QIP Implementation Summary Report

Unit: **Finance**

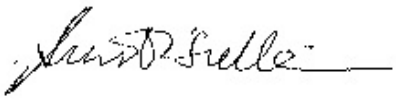
Head of Unit: **John Field (Acting)**

1. Date on which QIP received from QSU: 19th Sept 2022
2. Date on which unit met to discuss and ratify the QIP: 29th Sept 2022
3. Date on which unit response to recommendations returned to QSU (section 3 in table): 13th Oct 2022
4. Date on which unit response was noted by Quality Committee: 2nd Nov 2022
5. Date on which QIP progress was presented to Quality Committee: 10th Jan 2024
6. Date on which implementation review meeting with DQ and PDP was held: 26th June 2025

Rec no. (level)	Recommendation	Closed	Open	Commentary
1 (1)	Work with senior management to ensure consultation with Finance is embedded at the appropriate stage in all policy and business case development.	✓		
2 (1)	Increase Finance's visibility and influence across UL for support in strategic decision making and project evaluation.	✓		
3 (1)	In the upcoming reconstitution of Governing Authority, consider strengthening the level of financial expertise within the authority and relevant subcommittees.	✓		
4 (1)	Work with senior management to develop processes for student recruitment and workforce and business planning to align with the financial planning process.	✓		
5 (1)	Develop a standard business case template to include standard financial inputs (such as return on investment, financial payback and future costs, benefits and investment outlay) as well as strategy and risk evaluation.	✓		
6(1)	Review the institutional resourcing for procurement activity with UL senior management to ensure that it is sufficient to meet the growing volume and complexity of this activity.	✓		

Rec no. (level)	Recommendation	Closed	Open	Commentary
7(1)	Review UL's interpretation of the Government Procurement Framework to ensure that it is appropriately consistent with that in peer national organisations, while meeting compliance requirements.	✓		
8(1)	Expand the business partner model to other functional areas.	✓		
9(1)	Provide in-person student-facing Finance services on campus as soon as possible.	✓		
10(1)	Consider the adoption of a centralised, in-person unit for student-facing administration needs.	✓		
11(1)	Work with senior management to review the need for investment in automation and finance systems.	✓		Cloud project in progress to be completed by end of 2026. Other projects will be implemented as BAU and prioritised via DGSC
12 (1)	Review and update training materials to ensure that they are more accessible and concise for non-finance users.	✓		
13(1)	Consider a move to a monthly financial reporting model with full statements of P&L balance sheets and cash flows.		✓	Pending review of 4 quarters at end of financial year, will formalise reporting for Q1FY26.
14(2)	As part of the job sizing review, use the opportunity to consider an appropriate organisational structure within the Finance unit.	✓		
15(2)	To enable prioritisation and resourcing of Finance improvement projects, establish a governance committee with clear guidelines on decision making.	✓		
16(2)	Assess what additional support may be required for faculties and departments to allow Finance a 'seat at the table' in support of financial decision-making and performance conversations, ensuring the ongoing success of the Finance business partner model.	✓		
17(2)	To provide areas such as research and ITD with visibility of actual and committed future expenditure, implement improvements to incorporate commitments related to pay and other contracts and services into reporting.	✓		Not feasible through HR system but will continue to assess whether alternative solutions to reporting limitations can be found.

Rec no. (level)	Recommendation	Closed	Open	Commentary
				Implemented for pay related expenditure.
18(2)	Extend the multi-year planning approach to all UL units.	✓		
19(2)	Implement a detailed bottom-up budgeting process for all UL functions.	✓		Finance Division is committed to enhancing the budgeting process through greater engagement with stakeholders.
20(2)	Implement the Performance, Development and Review system (PDRS) for all Finance staff in a consistent manner.		✓	Pending Finance Structure review.



Date: 26th June 2025

Dr Sinéad O'Sullivan

Director of Quality