

## Technological University Dublin Governing Body

## MINUTES


<b><u>MEETING 54:</u></b>	Special Governing Body Meeting Tuesday 24 <sup>th</sup> September 2024 (10:00 – 12:00)
<b><u>PRESENT:</u></b>	Dr C Larkin (Chair), Prof J Doran (Interim President), Dr N Burns, Dr M Carr, Ms M Cooke, Mr M Gately, Ms P Kelly, Dr E Maher, Mr B Ó Murchú, Ms A O'Toole, Ms S O'Toole, Mr W Johnston, Ms S A Sherry, Ms L Shoemaker,
<b><u>ELECTRONIC ATTENDANCE:</u></b>	Ms C Clune-Mulvaney,
<b><u>APOLOGIES:</u></b>	Mr P Aguele, Mr E O'Shea, Mr C O'Donovan, Ms Avice Meya
<b><u>IN ATTENDANCE:</u></b>	Ms B Elliott (Head of Governance & Compliance and University Secretary), Mr T Fee (CRAO), Mr S Harton (ICFO), Mr A Kelso (Head of Portfolio Management), Ms M Whelan (Head Strategy and Planning (Head of S&P)),
<b><u>SECRETARIAT:</u></b>	Ms M Holden, Ms S Hughes
<b><u>DOCUMENTATION:</u></b>	
<b>Agenda Item No.</b>	<b><u>Documentation circulated prior to meeting</u></b>
54.A.03	Proposed Meeting Agenda
54.B.01	Procurement - Urgent approval request for PPP Audio Visual Equipment approved at FPC
	<b><u>Documentation circulated in hard copy at meeting</u></b>
54.A.06 i	Letter to Mazars re Report response deadline
54.A.06 ii	Letter to HEA CEO Chair re Mazars Report response deadline
54.A.06 iii	Letter to HEA CEO Chair re shared understanding of appropriate communication between TU Dublin and the HEA
54.B.02 i	GB Covering Note to accompany HEA Submission
54.B.02 ii	Financial Recovery Action Plan (working draft)
54.B.02 iii	BDO update
54.B.02 iv	Risk Assessment of Financial Recovery Plan

REF	ITEM	Decision
<b>Section A – Standard Items</b>		
54.A.01	<b>WELCOME AND INTRODUCTION</b>  <b>INTRODUCTION, ATTENDANCE AND APOLOGIES</b>  The Chair welcomed everyone and noted apologies for this meeting.  The Chair explained that the objective of this special meeting of Governing Body is to discuss, amend [required following a meeting with HEA 23 <sup>rd</sup> Sept 2024] and approve the documents that are circulated in hard copy for submission to the HEA 30 <sup>th</sup> Sept 2024.	Noted



REF	ITEM	Decision
	<p>[REDACTED]</p> <p>In conclusion, it was noted that the points raised in the letter regarding communications between TU Dublin and the HEA and the impact of the various statutory processes under 2022 Act are intended to be helpful and to assist in future engagement and that TU Dublin is anxious to move towards finalisation of the overall plan which will form the remedial measure and to ensure that the plan is successfully implemented and returns the University onto a financially sustainable trajectory].</p>	
Section B – Items for Approval		
54.B.01	<p><b>Procurement Approval</b></p> <p>Governing Body approved the request for the University to enter into a contract to spend &gt;€1m for the Supply and Installation of Audio-Visual Equipment for the Tallaght Campus PPP Building.</p>	<p><b>Approved</b> Proposed: B Ó Murchú Seconded: L Shoemaker</p>
54.B.02	<p><b>Response to HEA letter of 9<sup>th</sup> August 2024</b></p> <p>Governing Body Members were issued with hard copies of the following documents:</p> <ul style="list-style-type: none"> <li>i) Governing Body Covering Letter</li> <li>ii) Financial Recovery Action Plan                             <ul style="list-style-type: none"> <li>a. Governance Ireland Action Plan</li> <li>b. BDO Action Plan</li> <li>c. TU Dublin Financial Recovery Action Plan</li> </ul> </li> <li>iii) BDO Finance Function Review update</li> <li>iv) Risk Assessment of Financial Recovery Plan</li> </ul> <p><i>I. <u>GB Covering Letter to accompany HEA Submission</u></i></p> <p>Members, including those attending from the Executive provided some feedback on the draft letter. It was agreed that the letter would be revised to include feedback received.</p> <p><i>II. <u>Financial Recovery Action Plan (working draft)</u></i></p> <p>The Interim President noted following the high-level actions initially submitted to HEA TU Dublin were requested to submit more detailed actions and milestones.</p> <ul style="list-style-type: none"> <li>a) <u>Governance Action Plan</u></li> </ul> <p>It was noted that the University has requested quotes for the facilitation exercise in line with public procurement guidelines in response to the governance recommendations under “governance renewal” section. [REDACTED]</p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Noted</b></p>

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	<p>b) <u>BDO Action Plan</u></p> <p>The ICFO noted the actions completed/planned by BDO to date. A new set of financial processes are to be introduced that will be prioritised with clear deadlines. BDO have committed to providing a report by close of business (24.09.24) which will include highlights of the positives and achievements to date.</p>	Noted
	<p>[REDACTED]</p>	Noted
	<p>c) <u>Financial Recovery Action Plan</u></p> <p>Head of Portfolio Management and Head Strategy &amp; Planning presented a high-level overview of the document circulated, and the following points were noted:</p> <ul style="list-style-type: none"> <li>• The first quarter will be closely reviewed regarding the expected milestones that the University expects to deliver.</li> <li>• The Head of Portfolio Management gave overview of how the project will be managed.</li> <li>• Improvement of reporting systems is a key action; the financial plan includes more frequent reporting to UET and to Governing Body and its Committees; this is not without challenge as it will involve system, and people changes but it a plan is in place to achieve this.</li> </ul> <p>The Chair advised that the HEA have confirmed that they will be appointing an external body to independently verify our quarterly FRP submissions.</p> <p>Members noted that improvements in reporting will not be possible until the new Student Record Management System (SRMS) system is implemented. Current reporting on student data from three legacy systems means that information takes longer to retrieve. The SRMS is not due to be in place until September 2025.</p> <p>Members requested that Industrial Relations risk should be more clearly highlighted on the Risk Register. The CRAO confirmed that Industrial Relations concerns are covered within ‘Low Morale’ risk but that this will be made clearer.</p> <p>The Governing Body Chair requested that the SRMS and the Organisation Design (OD) be discussed at ARC.</p> <p>Members discussed whether it may be timely to review the effectiveness of Organisation Design. It was noted that if a review were to take place it should be forward looking rather than simply reflecting on elements that had not worked as expected.</p>	Noted
	<p>[REDACTED]</p> <p>The CRAO indicated that OD is considered in the current University Risk Register and the potential for a review at an appropriate time is included as an action.</p>	Noted
	<p>III. BDO update</p>	Noted
	<p>IV. Risk Assessment of Financial Recovery Plan</p> <p>The CRAO updated members with a high-level summary of the updated Risk Assessment noting that Delivery Risk is the most urgent thematic risk with the majority of actions needing to progress or finish within the next 12 months.</p>	

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	<p>Consequently, plans and tracking metrics and processes need to be finalised quickly. The other key area of risk highlighted related to the potential for high levels of stretch or stress on pockets of staff most impacted through FRP actions while affected also by cost constraints. Members considered concerns regarding morale and the potential for escalation into industrial relations as well as the need for this to be monitored and addressed with particular focus on communication.</p> <p>A reporting process needs to be in place by end December 2024. Members discussed the level of metrics that can be delivered given challenges with respect to speed of data flows.</p> <p>The Chair indicated that the University needs to manage expectations with the Regulator.</p> <p>Governing Body approved the HEA Submission subject to minor amendments required during finalisation:</p> <ul style="list-style-type: none"> <li>I. Governing Body Covering Note</li> <li>II. Financial Recovery Action Plan                             <ul style="list-style-type: none"> <li>a. Governance Ireland Action Plan</li> <li>b. BDO Action Plan</li> <li>c. TU Dublin Financial Recovery Action Plan</li> </ul> </li> <li>III. BDO Finance Function Review update</li> <li>IV. Risk Assessment of Financial Recovery Plan</li> </ul>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p><b>Approved</b> Proposed: W Johnston Seconded: E Maher</p>
	<p><b>Section C – Items for Noting</b></p>	
54.C.01	<p><b>Update on Financial Statements 2023</b></p> <p>The ICFO indicated that the C&amp;AG audit completed on 13<sup>th</sup> September 2024. Regarding the Financial Statements 2024, the year-end financial close plan has been completed.</p>	<p><b>Noted</b></p>
	<p><b>Section D – Standard Items</b></p>	
54.D.01	<p><b>Next Governing Body Meeting</b></p> <p>Next Regular Governing Body Meeting 55 (16<sup>th</sup> Oct 2024)</p> <div style="text-align: center; margin-top: 20px;">  </div> <p><b>SIGNED</b> _____ <b>DATE:</b> 16<sup>th</sup> October 2024</p> <p style="text-align: center;">Charles Larkin, Chair</p>	