

## **DÚN LAOGHAIRE INSTITUTE OF ART, DESIGN AND TECHNOLOGY**

### **Annual Governance Statement 2018/2019**

#### **Code of Governance (Section 2.11.4(i))**

Dún Laoghaire Institute of Art, Design and Technology (IADT) is committed to implementing and maintaining the highest standards of corporate governance. The Governing Body adopted the Code of Governance of Irish Institutes of Technology 2018 (the Code) on 10<sup>th</sup> January 2018.

#### **(A) Statement of Governance**

As Chairperson and President, we make the following statements on behalf of IADT in accordance with the provisions of Section 6.10 of the Business and Financial Reporting Requirements of the Code.

The Governing Body is satisfied that, IADT is generally compliant with the provisions of the Code of Governance of Irish Institutes of Technology 2018 as outlined within this Comprehensive Report unless otherwise stated.

#### **1. Code of Conduct for Members (Section 2.11.4(i) IoTC<sup>1</sup>)**

The Governing Body adopted the Code of Business Conduct for Governing Body Members on 1<sup>st</sup> September 2010 and reaffirmed the Code on 7<sup>th</sup> September 2016. The Code of Business Conduct for Governing Body Members contains clear references and guidance for members in respect of conflicts of interest and ethics in public offices. IADT has a range of processes in place to monitor the provisions of this Code of Conduct.

#### **2. Code of Conduct for Employees (Section 2.11.4(i) IoTC)**

The Governing Body adopted the Code of Business Conduct for Employees on 5<sup>th</sup> November 2014. The Code of Business Conduct for Employees Members contains clear references and guidance for members in respect of conflicts of interest and ethics in public offices. IADT has a range of processes in place to monitor the provisions of this Code of Conduct.

#### **3. Financially Significant Developments (Section 2.11.4(ii) IoTC)**

- (i)** IADT has complied with the statutory provisions of the RTC Acts 1992-1999 as amended, the Institutes of Technology Act, 2006 as amended and the Technological Universities Act 2018 as amended and as is applicable to IADT.

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<sup>1</sup> Code of Practice for the Governance of Institutes of Technology Code of Practice

The Institute has met its requirements for operating within a balanced budget at the end of December 2018 but has reported a deficit in its Financial Statements for the year ended 31<sup>st</sup> August 2018. This is due to expenditure necessary for health and safety upgrades to buildings not funded through the Devolved Grant. The Financial Statements have been audited by the Comptroller and Auditor General (C&AG) and will be submitted to the Department of Education and Skills (DoES) for laying before the houses of the Oireachtas.

The Institute did not establish any new subsidiaries or joint ventures and there have been no acquisitions. The Institute did not acquire any shareholdings during the year.

The following issues are likely to arise in both the short and medium terms that will have a negative impact on the financial position of the Institute.

IADT has previously notified the HEA regarding the significant building compliance deficits of the Quadrangle Building on Campus. This building does not comply with the Building Regulations and the Institute has notified both the Department of Education and the HEA with regard to this in many submissions since 2003. While the Governing Body is aware of the plans to provide a single new building through the PPP Process, IADT now understands that this building will not be available to the Institute until September 2023. This building along with other buildings were planned to be delivered on Campus in 2012 and this delay of 11 years is having a number of significant impacts on the Institute. The absence of these buildings is inhibiting the growth projections of the Institute which are essential to meet the growing needs of students in the Institute's catchment area. This potential growth in student numbers would assist the Institute in stabilising its financial position and would reduce the continually growing excess of expenditure over income. The risk to the Institute, its staff and students arising from the continuing requirement to operate, work and study in deficient buildings is significant with regards to the Institute's capacity and legal requirement to provide places to work and study that meet the basic requirements of the legislation. This building deficit requires the Institute to invest significant sums from the recurrent grant budget towards repairs which should be funded through the devolved grant which is insufficient to meet the essential needs of the Institute. This requirement for the Institute to invest funds intended for the education of students towards the upkeep of state capital assets has resulted in deficits being reported in the Financial Statements.

The absence of clarity on the future funding of higher education generally and thus the Institute specifically is impacting on the financial position of the Institute. The current average unit cost for a student in IADT is approximately €9,000 per annum against a total contribution received per student from all sources of approximately €7,500 per annum. IADT does not have the financial capacity to continue to absorb this loss of €1,500 per student per annum.

- (ii) IADT confirms that internal investigations were initiated that required the use of external investigators during the period and these are outlined in the Appendix to this Statement.



(iii) IADT engaged the following consultants during the period 2018/2019:

<b>Name of firm/ consultant</b>	<b>Nature of work</b>	<b>Duration</b>	<b>Final cost</b>	<b>Procurement method e.g. tender, existing framework</b>
Arthur Cox	Legal Services	6 months	€6,306.44	OGP Framework (Direct Drawdown)
Hugh J Ward and Company	Legal Services	4 years	€922.50	Public Procurement Process (IoTI/OGP)
Beauchamps Solicitors	Legal Services	4 years	€2,481.52	Public Procurement Process (IoTI/OGP)
PwC Ireland	Internal Audit	3 years	€37,201.78	Public Procurement Process (IADT/ e-Tenders)
CrowleysDFK	Financial Consultancy	5 years	€21,561.90	Public Procurement Process (IADT/ e-Tenders) & THEA
Mazars	Strategy Development	1 year	€101,933.79	OGP Framework (SRFT)
Public Authority Pension Services Ltd	Pensions Advice	1 year	€2,865.90	IADT Procurement Process
Arup Consulting Engineers	Engineering Consultancy and Advice	3 months	€4,059.00	IADT Procurement Process
Michael Punch & Partners Ltd	Engineering Consultancy and Advice	3 months	€6,316.05	IADT Procurement Process
Limelight Communications	PR Consultancy	1 year	€4,708.47	IADT Procurement Process
Thinkhouse Ltd	PR and Marketing Consultancy	2 year	€32,149.96	IADT Procurement Process
Red C Research & Marketing Ltd	PR and Marketing Consultancy	3 months	€22,410.60	IADT Procurement Process
Arne Carlson	Educational Consultancy	1 year	€1,088.20	IADT Procurement Process
Catalyst Consulting	HR Investigation	6 months	€8,856.00	IADT Procurement Process
& I Ampersand	HR Investigation	6 months	€2,902.80	IADT Procurement Process

- (iv) The Institute entered into a Memorandum of Agreement with Dundrum College of Further Education on 12<sup>th</sup> June 2019 for the development of pathways from further to higher education.
- (v) IADT does not have any joint venture arrangements and therefore does not have any financing arrangements or loans to report.
- (vi) From the above there is no cost to the Exchequer in this regard.
- (vii) As indicated above IADT remained compliant with the requirements to operate within budget and the Employment Control Framework as at 31<sup>st</sup> December 2018. IADT has notified the HEA of a projected budget deficit of €294,000 or 1.5% for the year ended 31<sup>st</sup> December 2019. IADT notes that the budgetary and resources constraints imposed on the Sector generally and IADT in particular are impacting on the capacity of IADT to fulfil its remit and are impacting on the quality of the education being provided to its students.

#### **4. Government Policy on Pay (Sections 2.6.1 and 2.11.4(iii) IoTC)**

- (i) IADT complies with the Government Policy on pay and in particular in relation to the pay of the President of the Institute.
- (ii) IADT can confirm that no severance payments were made during the period.
- (iii) IADT has general procedures in place where employees request the permission of the President to engage in external work activities. This requirement is contained within all contracts of employment and is notified periodically to all staff members.

#### **5. Financial Reporting (Section 2.11.4(iv) IoTC)**

- (i) All appropriate procedures for financial reporting are being carried out.
- (ii) The Institute confirms that the specific disclosures required by the Code of Practice for the Governance of State Bodies as amended by the Code of Governance for Institutes of Technology are included in the annual financial statements.

#### **6. Off Balance Sheet Transactions (BFRR)**

There have been no off balance sheet transactions during the year other than as identified within the Financial Statements and/or reported to the C&AG.

#### **7. Trusts and Foundations**

IADT has not established any Trusts and/or Foundations and therefore the incorporation of such into the Institute's Financial Statements is not applicable.



## **8. Internal Audit (Section 2.11.4(iv) IoTC)**

IADT has outsourced its Internal Audit function through a procurement process operated by the Technological Higher Education Association on behalf of all Institutes of Technology in accordance with the Office of Government Procurement (OGP) requirements. The function operates in accordance with the Code of Governance, the Terms of Reference for Internal Audit and the Internal Audit Charter and reports directly to the Audit and Risk Committee. An annually approved plan has been agreed between the Audit and Risk Committee and the Internal Auditor.

## **9. Procurement (Section 2.11.4(iv) and (ix) IoTC & Section 8.20 & 8.16 SC)**

### **(i) Procurement Procedures**

IADT has a Procurement Policy which complies with the national guidelines on public procurement and the requirements of the OGP. IADT utilizes frameworks and contracts established by the OGP and Education Procurement Service (EPS), wherever appropriate. Staff members with responsibility for purchasing have been trained on and are conversant with this Policy. Following the review of both internal and external audits by the Audit and Risk Committee on behalf of the Governing Body, the Governing Body is satisfied that the public procurement guidelines have been complied with.

### **(ii) Procurement Non-Compliance**

IADT monitors all procurement for compliance with the Institute's Procurement Policy and conducts periodic internal and external audits in this regard. IADT maintains a register of all major contracts (including all contracts in excess of €25,000) and reports on these to the Audit and Risk Committee.

### **(iii) Details of Non-Competitive Procurement**

IADT has not entered into contracts without a competitive process appropriate to the level of expenditure under the contract or otherwise in accordance with the Institute's Procurement Policy and Government Procurement Guidelines.

### **(iv) Corporate Procurement Plan**

The Governing Body has approved an Institute Procurement Plan for 2019 and this is published on the Institute website [www.iadt.ie](http://www.iadt.ie).

## **10. Asset Disposals (Section 2.11.4(iv) IoTC)**

IADT has put in place policies and procedures for the disposal of assets and the granting of access to assets by third parties. Decisions on asset disposals in excess of €70,000 and the granting of access to assets by third parties are a Reserved Function and must be approved by the Governing Body.

There were no significant asset disposals or granting of access to assets by third parties during the year other than as identified in the Financial Statements.

**11. Guidelines for the Appraisal and Management of Capital Proposals (Section 2.11.4(v) IoTC)**

The Guidelines for the Appraisal and Management of Capital proposals are being adhered to, where appropriate, by the Institute.

**12. Travel Policy (Section 2.11.4(vi) IoTC)**

IADT complies with the Government Travel Policy requirements.

**13. Guidelines on Achieving Value for Money in Public Expenditure (Section 2.11.4(vii) IoTC)**

IADT confirms that the Guidelines on Achieving Value for Money in Public Expenditure are being followed.

**14. Compliance with Tax Laws (Section 2.11.4(viii) IoTC)**

IADT confirms that it has, to the best of its knowledge, complied with its obligations under tax laws.

**15. Legal Disputes (Section 8.48 SC & Section 1.9 (xiv) BFRR)**

IADT can confirm that it is not involved in any legal disputes with any other state agency.

**16. Confidential Disclosure Faith Reporting - Protected Disclosures Act 2014 (Section 3.1.1.17 IoTC)**

(i) IADT has a Protected Disclosures Policy, in accordance with the Protected Disclosures Act 2014, in place which was approved by the Governing Body on 17<sup>th</sup> June 2015.

(ii) IADT has published an Annual Report as required under Section 22(1) of the Act which is available at:

[https://www.iat.ie/content/files/IADT\\_Protected\\_Disclosures\\_Annual\\_Report\\_\(1st\\_July\\_2018\\_to\\_30\\_June\\_2019\).pdf](https://www.iat.ie/content/files/IADT_Protected_Disclosures_Annual_Report_(1st_July_2018_to_30_June_2019).pdf)

(iii) IADT can confirm that it has received no Disclosures under the Policy or the Act during the period.

## 17. Governing Body Meetings (Section 4.9 SC)

The 6<sup>th</sup> Governing Body met on 10 occasions during the period 1<sup>st</sup> September 2018 to 31<sup>st</sup> August 2019. The Term of Office of the 6<sup>th</sup> Governing Body commenced on 1<sup>st</sup> April 2016.

Meeting Date	Attendance Level
5 <sup>th</sup> September 2018	61%
3 <sup>rd</sup> October 2018	72%
7 <sup>th</sup> November 2018	84%
12 <sup>h</sup> December 2018	68%
9 <sup>th</sup> January 2019	68%
6 <sup>th</sup> February 2019	74%
6 <sup>th</sup> March 2019	79%
3 <sup>rd</sup> April 2019	68%
1 <sup>st</sup> May 2019	74%
12 <sup>th</sup> June 2019	74%

The Governing Body met on 6<sup>th</sup> February 2019 and 12<sup>th</sup> June 2019 without the Executive members being present to discuss any relevant items, these are recorded in the Minutes of the meetings and published at [www.iadt.ie](http://www.iadt.ie).



Membership and details of attendance, fees and expenses paid to Governing Body Members is set out below:

Governing Body Member	Nominated by	Number of meetings attended	% of attendance	Governing Body Members Fees <sup>2</sup>	Governing Body Members Expenses	Governing Body Interview Fees <sup>3</sup>	Governing Body Interview Expenses
David Holohan	Chairperson	9	90%	None	€351.00	Nil	Nil
Dr Annie Doona	President	10	100%	None	Nil	Nil	Nil
Dr Fionnuala Anderson	DDLETB	8	80%	None	Nil	Nil	Nil
Clr Sorcha Nic Cormaic	DDLETB	7	70%	None	Nil	Nil	Nil
Clr Barry Saul	DDLETB	2	20%	None	Nil	Nil	Nil
Tom Taylor	DDLETB	5	50%	None	Nil	Nil	Nil
Clr Barry Ward	DDLETB	3	30%	None	Nil	Nil	Nil
Aine O'Sullivan	KWETB	7	70%	None	Nil	Nil	Nil
Fiona Mc Loughlin	Academic Staff	6	60%	None	Nil	Nil	Nil
Joachim Pietsch	Academic Staff	10	100%	None	Nil	Nil	Nil
Celine Blacow	Staff	7	70%	None	Nil	Nil	Nil
Anthony Dunne	Student	9	90%	None	Nil	Nil	Nil
Chloe Power	Student	9	90%	None	Nil	Nil	Nil
Kieron Connolly	ICTU	5	50%	None	Nil	Nil	Nil
Aoife Ruane	The Arts Council	3	30%	None	Nil	Nil	Nil
Jim Pipe <sup>4</sup>	Houghton Mifflin Harcourt	7	88%	None	Nil	€285.00	€20.00
Maeve McConnon	IDA Ireland	10	100%	None	Nil	Nil	Nil
John McDonnell	Irish Film Board	10	100%	None	Nil	€1,995.00	€120.83
Marie Carroll	Southside Partnership	9	90%	None	Nil	Nil	Nil

<sup>2</sup> There is no provision for IADT Governing Body Members to receive fees for their membership of the Governing Body

<sup>3</sup> Under the Department of Public Expenditure and Reform One Person One Salary provisions, employees of public sector organisations are precluded from receiving payments other than their salary and thus no fees would be payable in respect of interview board attendances.

<sup>4</sup> Appointed on 25<sup>th</sup> October 2018

## **18. Audit and Risk Committee (Section 4.9 SC & Section 1.13 ARCG)**

The Governing Body has established an Audit and Risk Committee in accordance with the Code. The Audit and Risk Committee submits an Annual Report for the approval of the Governing Body and the minutes of Audit and Risk Committee meetings are issued to all Governing Body Members.

Details of the membership of the Audit and Risk Committee and the attendance records are set out below.

The Governing Body appointed two members (Dr Fionnuala Anderson and Kieron Connolly) to the Audit and Risk Committee at its meeting on 15<sup>th</sup> June 2016 and a further two members (Marie Carroll and Maeve McConnon) at its meeting on 1<sup>st</sup> March 2017.

The Governing Body appointed an independent external member (Sam Dunwoody) at its meeting on 12<sup>th</sup> June 2019.

The Audit and Risk Committee met on 4 occasions during the period 1<sup>st</sup> September 2018 to 31<sup>st</sup> August 2019.

<b>Meeting Date</b>	<b>Attendance Level</b>
27 <sup>th</sup> September 2018	75%
12 <sup>th</sup> December 2018	100%
25 <sup>th</sup> March 2019	75%
29 <sup>th</sup> May 2019	100%

Details of Audit and Risk Committee Members attendance is set out below:

<b>Audit and Risk Committee Member</b>	<b>Number of Meetings Attended</b>	<b>% Attendance</b>
Dr Fionnuala Anderson	3	75%
Marie Carroll	4	100%
Kieron Connolly	3	75%
Maeve McConnon	4	100%

## **19. Review of Governing Body Performance (Section 4.6 SC)**

The Governing Body conducted a formal review of its Performance and Effectiveness in Autumn 2018. The Board met the evaluators on 3<sup>rd</sup> October 2018 and 6<sup>th</sup> February 2019, and approved the report on the 6<sup>th</sup> March 2019. This review was conducted by the Institute's Internal Auditors, PricewaterhouseCoopers, using a template developed for the IoT Sector.

The Governing Body conducted an annual internal review of its effectiveness at its meeting of 12<sup>th</sup> June 2019. The next annual internal review is scheduled to be carried out at the June 2020 meeting of the Governing Body.



**20. Salary of President (Section 1.4 (iv) BFRR)**

The President's Salary is in accordance with the Salary determined by the Minister for Education and Skills and is €154,851 annualised.

**21. Data provided to the HEA**

- (i) IADT can confirm that data in respect of student numbers issued to the HEA is accurate and conforms to the requirements of the reporting templates.
- (ii) IADT can confirm that data in respect of staff numbers issued to the HEA is accurate and conforms to the requirements of the reporting templates.

**22. Children and Vulnerable Adults Protection Policy**

IADT has a Children and Vulnerable Adults Policy in place as approved by the Governing Body on 6<sup>th</sup> February 2013 and amended on 9<sup>th</sup> December 2015. While it is noted that this current Policy may not be fully compliant with legislative requirements introduced subsequent to 9<sup>th</sup> December 2015, the Governing Body is satisfied that all aspects of best practice in respect to the protection of children and vulnerable adults are being followed and a revised Policy will be adopted during 2019.

**23. Fees and Expenses (Section 2.10 RS & Section 1.10 (vii) BFRR)**

IADT affirms that Governing Body Members do not receive fees in respect of their membership of the Governing Body. Governing Body Members may receive expenses for attending Governing Body Meeting and may receive fees and expenses for facilitating the Institute in respect of Interview Boards. All such fees and expenses are paid in accordance with guidelines issued from time to time by the Departments of Finance and Public Expenditure and Reform. The details of such payments are set in Section 17 above.

We can confirm that all fees and expenses in Section 17 above are published in the Institute's Annual Report.

**24. Subsidiaries of the Institute and interests in external companies (Section 1.9 (xvi) & 1.11 BFRR)**

IADT has not established any subsidiaries and therefore this section is not relevant.

**25. Intellectual Property (IP) and Conflict of Interest**

- (i) IADT confirms that the Institute has in place a single IP policy which is published on its website and which, reflects the requirements of the national IP Protocol, clearly sets out all IADT IP processes and researcher obligations, includes a clear description of IP commercialisation decision-making processes, includes a clear dispute resolution process, describes revenue share mechanisms, describes potential for conflicts of interest and directs researchers to the relevant sections of the HEI's Conflict of Interest Policy.



- (ii) IADT confirms that the Institute has in place a single Conflict of Interest Policy contained within the Code of Conduct for Employees, published on its website.

**26. Governance and Accountability Issues**

Based on the above declarations, the Governing Body is satisfied that there are no Governance and Accountability issues to be reported for 2018/19.

**27. Responsibility for the System of Internal Control (Section 3.4.1 IoTC)**

On behalf of the Governing Body, we acknowledge our responsibility for ensuring that an effective system of internal control is maintained and operated.

The Governing Body of IADT has formally approved the Statement of Internal Control on 8<sup>th</sup> January 2020 for the period, subject to audit by the C&AG.

**28. Reasonable assurance against material error (Section 3.4.2 IoTC)**

The system can only provide reasonable and not absolute assurance that assets are safeguarded, transactions are authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected in a timely manner.

**29. Review of the Statement of Internal Control (Governing Body and Audit and Risk Committee) (Section 3 (iv) Appendix D BFRR)**

As part of the Institute's Governance Processes, the Statement of Internal Control is reviewed by the Audit and Risk Committee for approval by the Governing Body.

The Audit and Risk Committee formally reviewed the Statement of Internal Control at its meeting on 12<sup>th</sup> December 2018.

**30. Review of the Statement of Internal Control (External Auditors) (Section 2.7 SC)**

As part of the external audit conducted by and/or on behalf of the C&AG, the Statement of Internal Control is reviewed by the Institute's External Auditors.

**31. Key Procedures put in place designed to provide effective internal control**

**(i) Appropriate Control Environment (Section 3.4.3 (i) IoTC)**

The Governing Body has taken steps to ensure an appropriate control environment by:

- Clearly defining and documenting management responsibilities and powers;
- Establishing processes for identifying risks and evaluating their financial implications;
- Establishing an Audit and Risk Committee with clear terms of reference;

- Establishing formal procedures through various committee functions to monitor the activities and safeguard the assets of the organization;
- Developing a strong culture of accountability across all levels of the organisation.

#### **(ii) Business Risks (Section 3.4.3 (ii) IoTC)**

The system of internal control is based on a framework of regular management information, administrative procedures including segregation of duties and a system of delegation and accountability. In particular, it includes:

- A comprehensive budgeting system with an annual budget which is reviewed and agreed by the Governing Body with authority delegated where appropriate, for managing and controlling the Annual Allocation as granted by the Higher Education Authority and other income and expenditure;
- Management Information Systems in respect of Financial Management, HR Records and Management, Library Information Systems, Student Records and Academic Administration and Timetabling Information;
- A Resource Allocation System;
- A Risk Management System with regular reporting and reviews;
- Regular reviews by the Governing Body of periodic and annual financial reports, which indicate financial performance against forecasts;
- Setting targets to measure financial and other performance;
- An Academic Council which reports to the Governing Body;
- An Academic Quality Framework with clearly defined academic and quality processes and control guidelines;
- Clearly defined capital investment control guidelines;
- Formal project management disciplines.

#### **(iii) Information Systems (Section 3.4.3 (ii) IoTC)**

In addition to the above measures, the Institute has implemented a range of Management Information Systems in respect of Financial Management, HR Records and Management, Library Information Systems, Student Records and Academic Administration and Timetabling Information. These systems provide information enabling comparisons of actual results against budgeted forecasts.

#### **(iv) Major Business Risks (Section 3.4.3 (iv) IoTC)**

The system of internal control is based on a framework of regular management information, administrative procedures including segregation of duties and a system of delegation and accountability. In particular, it includes:

- A comprehensive budgeting system with an annual budget which is reviewed and agreed by the Governing Body with authority delegated where appropriate, for managing and controlling the Annual Allocation as granted by the Higher Education Authority and other income and expenditure;
- Management Information Systems in respect of Financial Management, HR Records and Management, Library Information Systems, Student Records and Academic Administration and Timetabling Information;
- A Resource Allocation System;
- A Risk Management System with regular reporting and reviews;



- Regular reviews by the Governing Body of periodic and annual financial reports, which indicate financial performance against forecasts;
- Setting targets to measure financial and other performance;
- An Academic Council which reports to the Governing Body;
- An Academic Quality Framework with clearly defined academic and quality processes and control guidelines;
- Clearly defined capital investment control guidelines;
- Formal project management disciplines.

#### **(v) Monitoring the Effectiveness of the Internal Control System (Section 3.4.3 (v) IoTC)**

The Governing Body's monitoring and review of the effectiveness of the system of internal control is informed by the work of the Internal Auditors, the Governing Body Audit and Risk Committee which oversees the work of the Internal Auditors, the Executive Board who have responsibility for the development and maintenance of the financial control framework and comments made by the Comptroller and Auditor General in his management letters and other reports.

The Institute has an outsourced internal audit function which operates in accordance with the Code of Governance of Irish Institutes of Technology. The work of internal audit is informed by analysis of the risk to which the Body is exposed and annual internal audit plans are based on this analysis. The analysis of risk and the internal audit plans are endorsed and approved by the Governing Body Audit and Risk Committee. At least once annually the Internal Auditors provide the Governing Body Audit and Risk Committee with a report of internal audit activity. These reports highlight any deficiencies or weaknesses in the system of internal control and the recommended corrective measures to be taken where necessary. The Audit and Risk Committee receives regular reports on the status of issues raised.

#### **32. Review of the Effectiveness of the System of Internal Control (Section 3.4.4 IoTC)**

Through the Internal Audit structure and reporting, the Audit and Risk Committee has conducted a review of the internal controls operating in the Institute and has reported on these with a confirmation that an appropriate control environment exists within the Institute. This confirmation is set out below:

- The Audit and Risk Committee reported on its activities for the year ended 31<sup>st</sup> August 2019 to the Governing Body on 2<sup>nd</sup> October 2019.
- The Governing Body conducted a review of the effectiveness of the system of internal control for the year ended 31 August 2019 on 2<sup>nd</sup> October 2019

#### **33. Weaknesses in Internal Controls (Section 3.4.5 IoTC)**

There were no weaknesses in Internal Controls identified during the period that are required to be reported.



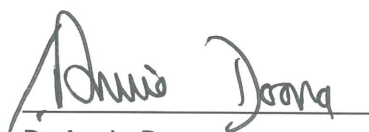
34. Description of the action taken to correct weaknesses (Section 3.4.6 IoTC)

Area of Non-compliance or weaknesses in Internal Control	Actions to be taken to attain compliance or correct weakness	Due Date

Signed on behalf of the Governing Body:



David Holohan  
Chairperson



Dr Annie Doona  
President

Dated: 09/01/2020

## **Appendix**

### **IADT Internal Investigation Cases 2018/2019**

IADT has in place Institute Grievance, Disciplinary and Mutual Respect Policies. These have all been approved following consultations, either sectorally or locally, with all of the trade unions. In accordance with these policies, IADT endeavours to resolve issues through informal processes outlined within these policies. In the small number of cases where such endeavours are not successful, IADT generally uses internal management resources and other internal resources for the purposes of investigations. A range of management team members and other supervisory staff have been trained to carry out such investigations. Where the use of internal resources is either not possible or is inappropriate, IADT engages professionally qualified external investigators for the purposes of investigations. A small number of these cases commenced prior to the period comprehended by this Statement and the details of these are outlined below. No new cases requiring the use of external investigators commenced within the period.

As part of our procedures, IADT retains the details of a number of professionals in this area together with their daily rate, professional qualifications and specific areas of expertise. In accordance with IADT's Procedures, IADT selects a number of these professionals as a panel for each case and these are proposed to all of the parties in the case and following agreement with the parties appoints from within that panel for the particular case. Some of the criteria used for selecting the panel are: area of expertise; potential conflicts or prior history and availability.

All Terms of Reference are agreed between the parties to any dispute and these are reviewed by the HR Manager and the President of the Institute. The President approves the commencement of all external investigations. Where it is considered appropriate, Terms of Reference may be referred for legal advice.

All cases are managed by the HR Manager in conjunction with the relevant line manager where appropriate. The costs and timelines associated with each case are managed and reviewed by the HR Manager with regular progress communications from the external investigator taking into account the confidential nature of the specific case. Regular updates and progress reports of each case are given to the President by the HR Manager.

## **Case 1**

Interpersonal Relations Case

Terms of Reference: Investigate mutual respect & grievance complaint between staff members and make findings and recommendations

Investigation commenced November 2018 and concluded in July 2019.

& I Ampersand, Principal Investigator – Chris Rowland.

Total Costs to date: €2,360 plus 23% VAT

## **Case 2**

Grievance Case

Terms of Reference: Investigate grievance and make findings and recommendations

Investigation commenced January 2019 and concluded in July 2019.

Catalyst Consulting, Principal Investigator – Brendan Schutte.

## **Case 3**

Grievance Case

Terms of Reference: Investigate grievance and make findings and recommendations

Investigation commenced January 2019 and concluded in July 2019.

Catalyst Consulting, Principal Investigator – Brendan Schutte.

As there were linkages between Case 2 and Case 3, these were investigated by the same Principal Investigator

Total Combined Costs for Case 2 & 3 to date: €7,200 plus 23% VAT

Please note that all costs for all Investigations with the exception of meeting rooms are incurred by the investigator and recharged to the Institute.