



UCC

University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

Fheabhsú Cáilíochta Quality Enhancement



QUALITY REVIEW

PEER REVIEW PANEL REPORT

FINANCE OFFICE

June 2023

"To support the University's mission and strategy for excellence in learning, research and related services through developing and embedding a culture of quality enhancement based on the outcomes of robust expert peer review and informed by ongoing analysis of key quality indicators."

(UCC Quality Enhancement Committee)

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Peer Review Panel Members

The Peer Review Panel was made up of one national Reviewer, serving as the Panel Chair, two international Reviewers, an internal Reviewer, and a student Reviewer. The Peer Review Panel Profiles are included in **Appendix A**.

Name	Position/Discipline	Institution
Dr Mike O'Malley (<i>Chair</i>)	Chief Operating Officer	Maynooth University
Professor Thia Hennessy	Head, Cork University Business School	University College Cork
Mr Samin Abrar (<i>Student reviewer</i>)	School of Medicine & Health	University College Cork
Ms Elaine Hartin	Chief Strategy and Finance Officer	Ulster University
Ms Annie Kent	VP Finance and CFO	King's College London
Review Coordinator		
Ms Seugnet Kritzinger	Quality Enhancement Unit	University College Cork
IT and Logistics Coordinator		
Ms Sheila Ronan	Quality Enhancement Unit	University College Cork

Part 1 – Overall Analysis

1.1 Context

The Finance Office at UCC currently comprises of 86 staff members with several staff availing of flexible working patterns (22%). This equates to 72.9 FTE with a gender mix of 74% female staff and 26% male staff. Led by the Bursar/ Chief Financial Officer (CFO), the different areas currently within the Finance Office are summarised below.

The Office Manager is responsible for leading and managing the organisation and coordination of various operations, procedures, and resources within the Finance Office to facilitate the effectiveness and efficiency in support of the Bursar/Chief Financial Officer's objectives.

The Strategic Information Integration Manager is a newly created role within the Bursar's function and is responsible for advancing the collection, synthesis, and analysis of institutional data in an integrated manner. The Strategic Information Integration Manager is also responsible for assisting in the assessment and reporting on university progress of key targets within the strategic plan and providing diverse, comprehensive data and information sets in response to external reporting requirements.

The four College Finance Managers have a dotted line into the Bursar and provide local financial leadership and support within the academic colleges within the principle of policy and procedures agreed with Finance.

There are currently three operational areas within the Finance Operations division, which include the following responsibilities:

- The Agresso Support Office oversees the university's financial management system (Agresso). This is conducted through system development, introduction of new developments, new software, and continuously pursuing ways to improve processes for the benefit of the end-users.
- The Accounts Payable Office reimburses suppliers and staff for goods, services and other expenditures incurred on behalf of the University. This office also continuously ensures that all transactions and payments are processed in line with the University's policies and government regulations.
- The Payroll Office focuses on efficiently and accurately processing payrolls for all permanent, temporary, and hourly paid staff in the University. This includes academic, research services, technical and administrative staff members students and pensioners.

The Finance Officer is responsible for the following areas:

- The Management Accounting Office supports the University Leadership Team and its strategic planning process by providing objective, accurate and timely analysis, and information to inform central and unit decision-making processes. This Office also acts in an advisory role to budget holders in the allocation and administration of University funds.
- The Fees Office focuses on providing an efficient, effective, and professional financial service to all students, staff, and stakeholders regarding the administration of student fees.
- The Office of Research Grants and Contracts supports the University's strategic goal for Research & Innovation. The Office manages external research income exceeding €100m from over 70 different funding bodies. It is responsible for ensuring that appropriate structures, internal controls, and processes are in place to support the protection of financial activities. Team members support the University's world-renowned researchers in continuing to enhance our reputation for research excellence. The Office supports research projects from "cradle to grave", supporting proposal cost forecasting, contract development and managing all post-award financial activities to ensure that claims processes are robust and compliant. The office is further responsible for supporting non-research related debtors.
- The Procurement & Contracts Office manages the strategic element of the University's non-pay expenditure and is responsible for establishing the University Procurement Policy and procedures, in compliance with national and EU legislative requirements. Its primary role is to provide procurement advice and tendering services for all goods and services above threshold, with transactional purchasing devolved to school/departmental level. The Office also collaborates with the Office of Government Procurement and its shared services partners to coordinate the implementation of national procurement initiatives. The Procurement & Contracts Office guides and assists purchasers in maximising value for money and importantly supports the University in demonstrating to external bodies, such as the Office of the Comptroller & Auditor General, that the required controls and procedures are in place to ensure public funds are legally and appropriately managed. This is aided by the fact that the Office has been ISO 9001 certified

for approximately ten years now. UCC Procurement is also increasingly supporting government policies around implementing Green Public Procurement at University level.

- The Capital Accounting Office manages the accounting and financial reporting processes for capital projects and maintains the University's central Fixed Asset Register "FAR." The UCC trust fund and the capital loan portfolio are also managed by this office.
- The primary role of the Treasury Function is to manage the University's cash balances, ensuring that working capital and liquidity needs are met as well as investing any surplus funds in line with the UCC Treasury policy.
- Financial Accounting prepares the UCC Parent & Group Annual Consolidated Financial Statements and manages the Commercial & State Audits. It acts as a post-audit strategic enabler for activities required. It also plays a key role in preparing HEA reports and provides operational financial support to Subsidiaries, Central Units and College Departments on technical accounting matters. Financial Accounting is further responsible for Group VAT Reporting for the University along with other statutory returns including Payroll/Tax assistance. It provides essential financial information to critical areas of the overall UCC Group Financial Management and Control area, including group bank covenant compliance, pensions, and the US Federal Student Loan programme. PWC serves as the commercial auditors for UCC, and the University is also audited by the Office of the Comptroller & Auditor General.
- Digital Engagement & Business Support Officer provides a professional administrative support service to the Finance Officer, through diary and meeting management, recording of minutes, and drafting of reports as well as organising national and international travel arrangements. The role is also responsible for managing the administrative support to the Finance Committee of the Governing Body and attends Finance Committee Meetings to provide administrative support as required. Responsibility for the management and development of all digital engagement activities of the Finance Office lies within this office. The Office establishes engagement strategies to enhance the Finance Office Digital engagement portfolio and provides guidance to the Finance Team on all digital communications to ensure key messages and themes are communicated effectively.

The Director of Finance Projects works closely with the Bursar/CFO in supporting the delivery of the University's strategic initiatives.

1.2 Methodology and Site Visit

During 2022, the model for conducting Quality Reviews moved to a hybrid review comprising of a two-day on-campus site visit, followed by two half-days of virtual meetings.

This review took place under the hybrid review process, spread out over two weeks during June 2023. During the site visit the Panel met with Finance Office staff, senior members of UCC staff and relevant stakeholders. During the virtual meetings the Panel met with students and focused on writing the Report with specific emphasis on the commendations and recommendations. The sequencing of meetings was to ensure consistency in the conduct of the review. The online platform used for the virtual meetings was MS Teams.

The timetable for the site visit is included in **Appendix B**. The Panel comprised of national and international peer reviewers. The internal reviewers provided knowledge of institutional and organisational structures whereas the external reviewers contributed their peer expertise. The

student reviewer served as the voice of the student and brought valuable insights and perspectives on student matters. At the end of the site visit, the Panel presented its initial findings, both commendations and recommendations, to the Finance Office staff.

To support the Peer Review Panel and facilitate effective engagement throughout the site visit, additional guidance and support was provided by UCC staff within the Quality Enhancement Unit (QEU). This included technical support, as well as briefing and advisory support prior to and throughout the review. Review coordination was provided throughout by a Review Co-ordinator from QEU to facilitate the review process and to support the Peer Review Panel in formulating and agreeing the final Panel Report. The Report was compiled collaboratively, and the entire Review Panel contributed to the production of the final Report.

The Panel appreciated the assistance and guidance from the Quality Enhancement Unit (QEU) in supporting their meetings, note-taking and ensuring the logistics of the meetings ran smoothly throughout the site visit. The timetable allowed for appropriate time to engage with various key stakeholders and for the panel to reflect on, and discuss, their findings. The interval between the site visit and the subsequent virtual portion of the site visit afforded appropriate time for the Panel to consider the subsequent commendations and recommendations.

1.3 Objectives of Quality Review

The overarching objectives of the quality review process at UCC are to enable units, through evidence-based self-evaluation, to:

1. Reflect on and promote the strategic enhancement of their activities (enhancement dimension),
2. Evaluate the effectiveness of their processes, in line with the University's mission and strategy (assurance dimension).

Thus, peer review goes beyond quality assurance to also embrace continuous quality enhancement. The Peer Review Panel's Report reflects these objectives in the recommendations and commendations outlined to support the Finance Office in reviewing its strategic priorities and optimising its activities.

1.4 Overall Analysis of Self-Evaluation Process

A coordinating committee was appointed by the Bursar/CFO with the responsibility of coordinating the Self-Evaluation process and compiling the Self-Evaluation Report (SER). The committee consisted of representatives from twelve different areas within the Finance Office who collaborated, actively participated, and supported the process.

1.4.1 Self-Evaluation Report (SER)

Overall, the SER was a well-prepared and helpful document that reflected a positive forward plan for development reflecting that Finance staff and leadership recognised the need for future activities. The SER displayed great awareness from the Finance Office of what needs to be done and the current internal changes appeared to be welcomed. This specifically relates to the expansion of the current Bursar/CFO role into a more structured role of Chief Finance and Operations Officer (CFOO), and for

the positive manner in which this expansion was perceived by internal and external colleagues of the Finance Office. The acknowledgement in the SER of the importance of data governance and data-driven decision making to the future of UCC along with the creation of the Strategic Information Integration Manager role reporting to the CFOO encompassing all commercial activities inclusive of subsidiary performance were welcomed by the Panel.

1.4.2 SWOT Analysis

The SWOT analysis was conducted by a facilitator within UCC but external to the Finance Office, as appropriate, and all Finance Office staff were invited to attend the two SWOT workshops. This was further enhanced with systematic data collection via online surveys from internal and external stakeholder groups.

The Panel thought the SWOT analysis confirmed the sense of realism presented in the SER in terms of self-awareness around where the Finance Office currently is and where room for improvement exists. The topic of siloed working and a need for more cross-functional working came across more strongly during the site visit than presented in the SER and the SWOT analysis, which was noted by the Panel.

1.4.3 Benchmarking

The Finance Office conducted both national and international benchmarking. With the new post-Covid hybrid approach to Quality Reviews, the benchmarking sessions were all conducted online and a similar sized Irish institution, University College Galway (UCG), also a lead user of Agresso, was selected as the national comparator. The benchmarking process was insightful as it provided the Finance Office with renewed confidence in their abilities. To identify a suitable international Higher Education Institution, the Finance Office consulted with the Education Advisory Board (EAB) whereafter an online meeting with Ohio State University occurred. The Finance Office gained some key learnings and insight from this process to be considered in its future business conduct.

The Panel thought the approach to the benchmarking exercise was excellent and that the Finance Office used the recommendation to connect with Ohio State University to their advantage. The Finance Office has been proactive in their benchmarking efforts and clear evidence of eagerness to improve was displayed. The Panel was interested in how the Finance Office will use the data obtained from the benchmarking exercise in their rollout of future plans. The survey questions were well devised, and the feedback appeared very honest and open, and this was also reinforced by the discussions with the Panel during the site visit.

1.4.4 Developments since previous Quality Review

From the previous Quality Review of the Finance Office in 2013, there were sixteen recommendations for consideration by the Finance Office. According to the current RAG (Red Amber Green) status provided by the Finance Office in the SER for each of the recommendations, two recommendations currently have a Red status and need to be considered urgently.

The Panel suggested, as their first recommendation in the list of current recommendations, that the Finance Office consider, as a matter of urgency, the incomplete recommendations from the previous quality review.

1.4.5 Case Study of Good Practice

The Green Public Procurement (GPP) practices by the Procurement & Contracts Office in UCC was the subject of the Finance Office Case Study of Good Practice. The early adoption of Green Public Procurement practices by this office is one of the key contributing factors to UCC's success in being ranked as 7th globally in the UI Green Metric World University Ranking in December 2022.

Using Green Procurement practices in its processes and procedures, the Procurement Office in UCC works to ensure that the sustainable use of resources is considered in procurement decision-making. Becoming "green" from a procurement perspective is not considered an easy task. UCC has been including aspects of GPP in their tender specifications and criteria for approximately ten years. It has now become an established procurement practice within UCC to include GPP, especially when the goods/services have a high environmental impact. This is to ensure sustainability concerns are considered and discussed from the onset, to establish how a contract may be improved accordingly. The Procurement & Contracts Office has already delivered significant outcomes for the University in its tenders. A few examples include Campus Cleaning Services, Managed Print Services, Security Services, Graduation Clothing, etc.

The Panel welcomed the case study and thought it to be a very positive and inspirational project that is currently leading the way in Ireland and has the potential to do so internationally too. The Panel was excited by the proposed expansion of green public procurement approaches as outlined in the Case Study and discussed during the site visit.

1.5 Facilities

The Finance Office provided a video with a tour of their facilities, currently split over three physical locations across the University's main campus in the Kane building, the Main Quadrangle (East Wing and North Wing respectively) and on College road. The Finance Office noted that the current facilities give rise to various challenges including collaborative working practices and the impact on key stakeholders and students. The Panel used the opportunity, after viewing the video, to conduct a physical tour of the Finance Office facilities.

The Panel thought that the space within the current facility, in the shape of a long room on the first floor of the North Wing, was unsuitable. It does not provide for easy access for people with mobility challenges and appears overcrowded. The amount of data being stored on shelves in the Finance Office concerned the Panel due to potential confidentiality breaches. The Panel was of the view that the current accommodation could be used more effectively with some refurbishment.

Part 2 – Findings of the Panel

2.1 Finance Office Overview

The Panel was impressed with the level of expertise of staff in the Finance Office and the manner in which staff are perceived by internal and external stakeholders, especially students. There appeared to be a very high level of customer-orientated service delivery from staff in all areas of the Finance Office, and it was evident that, specifically during the COVID-19 pandemic, no service interruptions occurred, and staff went above and beyond to maintain the high level of customer satisfaction. The enthusiastic and cooperative engagement of the Finance Office staff with the end-to-end review process was noted and much appreciated by the Panel.

All areas in the Finance Office were praised by stakeholders during the meetings. Staff in the Fees Office were particularly praised for their effectiveness and helpfulness in providing information for reporting on student projections, irrespective of the current manual systems, and for stipend payments to research students. The attention to detail, care and service level of the Payroll team was also noted by several stakeholders.

Staff in the Finance Office were anxious to make their views on internal promotions, staff recognition and the wider University Promotions Scheme known to the Panel. There was consensus across staff in the Finance Office that the current Promotions Scheme, managed by the Department of Human Resources, is not fit for purpose for staff in the Finance Office. The Panel considers the potential of a revised promotions and staff recognition process to be of benefit not just for the Finance Office, but for the wider University, and have noted this in their recommendations. The Panel also note that a review of the promotions process has been recommended in the recent Quality Review Report for the Department of Human Resources.

As already mentioned in section 1.4.1 the SER was a well-prepared and helpful document that reflected a positive forward plan for development reflecting that Finance staff and Finance leadership recognise the need for future improvement activities. The SER displayed great awareness from the Finance Office of what needs to be done. The expansion of the current Bursar/CFO role into a more structured role of Chief Finance and Operations Officer (CFOO) is welcomed by the Finance Office in the SER. The Panel noted during the site visit that this development is also well received by stakeholders throughout UCC. The acknowledgement in the SER of the importance of data governance and data-driven decision making to the future of UCC is also welcome. The Panel noted that the creation of a role (Strategic Information Integration Manager) reporting to the CFOO, to instil a commercial culture within the university inclusive of subsidiary performance] and to effect the delivery of results for UCC is also welcomed. The recognition that the use of a potential Service Charter framework and the planned improvements as outlined in the SER should free-up staff to undertake more value-added activities and to respond to significant new HEA and ESG reporting requirements was also well received by the Panel.

A few important topics to provide more context had to be elaborated on during the site visit discussions. The Panel sought additional information and clarity around the organisation chart of the Finance Office and the number of resources per unit with more details on their specific roles, the executive leadership team in the Finance Office as well as more detail pertaining to the complexity of decision-making in the Finance Office.. It was also noted that there exist frustrations by stakeholders

around procurement that relate more to national regulatory requirements than the level of service provided by the Procurement Office. It was noted that resourcing of staff remains an issue within the Finance Office, and it would be beneficial if this is considered as a priority as the plans of the Finance Office are realised.

2.2 Commendations

The Panel commends:

1. The staff and leadership within the Finance Office for their positive reputation and manner in which they are regarded and valued by all stakeholders that participated in the Quality Review, being viewed as professional, committed, helpful, resilient and vital within UCC.
2. The Finance Office for the positive feedback received from students in terms of their interactions with the Finance Office, including all types of fee payments, research stipends, expenses, and procurement for research. Students agreed that there was evidence of continuous improvement.
3. The Finance Office for their response to COVID-19 and their ability to maintain and improve service continuity through accelerated automation. Particularly the attention to detail and caring nature of the payroll team was noted.
4. The system of embedded Finance Managers, as a means of additional support and guidance, within each of the four Colleges and Research Institutes, and the strong working relationship between the Finance Managers, the Colleges and the Finance Office.
5. The Finance Office for its proactive approach to process improvement, automation and digitisation and the adoption of new technology, underpinned by a strong adoption of Learn methodologies and training is seen as an exemplary.
6. The Finance Office for their Case Study of Good Practice in Green Public Procurement and for the planned extensions of the project. The Panel was particularly impressed that the Green Public Procurement project has become an exemplar nationally and internationally in developing best practice for sustainable procurement.

2.3 Recommendations

The Panel recommends:

1. The Finance Office addresses, as a matter of urgency, the incomplete recommendations from the previous panel report, which includes:
 - a. Finance Office Facilities, with the aim of providing a single, accessible, open-plan location and the effect this will have on team cohesiveness, better cross-functional working, and communication, providing a more adequate space for confidential meetings with students and staff. The current space is not accessible to students and staff with broader accessibility requirements.
 - b. Transfer of activity, relating to hourly-paid staff, into the HR function for people management to ensure that all aspects of their employment are effectively managed and to allow adequate segregation of duties.
2. An evaluation of the systems within the Finance Office (as proposed in the SER), accompanied by a systems development plan in partnership with ICT, for the continued creation, automation and expansion of systems in identified areas including Accounts Receivable and Fees integration, automation of processes including, for example, the F1 form, supplier setup and online provision

of stipend payment slips for postgraduate students. The potential to use a service charter-type framework should be considered.

3. The governance of the ITS student administration system should be evaluated with a view to facilitating alignment and coherence of activities of interdependence across the Finance Office/Fees Office with Registrar's Office for student registration and student records.
4. Prioritising the setup of a Finance Helpdesk, to cover all processes delivered by the Finance Office and to include the Fees Office. This will serve as a one-stop shop, enabled by a query management system.
5. The Finance Office should:
 - a. Complete an assessment of the organisational structure of the Finance Office in order to address identified issues with silo working and career development and develop cross-functional teams with enhanced resilience, and support collaboration and inclusive decision making.
 - b. Develop cross-functional teams to evaluate end-to-end processes for continuous improvement, engaging across the Finance Office, University Colleges, Schools, other Support Offices and units, including the use of external consultants as required.
 - c. Consider career paths within the Finance Office that should enable people to gain experience across a range of functions within finance. This should include open recruitment to internal posts and role rotation opportunities.
 - d. Consider the development of a formal training programme, implementation of a coaching and mentoring programme for finance professionals and to the establishment of an internal recognition-awards scheme. The Panel recognises that future finance professionals will require skill sets in business intelligence and data analytics.
 - e. Develop and implement an internal Finance Office Communications Framework to ensure all staff are fully informed of relevant information in a timely manner.

The Panel notes the level of frustration of staff with the current promotion process and welcomes that this process is due for review.

6. The Finance Office explore the option of multi-year budget planning, forecasting and monitoring as a means of better transparency and more accurate allocation of funds, including an evaluation of the Resource Allocation Model (RAM) and the research overheads policy to better support the strategic intent of the University.
7. The development of a clear operating plan for the Finance Office, with team-level KPI's that support the University's overall strategy, to nurture a culture of performance management and continuous improvement.
8. The development and delivery of an effectively resourced and enhanced training programme for UCC stakeholders to support decision making, reduce errors, enhance value, and promote self-service and end-user consultation. Training should be a multi-modal delivery.
9. The Finance Office, with others, assess the potential process efficiencies that might arise from consolidation of operations for UCC Subsidiaries.

Appendix A – Peer Review Panel Profiles

<p>Mr Samin Abrar (<i>Student Reviewer</i>)</p>	<p>Samin Abrar is a 4th Year Medical student, with a passion for Computational Neuroscience, Psychology, and Surgery. Following his third year at UCC, Samin pursued an intercalated Master's in Neuroimaging at the University of Manchester and hopes to join medicine again in August 2023. He has significant experience in advocacy and collaboration through his numerous roles (PRO, Vice-chair, conference lead etc) at several Societies, Clubs (including UCC Surgical Society, UCC Medical Research and Technology Society), UCC TedX, and UCC peer support. Samin was also a co-founder and head of design for UCC's first-ever student medical journal, and class representative for two years. Studying medicine, building upon research skills, and voicing the concerns of his peers; all the while juggling university life as an International Student has made for excellent training in collaboration and efficient delegation. He looks forward to contributing his skills in any way he can for the betterment of the University and aims to one day act as a frontrunner for the university's efforts in surgical innovation.</p>
<p>Ms Elaine Hartin</p>	<p>Ms Elaine Hartin is a qualified professional with significant experience operating at a strategic level across the public and private sector, Elaine is currently employed as Chief Strategy and Finance Officer at University of Ulster, with responsibility for ensuring that the university optimises its financial and physical resources to deliver the University's objectives. A member of the University Executive team, reporting directly to the Vice Chancellor, Elaine has portfolio responsibility for Finance, Estate Services, Digital Services, Audit & Risk as well as Business Intelligence and Strategic Planning. A Chartered Accountant by training Elaine has in depth experience operating at Director level in large scale, complex organisations for almost 20 years, having been Chief Operating Officer at Belfast Metropolitan College and a Director in Deloitte. She has a strong public service ethos and has contributed significantly to the sustainable success of a large complex organisation while maintaining strong strategic and financial oversight and governance. Elaine has strong communication and negotiation skills and has direct experience of working at Board level and engaging with politicians and key stakeholders at local, regional and national level.</p>
<p>Professor Thia Hennessy</p>	<p>Professor Thia Hennessy is Dean of Cork University Business School (CUBS) and Chair of Agri-Food Economics at UCC. Her research interests include the sustainable development of the agri-food</p>

	<p>sector with a particular interest in the impact of public policy on the farm sector. Thia was appointed Chair of the Food Vision Beef and Sheep Group by Minister McConalogue in May 2022 and is a member of several international research consortia examining issues such as the economic performance of farms, the sustainability of food production and the impact of climate change on agriculture.</p>
Ms Annie Kent	<p>Annie Kent is a Finance Director with over 30 years' experience in the higher education sector and with a keen interest in delivering real change in strategy, culture and continuous improvement. In recent years she has been a Senior Director at King's, leading large-scale projects such as the Bush House redevelopment, the development of a Joint Education Institute in China and in developing and setting up TEDI-London, a new University for engineering. Annie was also the Finance Director of the Francis Crick Institute during its development phase. She took up the role of Interim CFO in January 2020.</p>
Dr Mike O'Malley (<i>Chair</i>)	<p>Dr Mike O'Malley is the Bursar and Secretary at Maynooth University. His responsibilities include the development and oversight of the financial strategy for the university in the context of the university strategic plan. In addition, he controls the financial affairs of the university and advises on the strategic financial arrangements for concessions or other commercial activities on campus. The establishment of a financial planning and budgeting framework for the individual academic and support units of the university is under his remit. As is the leadership of the development of multi-annual financial projections and annual budgets for the university. Dr O'Malley leads the Maynooth University Finance Department which includes the Fees and Grants, Payroll and Research Accounting functions and which delivers quality financial services and supports to the university. Compliance with University Code of Governance including risk management plays an important part of his role as Secretary of Maynooth University, including legal affairs. The Pensions Office also reports to Dr O'Malley and his responsibilities include compliance with pension reporting requirements. Additional reporting responsibilities include Annual Accounts, HEA reporting, Comptroller and Auditor General relationship and liaison with the Audit and Risk Assessment Committee. Mike also has oversight responsibility for the Estates Office, the Human Resources Office, Information Technology Services, and MU's inhouse Mediation Service.</p>

Appendix B – Peer Review Panel Timetable

Prior to site visit – online meeting

Tuesday 6 June 2023	
15.00 – 16.30	Briefing by Director of Quality Enhancement Unit, Quality Enhancement Manager and Review Coordinator. <i>Panel discussion – initial thoughts on SER.</i>

Site Visit to UCC – first week

Tuesday 20 June 2023	
During the day	Panel members arrive in Cork
19.00	Dinner for members of the Panel and Director of Quality Enhancement Unit

Wednesday 21 June 2023	
09.00 – 10.00	Private meeting of Panel
10.00 – 10.45	Bursar & Chief Financial Officer, Finance Office UCC
10.45 – 11.15	Private meeting of the Panel (coffee break)
11.15 – 12.00	Finance Office Line Managers Finance Officer Director of Projects
12.00 – 12.45	Finance Management Team (All Function Managers) Agresso / ICT Support Interim Financial Accountant Office Manager, Office of the Bursar/Chief Financial Officer Interim Research Accountant Strategic Information Integration Manager Project Manager Agresso Treasury Accountant Capital Accountant Head of Procurement Accounts Payable Manager Financial Analyst, Management Accounting Financial Analyst, Management Accounting Payroll Manager Fees Office Manager

12.45 – 13.45	Lunch break
13.45 – 14.30	College Finance Managers and Heads of College College of Business & Law College of Medicine & Health Head, College of Arts, Celtic Studies and Social Sciences College of Arts, Celtic Studies & Social Sciences College of Science, Engineering and Food Science Professor in Medicine (Lead Clinical Education) and Consultant Physician Head, College of Science Engineering and Food Science Head, College of Business and Law
14:30 – 15:00	Meeting with College Managers HR Business Manager, Arts, Celtic Studies, Social Sciences College Manager, Science, Engineering and Food Science College Manager, Business and Law College Manager, Medicine & Health
15:15 – 16.45	Meeting with All Staff in Finance Office Accounts Payable / Agresso / Capital and Treasury Office / Management Accounting / Fees Office / Research Grants and Contracts / Procurement Office / Payroll Office / College Finance Analysts / Financial Accounting / Full Economic Costing Office
17.00 – 17.30	Meeting with HR Business Manager
19.00	Dinner for members of the Panel

Thursday 22 June 2023	
09.30 – 10.30	Convening of the Panel – preparation for the day ahead
10.30 – 11.15	Meeting with University Leadership Team Director of Information Technology Services Corporate Secretary
11.15 – 11.35	Private meeting of the Panel (coffee break)
11.35 – 12.15	Private meeting of the Panel
12.15 – 12.45	Meeting with Chair of Governing Body Finance Committee

12.45 – 13.15	Meeting with Heads of School Head of School, School of Microbiology Head of School, School of Applied Psychology Head of School, School of Chemistry Deputy Dean of Cork University Business School (CUBS) Head of School, School of Pharmacy Head of Department Physiology, School of Medicine Head of School, Film, Music and Theatre Head of School, School of Engineering Dean of Law Head of Department Physiotherapy, School of Clinical Therapies
13.15 – 14.00	Lunch break
14.00 – 14.45	UCC Stakeholders Deputy Director of Business Development and Advancement Director of Research Support and Policy Admissions Support Officer Interim Director of Recruitment & Admissions Director of Business Development and Advancement Director Academic Services Director of UCC Innovation Head of Digital Education (Centre for Digital Education, CDE)
14.45 – 15.30	UCC Stakeholders - Capital Projects Capital Projects Officer
15.30 – 16.15	Meeting Re. Case Study of Good Practice <i>Topic: Green Public Procurement.</i>
16.15 – 17.00	Meeting with UCC President Functional Area Head

Online Meetings – second week

Wednesday 28 June 2023	
09.00 – 09.15	Convening of the Panel – preparation for the day ahead
09.15 – 10.00	Student Session
10.00 – 11.15	Panel meeting to draft the commendations and recommendations
11.15 – 11.45	Break for Panel
11.45 – 13.00	Panel meeting to draft the recommendations and commendations

Thursday 29 June 2023	
09.00 – 10.30	Meeting of Panel to finalise recommendations, commendations and closing presentation
10.30 – 11.15	Bursar & Chief Financial Officer, Finance Office
11.15 – 11.45	Break for Panel
11.45 – 12.30	Panel meeting to discuss feedback from Director/consider the closing presentation
12.30 – 13.00	Closing presentation <i>Closing presentation to all staff, to be made by the Chair or other member(s) of Panel as agreed, summarising the principal findings of the Panel. This presentation is <u>not</u> for discussion at this time.</i>
13.00 – 13.30	Panel – wrap up meeting