



Report of the Quality Review Group to UL Student Life

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Unit Website	https://ulstudentlife.ie
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1 The UL Quality Review Process

The University of Limerick (UL) follows an established process for quality assurance (QA) and quality improvement (QI) in line with that originally developed jointly by the Irish Universities Association (IUA) and the Irish Universities Quality Board (IUQB), the latter whose functions are now carried out by Quality and Qualifications Ireland ([QQI](#)). The review process involves an approximate seven-year cycle during which each unit works to improve the quality of its programmes and services and undergoes a rigorous self-evaluation prior to a quality review by internationally recognised experts in the relevant field.

The common framework adopted by the Irish universities for their QA/QI systems is consistent with both legislative requirements and international good practice. The process itself evolved as a result of the Universities Act, 1997, in which the responsibility for QA/QI was placed directly on the individual universities. The process now complies with the [Qualifications and Quality Assurance \(Education and Training\) Act 2012](#), as amended by the *Qualifications and Quality Assurance (Education and Training) (Amendment) Act 2019*. The UL Quality Support Unit (QSU) website (www.ul.ie/quality) provides details on the process.

All units are reviewed against quality assurance standards as described in the tailored quality review guidelines, which is available on the [QSU website](#). The planned schedule of quality reviews is available on the [QSU website](#).

The UL quality review process comprises the following three phases:

1. Pre-review phase, in which the unit under review conducts a self-evaluation exercise and writes a self-assessment report (SAR).
2. Review phase, in which a quality review group comprising external experts, both national and international, review the SAR, visit the unit, meet with stakeholders and produce a report (this report), which is made publicly available on the [QSU website](#).
3. Post-review phase, in which the unit considers and formally responds to the recommendations of the QRG, devises plans to implement them and reports implementation progress to the University Quality Committee and UL senior management.

The recommendations made by the quality review group (QRG) form the basis of a quality improvement plan (QIP) prepared by the QSU for the unit under review. Once the site visit is over, the unit sets about evaluating and implementing the recommendations, as appropriate.

Approximately seven to nine months after receiving the QIP template from the QSU, the head of unit provides a summary overview of progress to the university's Quality Committee. Committee members are afforded the opportunity to discuss and evaluate progress.

Approximately 18-24 months after receiving the QIP template, the head of unit, Provost/Deputy President Associate Vice President Student Engagement and Director of Quality meet to formally review progress and to agree on any remaining actions to be taken.

2 Summary Details of UL Student Life

UL Student Life summary

UL Student Life (ULSL) is the representative body for all students at UL. Founded in 1972 by the 113 students who started at NIHE that year, the union's initial objective was to work for the rights of students to a fair and equitable third-level education system in Ireland. Officers worked in a voluntary capacity in the early years of the union, but over the last 52 years, the organisation has evolved into the professional body it is today.

The mission of UL Student Life is to continuously improve the lives of students by welcoming them into a friendly, fun environment that gives a real sense of belonging. They are committed to supporting the everchanging needs of students in modern day society. As a team, they work together, listening, adapting, and improving our students' university life experience.

Their vision is to be a world-renowned trailblazing students' body recognised for championing students and delivering the best university life experience. By taking an open, inclusive, and non-judgemental approach, creating an environment enabling students to foster lifelong relationships during their time in university.

The organisation is student-led and student-centred; committed to acting with integrity; inclusive and welcoming; professionally organised; collaborative; innovative; representative of all in UL; responsive to student's needs; adaptive to students demands.

UL Student Life is an independent body, a company limited by guarantee, that functions to promote the student voice and to improve the student experience. They do this by upholding the constitution and the representative structures it creates.

Every year, four full-time student officers are elected to defend and promote the student voice, to improve the university experience, and to petition on behalf of students for meaningful change.

The four full-time and two part-time officers are held to account by Student Council, a body consisting of a diverse range of elected student representatives which represent the UL Student community.

The officer team are supported by a team of 16 full-time staff supporting across the areas of information, advice, advocacy, student centre services, leadership & representation, clubs & societies, events & engagement and communications and marketing.

UL Student Life is based in the student courtyard on campus at UL, soon to move to its newly completed Student Centre in March 2025.

3 Preliminary Comments of the Quality Review Group (QRG)

3.0 Preliminary Comments of the Quality Review Group (QRG)

The QRG wishes to thank the University of Limerick (UL) and UL Student Life for the warm welcome we received and for their support and hospitality during our visit. We thoroughly enjoyed all our engagements with members of UL Student Life, UL representatives and wider stakeholders; we felt that contributors were open, honest and direct, and we very much valued the time taken and the feedback provided by everyone involved in our visit.

UL Student Life has continued to evolve and develop since the last quality review in 2018, and it is evident that the organisation meets a number of critical needs for students at UL. The demand on services has reached a point in certain areas where additional resources, primarily financial resources, are urgently required and this needs to be addressed as a matter of priority, particularly as the organisation prepares to move to the new Student Centre, where it is highly likely that there will be a further increase in demand for services.

The student officer team this year appears to have made a significant difference in terms of supporting and representing students and the organisation, particularly to UL senior management. The benefit of a second-term President for UL Student Life should not be underestimated, and it is clear that this has had a positive impact. The officers are a cohesive team and work well individually and collectively and should be entrusted with the leadership of the organisation as true partners who work with the UL Student Life senior management team. The value of building trust, transparency and greater accountability is extremely important, and we would encourage greater collaboration and engagement, at all levels of the organisation, between UL Student Life staff and student officers.

The change in status of the union to a Company Limited by Guarantee (CLG) has resulted in some confusion as to the role and purpose of UL Student Life. It is to be hoped that this quality review, the opening of the new Student Centre and the new strategic plan will provide an opportunity to better communicate the story, vision and mission of the union to the membership and wider UL community.

It is clear that there have been a number of significant changes for UL Student Life in recent years, and the QRG recognises the progress that has been made, in particular with the development and implementation of two comprehensive strategic plans. We believe that the timing is right to support the organisation in its evolution from good to great, and we hope that this report can support that journey. We would encourage the organisation to embrace innovation and entrepreneurial thinking as it looks to the future and to undertake a greater degree of horizon scanning to continue enhancing student services.

One of the primary observations of the QRG is that trust and transparency need to improve across the organisation and that improving the governance will support this, alongside effective internal and external communications. Improvements in the understanding and dissemination of financial information are key to supporting effective management and forecasting and, unfortunately, we found these to be lacking. This situation can be improved relatively quickly, however, and there are a number of recommended actions that relate to finance that would be common practice in a student union of the size and quality of UL Student Life. The QRG has been prescriptive in a number of these steps, but we hope that they are taken in the spirit in which they are intended and that they will support the management team in implementation.

Furthermore, partnership between UL Student Life, the Postgraduate Students' Union (PSU) and the University would benefit from further formalisation and agreement around the various roles and responsibilities of each body. A great deal of work falls on the student officers, and consideration should be given as to how to maximise their time and influence to ensure greatest impact for the organisation. The student officers should not confuse access for influence and may want to consider how best to use their time on the issues that really matter to the student body.

We would strongly encourage that the memorandum of understanding (MoU) with the PSU be concluded with the current cohorts of officers, given their strong working relationships and the opportunity to consider how to further develop partnership working with the new Student Centre on the horizon.

Developing a tripartite partnership agreement with the University and the PSU to focus on the areas of common interest, such as mental health and wellbeing, student accommodation, transport and student employment, would be beneficial in terms of providing structure and clear objectives for the partners across the institution. This would also be an opportunity to ensure full implementation of the data sharing agreement and provide moments outside the cycle of committee meetings to address the issues of greatest importance to the students.

UL Student Life has the potential to be a truly great students' union, but the finances, governance and democratic structures need to improve to ensure that these areas don't become a barrier to progress.

The QRG would strongly urge that the recommendations from this review be fully implemented and that the Board of Directors and senior management closely monitor implementation and progress, supported by robust reporting both internally and externally.

We wish the team at UL Student Life every success with the new Student Centre, and we look forward to seeing the development of the organisation in the years ahead.

4 QRG Commendations and Recommendations

4.1 Commendations

The QRG commends the following:

1.	The demonstration by UL Student Life staff and student officers of a high degree of passion and commitment to making a positive impact on the student experience at University of Limerick.
2.	The investment in staff training and support, which is further reinforced by the Evolve programme, staff handbook and recognition with Great Place to Work awards.
3.	The evident collaboration of UL Student Life staff in and across teams and the deep investment they have in their work, which have a positive impact on the student experience.
4.	The delivery by UL Student Life of a broad range of services with a focus on continuous improvement, resulting in strong engagement levels, particularly in areas such as advice, support and Clubs & Societies.
5.	The organisation's efforts to have a more strategic focus through the development and delivery of two strategic plans over an eight-year period, with the next plan already in the pipeline.
6.	UL Student Life's clear focus on building relationships with key stakeholders, both internally and externally, as evidenced by numerous examples of effective partnerships most notably with the local community, including representation on the UL Community Liaison Committee.
7.	The participation of UL Student Life officers on a wide range of committees and forums across the university, providing opportunities for effective student representation.
8.	The recent implementation of the Student Engagement Forum, which brings together a number of key stakeholders from across the institution and raises the profile of UL Student Life and its activities as well as providing opportunities for collaboration.
9.	The development of the new Student Centre, which provides a significant opportunity for the organisation to become the hub for students on campus to meet, socialise and build communities.
10.	The opportunities that the new Student Centre provides to generate commercial income, particularly out of term.
11.	The implementation of new systems in recent years with a view to digitising and automating some operations.
12.	The increased engagement by students of UL Student Life's advice services, which highlights the need and function of representing and supporting students on issues relating to welfare and academic support.
13.	The improvement in the relationship between UL Student Life and the PSU, and the implementation of monthly meetings, information sharing and a mutually supportive approach to speaking on key areas affecting students across the board.

14.	The six-weekly meetings between the President of UL and the sabbatical officers from UL Student Life and the PSU, which are a positive development.
15.	The effective student communications delivered by the very small Communications & Marketing team.
16.	The development of the relationship between UL Student Life and the Associate Vice President Student Engagement (AVPSE).
17.	The full engagement in the quality review process of UL Student Life staff, student officers and students, which provided a sound basis for the review.
18.	The establishment of standard operating procedures (SOPs) in UL Student Life to improve operational capacity and institutional knowledge.
19.	The diversification and range of event types delivered in response to student feedback, in particular the non-alcoholic events, and the collaboration between UL Student Life departments in organising these events.
20.	The UL Student Life event management processes, in particular around risk management and health & safety, which lead to UL, the Gardai and other external partners having a high degree of confidence in the management of events.
21.	The fact that student officers have a growing confidence that UL is open to their suggestions for improvements and changes to enhance the student experience.

4.2 Recommendations

The QRG recommends the following:

4.2.1 Level 1 recommendations

No.	Recommendation	Commentary
Financial Planning, Management and Oversight		
1.	<p>Implement better financial planning and financial management to include:</p> <ul style="list-style-type: none"> • Development of annual budgets and forecasts with input from senior management and student officers • Scenario planning, including an income diversification strategy, particularly given the move to the new Student Centre in the coming months • Sharing of budgets with the wider UL Student Life staff team • A finance manual that contains the standard operating procedures and policies to support improved financial management • Quarterly budget reviews with updated forecasts shared across the organisation • Financial planning as a standard agenda item at Board of Directors meetings • Reporting of annual accounts and annual budgets to the Governing Authority 	<p>The organisation lacks financial planning and effective day-to-day financial management processes. There is a lack of transparency around budgets and financial performance which is having an impact on day-to-day delivery of service. This needs to be addressed as a matter of urgency, particularly given current financial challenges and the impending move to the new Student Centre.</p> <p>Forecasting and horizon scanning would benefit UL Student Life in addressing current challenges in areas such as cash flow and potential capital upgrades. Developing a 3-5-year forecast model would be beneficial for the organisation.</p> <p>Equally beneficial would be a regularly updated finance manual that supports the day-to-day operations of the organisation and ensures standard operating procedures are captured for all of the elements relating to finance, the depreciation of assets, expenses etc. Some of these are contained in the staff handbook, but it would be good to have a separate document that staff, Board directors and students can refer to.</p>
2.	<p>Provide training and support to the senior management team and full-time sabbatical officers to develop their skills, competencies and capabilities in financial literacy and management.</p>	<p>The changes to the senior management team have resulted in a loss in financial skills within the organisation. The finances are outsourced to a third-party provider and more could be done to upskill the current senior management team and share financial information.</p> <p>Staff and officers improving their financial literacy and understanding will support the organisation in developing greater transparency and trust as well as disseminating knowledge throughout the senior team. This will support the team in meeting its financial responsibilities and accountability to the staff and wider student body.</p>

<p>3.</p>	<p>Conduct a board effectiveness review ahead of the new strategic plan that looks at the functions, responsibilities and capabilities of the Board of Directors as well as succession planning and a skills matrix. In relation to this review:</p> <ul style="list-style-type: none"> • Ensure the inclusion of a senior member of UL management attends all board meetings as an observer • Consider adding representation from UL Student Life staff to the Board • Ensure scheduling of regular meetings with UL Finance colleagues and the provision of quarterly management accounts from UL Student Life to UL. • Include succession and legacy planning for the Board supported by a skills matrix and robust recruitment processes 	<p>UL Student Life would benefit from better reporting and line of sight with UL which could be achieved by having an observer from the University attend Board meetings – this is common practice in several other student unions and student associations in the UK and Ireland.</p> <p>Adding a UL Student Life staff representative to the board would support greater transparency and opportunities to ensure that staff perspectives are represented at Board meetings.</p> <p>In addition, regular meetings with UL Finance colleagues and the provision of quarterly management accounts would benefit the organisation in terms of increased transparency and visibility as well as a better understanding of UL’s finances.</p> <p>This is a key moment to look at Board succession planning as a number of Board members are nearing their term limit and with the move to the new building and a new strategic plan it would be an opportune moment to assess that the Board has the skills required for the next phase of development for the organisation.</p>
<p>Governance and Democracy</p>		
<p>4.</p>	<p>Review UL Student Life governance structures as follows:</p> <ul style="list-style-type: none"> • Deliver more comprehensive induction and ongoing training for student officers and external Board members on their responsibilities as members of a board • Develop and implement a risk management framework for the organisation with a strategic risk register that is regularly reviewed by all departments of the organisation • Use structured agendas in meetings such as Student President meetings with senior UL leaders, Board of Directors meetings and UL Student Life senior management meetings • Ensure that the UL Student Life President is well informed on all senior team meetings and key decisions relating to UL Student Life • Upload Board minutes to the UL Student Life website alongside up-to- 	<p>UL Student Life changed its governance structures in 2022 and currently operates as a Company Limited by Guarantee (CLG). To operate effectively under the new structure, UL Student Life needs to ensure it continues to be a student-led organisation which is supported by robust governance processes. The previous QRG report recommended that the Student President serve as the Chair of the Board, and this may warrant some consideration. At the time of this review, these governance processes were not as mature as the QRG would have expected to see, and fundamental areas were missing or not undertaken. These include developing some of the following documents and key areas of work as a matter of urgency:</p> <ul style="list-style-type: none"> • Business continuity planning including a business impact assessment and appropriate training for staff across the organisation • A risk management framework to include risk appetites, risk register, issue register and horizon scanning • A scheme of delegated authority and a delegated authority matrix to better document who can

	<p>date annual accounts covering the period since incorporation</p> <ul style="list-style-type: none"> • Present financial reports for the organisation as well as for Clubs & Societies at the annual Student Forum (annual general meeting equivalent) • Ensure there is a clerk or secretary to the Board that is not the General Manager, ideally someone independent of UL Student Life 	<p>make decisions, spending controls and where the lines of authority sit.</p> <ul style="list-style-type: none"> • A reserves policy to better monitor the reserves position for the organisation and how it might consider investment of surplus funds in the future (which would require an investment policy in terms of good governance). <p>The Board should also consider the use of sub-committees (with terms of reference) for areas such as remuneration, audit and risk, and investment.</p> <p>It would be beneficial to develop a greater sense of connection and belonging for external Board members so that they have increased visibility across the organisation and feel more involved with the key moments during the academic year.</p>
5.	<p>Implement a democracy review to inform the new strategic plan, with a focus on an immediate review of the student representative (rep) system and more comprehensive training for student reps to include UL-specific information and resources and relationship building with key staff in UL.</p>	<p>While UL Student Life is seen as being effective in representing the student voice, there are challenges in filling some student rep roles and overall engagement with the rep system. The organisation would benefit from reviewing its rep structures, including the recruitment of reps, more comprehensive training of reps, the role of Student Council and engagement with the wider student body in shaping union policy.</p> <p>It would be useful to work more closely with UL schools and departments to support the election of reps and the establishment of departmental boards.</p> <p>More effective use of the class rep system by establishing a framework with a clear system to manage class rep-related duties would reduce the likelihood that issues would move directly to the full-time officers.</p>
6.	<p>Institute the memorandum of understanding (MoU) with the PSU as a matter of urgency.</p>	<p>The MoU has been outstanding and should be prioritised. The University should support the student unions by externally mediating the creation of an MoU that would delineate the membership and representation responsibilities of both bodies towards postgraduates, areas of co-operation (both regarding common causes and cooperation between officers with similar areas of responsibility) and mechanisms for mediating disagreement. It would also outline any services to be shared between both.</p>
Data		
7.	<p>Work with UL management to fully implement the data sharing agreement and ensure all relevant data is shared</p>	<p>The QRG of the 2018 review recommended implementation of a data sharing agreement between UL Student Life and the University. Whilst the agreement has been signed, it has not been fully</p>

	with UL Student Life as a matter of priority.	implemented. This provides a significant barrier for UL Student Life in effectively representing and engaging students.
8.	Improve insight and data management within the UL Student Life team.	<p>The organisation needs to consider how it can maximise resources and expertise within the wider university community to support the development of an insight function to better support advocacy, policy and the activities of UL Student Life.</p> <p>There is potential to involve students in a 'Data Team' to support this work – similar to the Creative Crew.</p>
HR and Personnel		
9.	Explore ways to address the limited capacity of staff, in particular the Advice & Advocacy and Communications & Marketing teams.	<p>"Everybody is so busy doing, no one has time to be creative."</p> <p>Involving students more widely in the work of UL Student Life would help to address the staff capacity issue. Measures such as the following could be considered:</p> <ul style="list-style-type: none"> • Involving students to expand capacity with creative approaches such as internships for academic credit • Working with postgrad students on the need for data analysis as subject matter for theses • Building a team of students to supplement event planning and marketing efforts • Making better use of student reps and part-time officers on university committees <p>In addition to helping to address staff capacity, the measures listed above would be to the benefit of students.</p> <p>Expanding the involvement of part-time officers and student reps to serve as delegates on committees can increase the capacity of the full-time officers, especially the President, and evolving these roles to become more meaningful may increase interest in holding officer roles. It also offers more students the opportunity to benefit from the personal and professional development of holding student leadership positions.</p> <p>The experience of the Creative Crew could serve as a model to generate more opportunities for students to support the work of UL Student Life. Opportunities for academic credit and/or volunteer hours would also make student involvement more attractive.</p>

Communications and Commercialisation		
10.	Develop an annual Communications & Engagement strategy.	The Communications & Marketing team plays a key role in promoting the services of UL Student Life and building a connection with students. Given the limited resource, the team would benefit from an annual plan outlining key comms across the calendar year. This would also allow the student officers and staff departments to better understand the marketing resource to be allocated to events and initiatives. This was recommended in the 2018 quality review.
11.	<p>Develop a strategy to tell the story of UL Student Life to students, UL management and potential external partners, with a strong focus on showcasing the value the union offers to its members and the wider UL community.</p> <p>Ensure that this strategy includes an impact report for 2024/25 so that the outgoing officers can highlight UL Student Life wins and progress over the academic year.</p>	<p>The QRG heard from a number of stakeholders about the lack of understanding by students, internal stakeholders and external partners regarding what UL Student Life’s body of work encompasses and its positive impact. Key strategies to enhance understanding could include:</p> <ul style="list-style-type: none"> • Making a commitment to consistent use of end-of-year reports • Planning for digital information screens in the new building • Developing a “You said, we did ___” type of campaign • Publishing statistics and data documenting the work of the union • Using testimonials from students – both those who are highly involved with the union and those who use the services/attend events <p>Anchoring this work in research and data, which can facilitate a quicker understanding among some stakeholder groups, is also recommended.</p> <p>Communication around why UL Student Life exists seems to be lacking. Students should be made aware that it is an independent entity and not a department of the University.</p> <p>Creating an impact report would allow the union to communicate internally and externally, highlighting progress against its strategy, key moments and milestones. It would also allow it to inform both current and incoming students about the great work it does.</p>
12.	Develop a solid commercialisation plan for the new Student Centre, to include both internal and external revenue streams and plans for building the pipeline for these to be realised.	External clients will require a commitment for space use a minimum of 12 months and up to 36 months in advance of their conference or event. Therefore, a late start to this process will result in a delayed optimisation of external business during the summers of 2026 and 2027. This will severely limit the potential for revenue generation during a time when

		the financial health of UL Student Life is fragile. Additionally, investing time in building relationships with potential clients is fundamental to long-term business development.
New Student Centre		
13.	Designate a project manager for the new Student Centre.	It is essential to have clear line of sight and ownership of the project to ensure effective communications and delivery ahead of the building's opening, supporting occupation, and induction and preparation for the academic year 2025/26.
14.	Publish the change management plan internally for the organisation's move to the new Student Centre and communicate regularly on progress against the plan.	Considerable work appears to have been undertaken with regard to moving to the new building, in particular by the consultant who spent almost a year with the team. However, a change management plan that is appropriately costed and includes timescales (e.g., a Gantt chart) does not seem to be available. The QRG would argue that if you can't measure it, you can't manage it!
15.	Develop a comprehensive accessibility plan for the new UL Student Life building and services, to include a neuro-inclusive approach as a priority.	Student expectations of the new facility are high and establishing a strategy and plan to launch with the most inclusive experience possible should be an important priority. Specifically, the QRG would see as highly desirable the inclusion of a dedicated sensory space available to students at all times the building is open in order to ensure an inclusive, accessible student centre.
Strategic Plan		
16.	Ensure that the next UL Student Life strategic plan is supported by annual delivery plans and annual review documents, with input from staff and student officers.	While there has been a much better focus on strategic planning in recent years, the organisation would benefit from annual delivery plans and annual review documents. The current tracker system is difficult to follow in terms of progress made on an annual basis.
University of Limerick		
17.	Add UL Student Life to UL's internal audit plan and review financial management and processes as soon as practicable.	It would be good practice for UL to have increased scrutiny and oversight of the finances and governance of UL Student Life, and an internal audit would provide a structured opportunity to undertake this and provide ongoing support to the union for continuous improvement.
18.	At University level, and as a matter of urgency, conduct a review of the capitation figure for UL Student Life with a view to ensuring that the level of capitation reflects the growth and	Student Life appears to be underfunded, particularly when compared to its peers across the sector. The service that UL Student Life provides depends on an adequate level of capitation, and the move to the

	development of the organisation and the move to the new Student Centre.	<p>new Student Centre will place additional demands on the organisation's resources.</p> <p>Without increased capitation, beyond the current agreed commitment, UL Student Life will have to make difficult choices with regard to staff and services. This is less than ideal given that the new union building is highly likely to result in increased footfall and demand for services.</p>
19.	As a matter of priority, work with UL Student Life and the PSU to develop a tripartite student partnership agreement.	<p>The University of Limerick, Student Life and the PSU have an opportunity to come together to focus on the areas they will work on together.</p> <p>There should be 1-2 annual engagements with senior leaders from across all organisations to assess progress and delivery of the agreement.</p> <p>There are existing partnership agreements which may be useful as a guide, such as: https://www.tcd.ie/teaching-learning/academic-policies/assets/student-partnership-policy-jul2020.pdf or NStEP (National Student Engagement Programme) resources at national level.</p>
20.	Work with UL Student Life to establish an appropriate allocation of funding to Clubs & Societies (C&S).	<p>The numbers of clubs and societies and C&S membership continue to grow at UL. While this continues to play a key role in the student experience, the allocation of funding to clubs and societies has remained stagnant for a number of years, despite increased running costs. In addition, the withdrawal of income from sources such as on-campus bank branches has had a detrimental impact on C&S funding.</p> <p>The QRG recommends that the University give serious consideration to increasing the funding allocated to C&S.</p>

4.2.2 Level 2 recommendations

No	Recommendation	Commentary
1.	Institute a hybrid approach to all mandatory student meetings.	<p>Flexible attendance options would allow students who are commuting or have other responsibilities to attend student meetings.</p> <p>This is particularly relevant to C&S, as students are having to choose between mandatory attendance and participation in club activity to ensure funding.</p>
2.	Establish an MOU with UL Sport to formalise collaboration and communication regarding C&S.	<p>There is an opportunity to further develop the relationship with UL Sport. A formal agreement with this campus partner would establish clear expectations of responsibilities and enhance the working relationships between UL Student Life and UL Sport.</p>
3.	Develop a digital strategy that considers opportunities to rationalise systems as well as utilising artificial intelligence (AI) and/or automated systems to find efficiencies and expand capacities.	<p>Given that the staff universally experience a capacity challenge, finding ways to utilise emerging technology and automation to minimise the time and effort the staff dedicates to administrative and repetitive tasks can expand capacity. This would allow the team members to focus their attention on high-impact practices in supporting and benefiting students.</p>
4.	Consider additional staff engagement sessions ahead of elections with prospective candidates running for election.	<p>Prospective candidates should have an opportunity to meet with staff and reps from across UL Student Life. This would make it possible for them to be better informed around the strategic direction, needs of students and budgetary constraints of UL Student Life and UL when they are setting their manifestos and making election pledges.</p> <p>It is to be hoped that this would result in more focused delivery and realistic interventions by the incoming student officer team.</p>
5.	Secure the courtyard space for future use by UL Student Life and ensure its long-term availability to the union for key events and initiatives.	<p>The courtyard is a crucial safe and manageable space for events on campus and should be secured by UL Student Life to ensure that they can continue to use the space in the long term.</p>
6.	Formalise the structure of the Student Engagement Forum and have the Student President or another full-time officer co-chair this alongside the AVPSE.	<p>The Student Engagement Forum has been a welcome innovation, and the frequency of meetings should be formalised alongside the terms of reference and the opportunity to co-chair these meetings.</p>
7.	Adopt the use of annual 360 reviews for the senior management team and consider the establishment of shared objectives.	<p>360 reviews are a useful barometer of how leaders within the organisation are seen by a broad range of stakeholders.</p>

		This would also provide the Board of Directors with a fuller understanding of the organisation's health and culture.
8.	Explore options to use the part-time officers and student reps more effectively by replacing the full-time sabbatical officers on some university committees as delegates of the Student President or Student Welfare Officer.	Integrating more reps into both UL and UL Student Life structures should provide increased capacity for full-time officers to focus on those areas that only they can operate as elected officials of the student body – it should lead to more strategic engagements and less time spent attending meetings. Focusing more on impact than access could make a transformational difference to the effectiveness of full-time officers to achieve change both within UL and UL Student Life.
9.	Add an Advice Manager/Senior Coordinator to the Advice & Advocacy team.	The capacity of this team is deeply stretched, and a more senior role would help streamline and prioritise the work of the Advocacy Coordinators.

Appendix One

A Membership of the QRG

Manish Joshi (Chair)	Professor of Practice, Strathclyde University
Lina Balcom	Director of Student Life, University of Vermont
Ciaran Higgins	Director, Queens Students' Union, Queens University, Belfast
Sinéad Lynch	PhD Researcher, Dublin City University
Ailish O'Farrell (Recording Secretary)	Technical Writer

B Membership of Student Life Quality Team

Martin Ryan	General Manager
Ronan Cahill	Student President
Sinéad Jennings	Head of Student Centre Operations
Jennifer Purcell	Senior Co-ordinator & Communications