Accounts on an ongoing basis, the Audit and Risk Committee maintains oversight of Contract Controls, Risk Management and undertakes a full review of the Internal Audit process and reports. The Governing Body noted that within an application for university designation, IADT will be required to demonstrate very high levels of Governance and transparency within the operations of all areas of the Institute and the management of its financial resources.

Resolution 25/2025 was adopted by the Governing Body.

Proposed: Chairperson
Seconded: President

10.2   The Governing Body Confirms the Adequacy of IADT's System of Internal Controls (26/2025)
The Audit and Risk Committee of Governing Body has reviewed the internal controls in place across the Institute, and at its meeting held on 10th December, noted that the Audit and Risk Committee is satisfied that IADT has appropriate internal controls in place within the Institute. Internal Audit reports provided by external auditors engaged by the Sector to provide audit services, along with the review of the Financial Statements and audits conducted by the C&AG were also noted. The Institute's draft Annual Governance Statement has been reviewed by the Audit and Risk Committee and will be presented to the January meeting of the Governing Body for approval, prior to submission to the HEA along with the annual Oversight Agreement between IADT and the HEA.

Resolution 26/2025 was adopted by the Governing Body.

Proposed: R. Griffin
Seconded: Chairperson

10.3   The Governing Body approves the Regulations for the Election of Academic & Non-Academic Staff Members of the Governing Body (27/2025)
Circulation of updated proposed regulations for the Election of Non-Academic and Academic Staff Members to the Governing Body were noted and discussed. The voting mechanism to be implemented for the election of staff members to the Governing Body was discussed and it was generally agreed that the current Proportional Representation voting model will be retained. A number of further recommendations were made in relation to the Regulations and it was agreed that this item will be deferred to the January meeting of the Governing Body.

Resolution 27/2025 was deferred to the next meeting of the Governing Body.

10.4   The Governing Body approves the IADT Treasury Management Policy (28/2025)
Circulation of the updated Treasury Management Policy was noted by the Governing Body.

Resolution 28/2025 was adopted by the Governing Body.

Proposed: Chairperson
Seconded: Dr. G. Kirwan

10.5   The Governing Body approves the IADT Policy Management Framework (29/2025)
Circulation of the IADT Policy Development Framework and supporting documents was noted by the Governing Body, and includes an outline of the process for the development and approval of policies, policy templates and procedures to be followed by the Institute when developing and updating policies.

Resolution 29/2025 was adopted by the Governing Body.

Proposed: Dr G. Kirwan
Seconded: President

11. Governing Body Committees and Academic Council

11.1 Audit & Risk Committee – Minutes of the Meeting of 13th October 2025, and Summary Report of the Meeting of 24th November 2025

Circulation of the Audit & Risk Committee – Minutes of the Meeting of 13th October 2025, and Summary Report of the Meeting of 24th November 2025, were noted by the Governing Body. An overview of matters considered at these meetings of the Audit and Risk Committee was provided by the Chairperson of the Committee.

11.2 Equality, Diversity and Inclusion Committee – Minutes of the Meeting of 15th May 2025, and Summary Report of the Meeting of 27th November 2025

Circulation of the Equality, Diversity and Inclusion Committee – Minutes of the Meeting of 15th May 2025, and Summary Report of the Meeting of 27th November 2025, were noted by the Governing Body. An overview of matters discussed at these meetings was provided by the Chairperson of the Committee. IADT's Gender Pay Gap Report for 2025 has been completed and published, and a briefing on the findings of the 2025 Gender Pay Gap was provided to the EDI Committee at its meeting of 27th November. The EDI Committee has welcomed a number of new members to the Committee including Turlough Conway approved as a member of the Committee by the Governing Body at its meeting of 12th November. The EDI Committee has elected Committee Member Anne Wright as Deputy Chairperson of the EDI Committee. A resolution to appoint a new member/Chairperson to the EDI Committee will be presented to the Governing Body early in the new year.

11.3 Equality, Diversity and Inclusion Committee – Annual Report 2024/2025

Circulation of the Minutes of Equality, Diversity and Inclusion Committee – Annual Report 2024/2025, was noted by the Governing Body.

11.4 Governing Body Nominations Committee – Minutes of the Meeting of 6th November 2025, and Summary Report of the Meeting of 1st December 2025

Circulation of the Governing Body Nominations Committee – Minutes of the Meeting of 6th November 2025, and Summary Report of the Meeting of 1st December 2025, were noted by the Governing Body. An overview of key items considered by the Nominations Committee of Governing Body was provided by the Chairperson of the Committee. Work in preparation for the appointment of new members of the Governing Body has been ongoing, including the commencement of the process to appoint a new Chairperson to the Governing Body. The Chairperson reminded the Governing Body that his term of office as Chairperson will conclude in October 2026.

11.5 Recruitment & Selection Committee – Minutes of the Meeting of 28th August 2025, and Summary Report of the Meeting of 1st December 2025

Circulation of the Recruitment & Selection Committee – Minutes of the Meeting of 28th August 2025, and Summary Report of the Meeting of 1st December 2025, were noted by the Governing Body. An overview of matters discussed at the Recruitment and Selection Committee was given by the Chairperson of the Committee.

12. Governing Body Effectiveness Review

A questionnaire has been forwarded to members of the Governing Body, to provide members of the Governing Body with the opportunity to provide their views on the effectiveness of the Governing Body. It was requested that any members who have not as yet completed the questionnaire do so as a priority. An effectiveness review of the Governing Body will be an agenda item for the January meeting.

13.   Equality, Diversity and Inclusion Implications

- Circulation of the Minutes of the EDI Meeting of 15th May 2025, Summary Report from the meeting of 27th November 2025 and Annual Report of the EDI Committee for 2024/2025 were noted by the Governing Body.
- A briefing on IADT's Gender Pay Gap Report for 2025 was provided to the EDI Committee Meeting of 27th November, with key highlights being reflected within the Summary Report of the meeting.
- An increasing number of attendees at IADT's Open Day have expressed an interest in programmes being offered through the Tertiary Programme delivery model.
- The Governing Body put on record its appreciation to Anne Ferris for her leadership and contribution to IADT and to the EDI Committee during her term of office as member of the Governing Body.

Prior to the commencement of the closed session item of the meeting, the Chairperson noted that following the resignation of Anne Ferris as member of the Governing Body, the Governing Body will need to appoint a new Deputy Chairperson. It was requested that members interested in this role should contact the Chairperson in advance of the meeting of 14th January. As the Chairperson will be unavailable to attend the January meeting of the Governing Body, the first order of business for that meeting will be the election of a Deputy Chairperson of the Governing Body or if a Deputy Chairperson has not been proposed by that point, to appoint a Governing Body member to chair the 14 January meeting in the absence of the Chairperson.

14.   Closed Session of Governing Body
The President, Governance Lead and Recording Secretary left the meeting prior to the commencement of the closed session.

The next meeting of the Governing Body will take place on 14th January 2026.

Signed: _____   Date: _____
         David Holohan