

Quality Assurance / Quality Improvement
Internal Quality Review Programme
2021



Quality Improvement Plan

Finance Office

November 2021

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1 Introduction

The Finance Office would like to thank the members of the Peer Review Group for their time commitment, engagement and sharing of their experience to this Finance Office quality review process.

The Report of the Peer Review Group was circulated to all Finance Office staff who were invited to give their input to the recommendations set out in the report. The Finance Office Senior Management Team met on a number of occasions to discuss the findings in the report and to draft the responses to the report's recommendations and to map out the one year and three-year plans in response to those recommendations. A summary of the report recommendations and the one year and three year plans will be discussed at the next Finance Office Staff communications meeting.

2 Responses to the Recommendations in the Peer Review Group Report

The Finance Office is grateful for the many commendations included in the Peer Review Group report. The Finance Office once again found the quality review process to be a very positive exercise providing validation of the many steps taken over the last seven years since the last review and providing constructive recommendations as to how the Finance Office can continue to develop the quality of its people and services over the next seven years.

The detailed responses to the Peer Review Group recommendations are set out below together with the one year and three year plans

The following notation is used in the recommendations for improvement.

P1: A recommendation that is important *and* requires urgent action.

P2: A recommendation that is important, but can (or perhaps must) be addressed on a more extended time scale.

P3: A recommendation which merits serious consideration but which is not considered to be critical to the quality of the ongoing activities in the Area.

Additionally, the PRG indicate the level(s) of the University where action is required: A: Area under review U: University Senior Management

Rec. No.	Priority	Addressee	PRG Recommendation	Response	SMG Response
1	P1	A	<p>Further Improving the Customer Service Culture: Improve the culture of consistent high quality customer service to staff and students.</p>	<p>Customer Service to staff and students (and indeed other stakeholders) is an important part of the delivery of services by the Finance Office. The Finance Office will liaise with the DCU's Learning and Organisational Development Department to map out a way in which customer service can be further embedded into the ethos of the Finance Office.</p>	<p>SMG welcomes the response by the Finance Office to this recommendation and notes an application under QuIP funding to support a significant programme of staff development and training to address this recommendation and others. SMG expect this development work to contribute to broader operational transformation within the Finance Office. Following the implementation of the training and development programme, the Finance Office will need to monitor that a customer service culture is being embedded within all operations. This work may be informed by the principles and processes developed through the DCU Operating Framework.</p>
2	P2	A	<p>Further Improving the Customer Service Culture: Training / communication plans should be incorporated in any systems development, with key stakeholders notified of the</p>	<p>This recommendation has already been taken on board on smaller projects implemented by the Finance Office in recent months to ensure that there is sufficient communication with key stakeholders and the recommendation will continue to be implemented on projects under the Finance Office business transformation agenda.</p>	<p>SMG welcomes this recommendation, and the response by the Finance Office to it. The development of the DCU Operating Framework, including the articulation of an established set of principles for delivery of services, will inform the business transformation work within the Finance Office.</p>

Rec. No.	Priority	Addressee	PRG Recommendation	Response	SMG Response
			programme of work at the start of the project.	The Finance Office has a major project in 2022/23 relating to the upgrade and migration to the cloud of the Agresso enterprise reporting financial system. There will also be a significant upgrade to the Core payroll portal in 2022. We will ensure that comprehensive training and communication plans are an integral element of those projects.	SMG notes that this transformation agenda will be an important focus for the 2022 strategic planning cycle, aligned to our identified strategic pillars of People First, Focus, and Impact
3	P1	A	<p>Further Improving the Customer Service Culture: Consideration should be given to improving the quality of the student experience in relation to engagement with the Finance Office and other departments</p>	<p>The Finance Office is heavily involved in the Student Information Project (SIS) which is providing for a transformative student and staff experience under the DCU Operating Framework. The project includes a fundamental revision of the operational procedures across the student lifecycle. This will therefore help to address this recommendation.</p> <p>The Finance Office is represented on the Quality Promotion Committee by a member of the Finance Office Senior Management team. We will continue to engage with the Committee to further enhance quality within the Finance Office.</p> <p>The Staff / Student Forum for Fees was established by the Quality office facilitated by the Office of Student Life. It was an important forum for input into the preparation of the Finance Office Self-Assessment Report.</p> <p>We will continue to use his forum as an important</p>	<p>SMG notes the role of the Finance Office in its contribution across a number of workstreams and overall leadership of the SIS Programme. SMG shares the view that the implementation of a new Student Information System will contribute to a significantly enhanced student experience.</p> <p>SMG notes that SIS implementation is aligned to a broader business transformation agenda. The principles of DCU Operating Framework will provide support to the Finance Office in developing procedures to ensure a high quality customer service culture as core to operation processes.</p> <p>SMG also notes the continued engagement of the Finance Office with Staff-Student Forums as an ongoing opportunity for timely student feedback.</p>

Rec. No.	Priority	Addressee	PRG Recommendation	Response	SMG Response
				input of student views in relation to the services provided by the Fees Office. We would envisage having this forum meet once each semester.	
4	P2	A	<p>Enhancement to Financial Systems Training: Consider developing a staff training forum with system “super-users”.</p>	<p>We will examine opportunities to facilitate greater engagement and training among super-users as part of the Agresso major system upgrade and migration to the cloud project and the planned future enhancements of the Core payroll system. The engagement of users with these projects will help to inform the development of training materials and other system supports.</p> <p>The Finance Office has recently established an engagement forum with the Registry department. This will provide a useful opportunity to discuss, among other things, system matters, related training and the integration of services.</p>	<p>SMG welcomes this recommendation and the response of the Finance Office to facilitate cross-functional engagement with DCU colleagues as part of the Agresso system upgrade.</p> <p>This engagement and consultation will help ensure that training materials developed are aligned to end-user needs, and address identified training requirements. SMG notes the submission of a proposal for Prioritised Quality Improvement Funding to support the roll-out of this initiative.</p> <p>SMG further welcomes the establishment of a Forum for collaboration between the Finance and Registry departments to discuss and progress process and systems alignment between both departments.</p>
5	P2	A	<p>Enhancement to Financial Systems Training: Introduce tailored systems training so that both Finance staff and DCU stakeholders at all levels fully benefit from the additional system capabilities.</p>	<p>This matter will be addressed as part of the development of a training strategy for the Finance Office in conjunction with the DCU’s Learning and Organisational Development Department. In addition, the Agresso ERP upgrade and migration project will provide an opportunity to reimagine the approach to training for users across the university.</p>	<p>SMG welcomes the response to this recommendation and notes an application under QuIP funding to support a significant programme of staff development and training to address this recommendation, and to contribute to broader transformation within the Finance Office.</p>

Rec. No.	Priority	Addressee	PRG Recommendation	Response	SMG Response
				<p>A key element in the training strategy will be the identification of the most effective training and support modes to be put in place reflecting the limitation of resources, the needs of users, the capability of the systems and more innovative training approaches.</p> <p>The Finance Office will further develop its regular engagement with Faculty Managers and the heads of major units to further identify training and further information needs.</p>	<p>SMG suggest that the focus of this training should be informed by key stakeholders through interaction with Faculty Managers and budget holders within professional support units, and tailored and timed to meet the training needs of staff colleagues.</p>
6	P2	A	<p>Improving Financial Understanding Throughout the Institution: Consideration should be given to assigning managerial responsibility for encouraging continuous improvement in communications, in order to enhance the level of financial understanding throughout DCU.</p>	<p>Communications is now a standing agenda item for the weekly Finance Office Senior Management Team meeting.</p> <p>The Finance Office is taking a number of steps to address this recommendation including:</p> <ul style="list-style-type: none"> ● A formal monthly communication with users in relation to each month end’s procedures. ● This monthly communication will be used to address other relevant matters. ● Work will continue on the development, issue and updating of financial procedures to further enhance the understanding of them throughout DCU. ● An accounting manual will be developed to aid users in determining the approach to be taken to various transactions with details on finance policies (and where they can be located), and 	<p>SMG welcomes the introduction of ‘Communications’ as a standing item and ongoing issue for discussion at Finance Office Management Team meetings.</p> <p>SMG welcomes the development of reference materials to build staff knowledge that builds knowledge of financial procedures and supports the implementation of finance policies.</p> <p>SMG also welcomes the review towards enhancement of the Finance Office website. SMG considers that these improvements should include a focus on enhancing the usability of the website to ensure that information is targeted and tailored to identified audiences and stakeholders.</p>

Rec. No.	Priority	Addressee	PRG Recommendation	Response	SMG Response
				<p>account coding to be used in various transactions. Different sections will be tailored towards those working within the Finance Office and those working outside of the Finance Office.</p> <ul style="list-style-type: none"> • We will use the feedback from all of these activities to inform the training requirements. <p>The Finance Office will undertake a review of Finance Office website with a view to enhancing the information contained therein including such matters as ‘who’s who’ in the Finance Office and contact details and a referenced guide to policies and training materials.</p>	
7	P2	A	<p>Improving Financial Understanding Throughout the Institution: Further consideration should be given to providing training in ‘finance for non-finance staff and management’.</p>	<p>The Finance Office will review the provision of training for non-financial managers. We will do this as part of the wider review of training in conjunction with Learning and Organisational Development Department as set out in 5 above.</p> <p>For senior roles in the organisation will introduce a specific finance induction session with them to give them some background to the Finance Office and an introduction to the financial aspect of their individual role.</p>	<p>SMG welcomes this recommendation and the response by the Finance Office. SMG considers that the development of both training and learning resources should be tailored and relevant to the needs of an expanded university. These learning opportunities may also address initial information required as part of an induction programme, followed by further development, specific to particular roles and responsibilities.</p> <p>Engagement with DCU Learning and Development will play an important role in the scoping and design of this training, for both non-financial managers.</p>

Rec. No.	Priority	Addressee	PRG Recommendation	Response	SMG Response
8	P1	A	<p>Further Enhancing Finance Team Knowledge and Capabilities: Use the Performance Review & Development (PRD) scheme as an effective development tool</p>	<p>The PRD is a positive development within the University which will be rolled out across the University in 2022. It will provide a framework within which the Finance Office can encourage staff to undertake the necessary training and development activities both to ensure that the existing and evolving needs of the department are met, but also to ensure that the staff are developed to enable them to benefit from future opportunities and to support the succession planning within the department. It will also provide a formal framework within which staff achievements can be acknowledged.</p>	<p>SMG notes the pilot implementation of the PRD scheme in 2020, and the current review of the pilot phase of implementation.</p> <p>The PRD Framework will be fully implemented in DCU in 2022, and will provide a useful process for the identification and addressing of current and anticipated professional development planning</p> <p>SMG notes that the PRD process provides a vehicle for the discussion and planning of goals aligned to the Finance Office Quality Enhancement Plan, to support implementation of this plan</p>
9	P2	A	<p>Further Enhancing Finance Team Knowledge and Capabilities: Establish a formal Department Communications Framework at levels below senior management</p>	<p>The Finance Office will put in place a formal communications framework to ensure that the lines of communication are clear and are understood by everyone. Among the objectives of this Framework will be to encourage two-way communication within the Finance Office.</p> <p>In addition, the Finance Office will establish a specific communication group for middle managers to encourage the sharing of information and inter communication at that level.</p>	<p>SMG welcomes the response by the Finance Office to this recommendation, and considers this a valuable investment of time in ensuring appropriate information is shared and understood within the department.</p> <p>SMG suggests that feedback from staff on the effectiveness of the group should be sought within an appropriate timeframe following implementation of the Framework to ensure its effectiveness.</p>
10	P2	A/U	<p>Further Enhancing Finance Team Knowledge and Capabilities:</p>	<p>As noted in the response to PRG recommendation 5 above, the Finance Office will liaise with the DCU's Learning and Development Unit to map out a training</p>	<p>SMG welcomes the response by the Finance Office to this recommendation. The alignment of the various training initiatives with support from</p>

Rec. No.	Priority	Addressee	PRG Recommendation	Response	SMG Response
			Conduct a Training Needs Analysis and identify development pathways	plan for the Finance Office. As part of that process we will identify the training and needs within the department and in conjunction with the roll out of the PRD enable staff to avail of training and development opportunities.	DCU Learning and Development is positive in ensuring skills needs analysis are fully scoped, and an appropriate training plan and timeline for delivery agreed.
11	P2	A/U	Further Enhancing Finance Team Knowledge and Capabilities: Emphasise Cross Functional Knowledge Sharing	<p>The transformation agenda within the Finance Office means that there will be a range of projects across the Finance Office implemented in the coming years. We will use those projects as an opportunity to get individuals from different areas within the Finance Office to work on these projects, giving them an insight into each other's areas.</p> <p>The new middle management communication forum (9 above) will also afford an opportunity for individual managers to become familiar with some of the issues which are arising in each other's areas.</p>	<p>SMG notes this recommendation, and considers that the response proposed by the Finance Office, in addition to the response to recommendation 9, will facilitate improved communication and collaboration within the Finance Department.</p> <p>A commitment to business transformation on the basis of collaborative project work will also have an additional benefit in enhancing cross-functional knowledge. SMG suggests that regular feedback on the effectiveness of cross-functional sharing has enhanced staff knowledge, understanding and collaboration would be valuable.</p>
12	P1	A	Optimising the Use of Financial Data to Drive Improved Financial Performance and Aid Decision-Making: Continue with the programme of understanding and evaluating the costs and income of the University by faculty, School, programme, etc.	<p>The Finance Office is playing a key role in the Student Profile Project which seeks to determine from a strategic perspective the student profile which DCU wishes to attain in the coming years.</p> <p>The financial performance of individual programmes is an important input to that consideration. As a consequence, the Finance Office will continue to develop the profitability analysis of the various DCU</p>	<p>SMG values the role that the Finance Office plays in supporting the Student Profile Project and in providing analysis and insight to Faculties and Schools to support programme development and management.</p> <p>This work will continue to inform the development of the DCU Student Growth Profile,</p>

Rec. No.	Priority	Addressee	PRG Recommendation	Response	SMG Response
				programmes which in turn will contribute to an understanding of the performance of schools and faculties.	including ensuring that growth projections are supported by a financial sustainability plan
13	P2	A/U	<p>Optimising the Use of Financial Data to Drive Improved Financial Performance and Aid Decision-Making:</p> <p>Consider a formal 5 year planning process to update financial plans and forecasts incorporating plans to generate cash to support research and capital bids</p>	The Finance Office is progressing with the implementation of the Prevero project. The Prevero project will enable the Finance Office to realise a broad range of significant benefits including the ability to produce multi annual forecasts without the extensive manual work previously required.	<p>SMG welcomes the implementation of the Prevero project to support multi-annual forecasting.</p> <p>SMG recognises the value of multi-annual planning in providing certainty for planning across all areas of the University. SMG notes that University is restrained in meaningful multi-annual forecasting and budgeting given that government funding is allocated on an annual basis, retrospectively allocated to the University.</p>
14	P2	A/U	<p>Optimising the Use of Financial Data to Drive Improved Financial Performance and Aid Decision-Making:</p> <p>Evaluate the level of the financial (and non-financial) information that is appropriate to share with the various levels of the organisation, in order to enhance the understanding of the University's finances</p>	As part of the training needs analysis (section 5) and the review of the communications to stakeholders (Section 6) the Finance Office will review the financial information currently being disseminated to the various levels within DCU and determine ways in which stakeholders understanding of the university's finances might be enhanced.	SMG welcomes the response of the Finance Office to building increasing knowledge across the university and our campus companies on financial for appropriate stakeholders and decision-makers. SMG considers this to have value for both operational level information (e.g. procurement), as well as financial and budgetary management (e.g. budgetary management and planning) to support appropriate responsibilities and roles.

3 Summary of the One Year Plan

Number	Action	Timeline	Responsibility
Further Improving the Customer Service Culture			
1 P1 A	Meeting with DCU’s Learning and Organisational Development department re the approach to further embedding customer service into the ethos of the Finance Office	Q1 2022	Finance Senior Management Team
2 P2 A	<p>Incorporation of Training & Communication plans into projects. Immediate projects include</p> <ul style="list-style-type: none"> ● Phase 2 rollout of the Workforce Management Core Timesheet project ● Further rollout of the Timepoint software for roster based employees ● Makodata Reporting project - transition from Core BI/Discoverer reporting ● The Proactis supplier invoice scanning & validation project to replace the existing system. <p>Agresso Enterprise Resource Planning System upgrade and migration to the cloud will commence during 2022 with training and communication plans an integral part of this major project.</p> <p>Similarly training and communication plans will be an integral part of the Core Payroll portal project in 2022.</p>	<p>Immediate and ongoing</p> <p>Throughout 2022</p> <p>Throughout 2022</p>	<p>Finance Senior Management Team</p> <p>Deputy Director of Finance</p> <p>Controller Group Financial Operations</p>
3 P1 A	<p>Continue the Finance Office role within the Student Information System project to ensure that the quality of the student experience in the context of Finance Office services is maximised.</p> <p>Continued engagement with the Quality Promotion Committee.</p>	<p>Throughout 2022</p> <p>Quarterly meetings 2022</p>	<p>Finance Office Senior Project Manager</p> <p>Controller Group Financial Operations</p>

	The student staff forum re fees to meet once each semester.	2022	Controller Group Financial Operations
Enhancement to Financial Systems Training			
4 P2 A	Opportunities to facilitate greater engagement and training of super users will be an integral part of the Agresso Enterprise Resource Planning System upgrade and migration to the cloud and of	2022	Deputy Director of Finance
	the Core payroll system Upgrade.	2022	Controller Group Financial Operations
	The engagement forum with Registry will meet at least three times during the year.	2022	Controller Group Financial Operations
5 P2 A	Development of a training strategy for the Finance Office in conjunction with DCU's Learning and Organisational Development Department. As part of the development of that strategy the most effective training and support modes will be identified in the context of the limitation of resources, the needs of users, the capability of systems and more innovative training approaches.	Q1 2022	Finance Office Senior Management Team
	The rollout of the training strategy will commence in quarter three 2022 following the rollout of the PRD in Quarter 2 which will give rise to individual training and development needs being identified.	Q3 2022	Finance Office Senior Management Team
	Continue the meetings with the Faculties and Units.	2022	Controller Group Financial Operations and Head of Financial planning

Improving Financial Understanding Throughout the Institution			
6 P2 A	A formal monthly communication to be issued to all relevant staff in relation to the month end closing process. The opportunity will also be taken to highlight areas of interest or areas where changes are required.	Each month throughout 2022	Group Financial Controller
	Finance procedures to be updated. Focus in year 1: Procurement, Travel and Assistance, Credit Cards, Professional Fees and Consulting.	2022	Finance Office Senior Management Team
	First Draft of the accounting manual to be issued in conjunction with the planning for the upgrade and migration to the cloud of the Agresso system.	Q4 2022	Deputy Director of Finance
	The Finance Office will engage with the DCU Head of Digital Communications and determine the strategy to be adopted for the upgrade of the Finance Office Website and the structures needed to be put in place to ensure that the website remains up to date. External assistance will be obtained to develop and implement the project.	Q1 2022	Director of Finance, Deputy Director of Finance & Controller Group Financial Operations
	It is envisaged that the payroll website and the procurement sections of the Finance Office website will be the first to be updated.	By end Q2 2022	Payroll Manager, Strategic Procurement and Supply Chain Manager
	Other areas of the website will follow thereafter.	By Q4 2022	Finance Office Senior Management Team
	As part of the development of the training strategy referenced in 4 above the Finance Office will review the provision of training for non- financial managers.		

		Q2 2022	Finance Office Senior Management Team
7 P2 A	For senior roles in the organisation the Finance Office will introduce a specific finance induction session to provide some background to the Finance Office and give them an introduction to the financial aspect of their role.	Throughout 2022	Director of Finance and Head of Financial Planning
Further Enhancing Finance Team Knowledge and Capabilities			
8 P1 A	Roll out of the Performance Review & Development (PRD) scheme as an effective development tool when launched by the University in April 2022.	Q2 2022	Finance Office Senior Management Team
9 P2 A	Establish a formal communications framework Establish a specific communication group for middle managers to encourage the sharing of information and inter communication at that level.	Q1 2022 Q1 2022	Director of Finance Finance Office Senior Management Team
10 P2 A/U	A training needs analysis for the Finance Office will be conducted in conjunction with DCU's Learning and Organisational Development Department and in tandem with the rollout of the Performance Review and Development scheme.	Q2 2022	Finance Office Senior Management Team
11 P2 A/U	Use the projects arising under the Finance Office Transformation Agenda to have individuals from various areas in the Finance Office to work together on these projects.	Throughout 2022	Finance Office Senior Management Team

Optimising the Use of Financial Data to Drive Improved Financial Performance and Aid Decision-Making			
12 P1 A	The Finance Office will continue to work on the Student Profile project and issue programme financial contribution analysis.	2022	Head of Financial planning
13 P2 A/U	The Finance Office will complete the implementation of the Prevero Project. In particular, for 2022 the budget process will be executed using the Prevero Software.	September 2022	Deputy Director of Finance & Head of Financial Planning
14 P2 A/U	As part of the training needs analysis we will identify ways in which the sharing of financial information can be enhanced.	Q1 2022	Finance Office Senior Management Team

Summary of the Three Year Plan

Number	Action	Timeline	Responsibility
Further Improving the Customer Service Culture			

2 P2 A	<p>Continued implementation of training and communication plans for projects implemented under the Finance Office Transformation Agenda.</p> <p>Agresso Enterprise Resource Planning System upgrade and migration to the cloud will commence during 2022 and continue into 2023 with training and communication plans an integral part of this major project.</p>	2023-2024	Finance Office Senior Management Team
3 P1 A	<p>Continue the Finance Office role within the Student Information System project to ensure that the quality of the student experience in the context of Finance Office services is maximised.</p> <p>Continued engagement with the Quality Promotion Committee</p> <p>The student staff forum re fees to meet once each semester</p>	2023-2024	Finance Office Senior Project Manager
Enhancement to Financial Systems Training			
4 P2 A	<p>Opportunities to facilitate greater engagement and training of super users will be an integral part of the Agresso Enterprise Resource Planning System upgrade and migration to the cloud.</p> <p>The engagement forum with Registry will meet once each semester.</p>	2023	Deputy Director of Finance
		2023-2024	Controller Group Financial Operations

5 P2 A	The rollout of the training strategy will continue and will be kept under review for its effectiveness with further engagement with DCU's Learning and Organisational Development Department.	2023-2024	Finance Office Senior Management Team
Improving Financial Understanding Throughout the Institution			
6 P2 A	A formal monthly communication to be issued to all relevant staff in relation to the month end closing process. The opportunity will also be taken to highlight areas of interest or areas where changes are required.	Each month throughout 2023 & 2024	Group Financial Controller
Further Enhancing Finance Team Knowledge and Capabilities			
7 P2 A	For senior roles in the organisation the Finance Office will introduce a specific finance induction session to provide some background to the Finance Office and give newly appointed individuals an introduction to the financial aspect of their respective roles.	Throughout 2023 & 2024	Head of Financial Planning
8 P1 A	Full operation of the Performance Review & Development (PRD) scheme as an effective development tool.	Throughout 2023 & 2024	Finance Office Senior Management Team

11 P2 A/U	Continue to use the Finance Office Transformation Agenda to provide opportunities to staff from various parts of the Finance Office to work together on projects.	Throughout 2023 & 2024	Finance Office Senior Management Team
Optimising the Use of Financial Data to Drive Improved Financial Performance and Aid Decision-Making:			
13 P2 A/U	Following the completion of the Prevero project implementation in 2022, the Finance office will use the capability within the Prevero system to prepare a five year forecast for the DCU	2023	Deputy Director of Finance

5 Appendices

5.1 Quality Committee (for the Self-Assessment Report)

5.2 Peer Review Group members

Ms. Joanne Jones, Chief Financial Officer, University of Sheffield (Chair)

Dr. Donnchadh Ó Madagáin, Director of Finance, National College of Ireland

Mr. John Daly, Former Finance Director, An Post Retail

Mr. Gareth Yore, Deputy Director of Operations & Employee Relations, Dublin City University

Ms. Fiona Brennan, Research Support Manager, Dublin City University

Mr. Seán Smyth, Final Year Bachelor of Education Student, Dublin City University

5.3 Quality Committee (for the Quality Improvement Plan)

Ciaran McGivern

Director of Finance

John Kilcoyne

Deputy Director of Finance

Eamonn Cuggy

Senior Project Manager

Anthony Feighan

Head of Financial Planning

Jennifer O'Halloran

Controller Group Financial Operations

Martin Lynch

Group Financial Controller

5.4 Prioritised Resource Requirements

See document- “DCU- Quality Improvement Planning Prioritised Resource Proposals” to complete this section

Guidelines for Prioritised Resource Requirements: *Prioritised resource requirements are funded through the University’s Quality Improvement Fund which is administered by the Quality Promotion Committee (QPC). The Quality Improvement Fund is limited, therefore funding proposals should be confined to once-off, short term projects. Proposals that contain large capital expenditure (e.g. new buildings) or long term commitments (e.g. staffing) go through the University’s Budget Committee.*

Areas can propose more than one project as long as the above criteria are fulfilled for

Title of project	Upgrade of the Finance Office Website
Reference to Peer Review Group Report	Recommendation Number 5 and Number 6
Aim of project	To engage with the DCU Head of Digital Communications and determine the strategy to be adopted for the upgrade of the Finance Office website and the structures needed to be put in place to ensure that the website remains up to date. External assistance will be obtained to develop and implement the project.
High Level Summary of Activities/ Milestones	Project complete end quarter 1 2022
Expected impact on quality improvement in Area and University	<ul style="list-style-type: none"> ● Improvement in the structure and content of the finance office website ● putting in place processes to ensure that the website is maintained up to date ● provide a vehicle by which more effective training supports can be provided both to finance office staff and the wider DCU community ● give better access to the Finance Office by having easily accessible information relating to finance office services.
Amount requested and financial summary	Estimated at €20,000

Title of project	Training and development of Finance Office Staff
Reference to Peer Review Group Report	Recommendations 2,5,6,7,8
Aim of project	To implement the training and development strategy using external support to supplement DCU's training and development programmes.
High Level Summary of Activities/ Milestones	Completion of training and development strategy in quarter one 2022 with individual training and development needs being identified in quarter two with the roll out of the PRD. Rollout of the training and development programmes commencing in quarter three 2022 and continuing thereafter.
Expected impact on quality improvement in Area and University	<ul style="list-style-type: none"> ● further enhance quality of service provision from the Finance Office ● implementation of innovative approaches to training and development ● to ensure that the existing and evolving training needs of the department are met ● ensure that staff are appropriately trained to support projects under the Finance Office Transformation Agenda. ● ensure that the staff are developed to enable them to benefit from future opportunities and to support the succession planning within the department.
Amount requested and financial summary	€15,000