University College Dublin

Quality Improvement Plan

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UCD Estate Services

July 2019

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1. Introduction

UCD Estate Services is a relatively new Unit of the University, following the merger in 2013 of UCD Buildings and Services with UCD Commercial Residential and Hospitality. A significant reorganisation was undertaken immediately following the merger, which was nearing completion at the time of the self-assessment exercise.

The task of developing the Self-assessment Report (SAR) was a valuable reflective exercise following that time of change. The preparation of the Self-assessment Report was coordinated by a committee that dedicated significant time and effort to the undertaking. Their work was complemented by the engagement of a large cohort of University staff and students who are stakeholders in the quality of Estate Services, and their participation in the process is gratefully acknowledged. The visit of the Review Group made a further positive contribution to the organisational planning of the Unit. Estate Services wishes to thank the members of the Review Group for their time, expertise and constructive comments, both during the site visit and in their well-considered and helpful Report. The Review Group commendations and observations that arose from the self-assessment are welcomed by the Unit.

QIP Drafting Group

In November 2016, UCD Estate Services convened a Self-assessment Report Co-ordinating Committee (SARCC) to prepare the SAR. A sub-group of the SARCC, the QIP Drafting Group, prepared the Quality Improvement Plan, setting out how the Unit will address each of the Review Group's recommendations.

The membership of the QIP Drafting Group is set out below:
PJ Barron, Director of Estates – Campus Operations (Chair)
Tadgh Corcoran, Director of Estates – Campus Development
John Fahey, Facilities Manager
Aishling Kennedy-Dalton, Facilities Manager Community Liaison

Drafts of the QIP were considered by the Estate Services Management Team at its meetings on 24/01/18, 02/05/18, 11/07/18 and 08/08/18 and circulated to all members of Estate Services staff for feedback in August 2018. Following these consultation exercises, the QIP was submitted to the UCD Quality Office in August 2018.

Following the appointment of the two new Directors of Estates with specific responsibility for Campus Operations and Campus Development respectively in January 2019, the Quality Improvement Plan was reviewed and updated, informed by organisational review processes, before being finalised in July 2019.

Categories

1. Recommendations concerning academic, organisational and other matters which are entirely under the control of the unit
2. Recommendations concerning shortcomings in services, procedures and facilities which are outside the control of the unit
3. Recommendations concerning inadequate staffing, and/or facilities which require recurrent or capital funding

Timescale

A. Recommendation already implemented
B. Recommendations to be implemented within one year
C. Recommendations to be implemented within five years
D. Recommendations which will not be implemented

Report	RG Recommendation	Category (see list above)	Action Taken/Action Planned/Reason for Not Implementing	Timescale (see list above)
	PLANNING, ORGANISATION AND MANAGEMENT			
2.12	The Review Group recommends that the ESMT review the vision, organisation and management structure of UCD Estates. It is recommended that this be commenced through facilitated sessions. This should be an ongoing process, that is reviewed on a regular and frequent basis, allowing it to be adapted as needed.	1	The existing Estate Services structure emerged following the integration in 2013 between the then Buildings and Services Unit and the Commercial, Residential and Hospitality Unit and has not been reviewed since. Using the University's Organisation Design Framework (approved by the University Management Team in September 2017) and the related UCD Organisation Design Principles, Estate Services conducted an organisational design review to assess the existing structure and its fitness-for-purpose in supporting the requirements of the Unit and University to deliver key initiatives in the coming years. Consultation meetings to review the 'As Is' structure were conducted with members of the Estate Services Management Team (ESMT) and direct reports of	A and B

| | | | the Director of Estates, between April and May 2018 through facilitated sessions with UCD HR People & Organisation Development. Two new Directors of Estates with specific responsibility for Campus Operations and Campus Development respectively, were appointed in January 2019. The Directors, in conjunction with the ESMT, considered information gathered through the consultation sessions and the Review Group Report recommendations to identify the measures required to improve organisation and structure which will be put in place in 2019-20.

Building on the outputs from the organisational review, Estate Services, supported by an Organisation and HR consultant and UCD HR, is updating the Unit's vision and strategic objectives and developing a new organisational structure. A consultation process is being conducted during Summer 2019 and the key elements include:

• Consideration of the purpose, deliverables and structure of functions;
• Determination of the key strategic imperatives necessary to deliver on Estate Services commitments to the University;
• Consideration of the processes and structure required to deliver on Unit strategic imperatives;
• A review of the existing talent management and succession practices being applied to ensure that they are 'fit for purpose' and continue to deliver for the function;
• Consideration of the needs of the function for the next five years and review of Unit service delivery objectives including student and stakeholder perceptions of performance and their requirements;
• Recommendation of options to fill any gaps arising and, in particular, a description of the skills required for the future for Estates leadership roles and the structure required to deliver the necessary supports. | |

2.13	Consideration should be given to the management structure of the Unit, for example, the Director could be supported by three or four Heads of/Assistant Directors, with responsibility for portfolios of complementary activities.	1	Improving Unit structures, along with the other HR related recommendations of the Review Group, will be a key focus for the Unit in 2018-19. Through the process outlined in 2.12 and the HR Job Families initiative, Estate Services is clarifying roles across the Unit. The outcome of this process to date has resulted in a mapping of all roles within the Unit and their equivalency in other support services across the University. In conjunction with the appointment of two new Directors of Estates, the next phase of the structures review will include a review of the reporting lines within the Unit and consideration of the scope to restructure the Estate Services Management Team.	A and B
2.14	As stated in 2.1 (Review Group Report), it would now be timely that a review of the amalgamation should take place, including a review of structures and integration.	1	This is being carried out in the Estate Services Organisational Review and HR job Families.	A and B
2.15	There were reports of some staff having very heavy workloads with some individuals carrying the burden of large projects – some analysis of workloads should be carried out as part of a review of the Unit's structures.	1	One of the Categories within the Estate Services Organisational Review "As Is" scenario centred around the workloads associated with various functions within the Unit. Outputs of this process will inform the review of Unit structures and the associated function workloads.	A and B
2.16	The titles of various roles within the Unit are not clear and need to be more descriptive in terms of the duties they represent and this will help the UCD community to identify respective portfolios.	1	The titles that are listed on the UCD Staff Directory are specific job titles, as defined by UCDHR and contractually agreed with members of staff when appointed to their roles. As such the titles cannot be changed, however, UCD Estate Services will update its own website to include a comprehensive staff listing identifying areas of responsibility. This will be informed by the role mapping exercise that is currently taking place using UCD Job Families.	A and B
2.17	The ESMT should set in place formal structured meetings, which should run in parallel to, and complement, the existing	1	With the appointment of a new Director of Estates formal management meetings are taking place on a fortnightly basis with the managers associated with each of the functional areas. The terms of reference for the ESMT will be	A and B

	themed project meetings. Terms of reference for the ESMT should be formalised. A formal procedure should be established for cascading messages from ESMT to all parts of UCD Estates and the outsourced units.		formalised following the completion of the structural review referenced above. The responsibility for the dissemination of information relevant to specific areas lies with each of the function managers to pass on as and roll out to individual teams to ensure initiatives are communicated. In conjunction a a Communications Plan is being developed which will set out how the unit will communicate initiatives and developments both within and outside the Unit.	
2.18	The Unit have identified benchmarking as a need. The Review Group recommends that the Unit should seek ways of doing this e.g. further pursue AUDE membership.	1	Estate Services is undertaking local benchmarking exercises with respect to functional areas of responsibility to ensure that best practice is being achieved across the Unit and within the sectoral functional areas. In addition, a working group has been put in place to clarify existing and develop additional clear and comprehensive KPIs for the Unit. The KPIs will allow the Unit to make comparable measurements against similar organisations. The KPI project is being facilitated through the Contact Centre and UCD Agile. UCD Estate Services had not been eligible to become a member of AUDE in the past, as membership was only open to UK institutions, however, this has now changed and UCD became an AUDE member in 2018.	A and B
2.19	With the growing breadth of activities covered by the amalgamated Unit, the Review Group supports the Unit's intention to review the current approach to the provision of the Help Desk function and the consideration of adopting a Contact Centre approach (see also 5.13). The review could include, for example: consideration of how user information is managed, filtered and addressed; what users are directed through the Help Desk; what level of cover is required; how the Help Desk interfaces with	1	Estate Services has adopted a Contact Centre approach to the provision of its Help Desk services and the new function has been put in place. As mentioned in 2.18 above, the rollout of the Contact Centre includes a project to identify Unit KPIs, as well as projects to develop clear SOPs and effective communication of the breath of activities in the Unit and associated information systems. An information package will be produced, to outline the extent and nature of the service available to the community along with the creation of standard approaches and training to ensure high quality customer service. The project is currently being undertaken as UCD Agile green belt project.	A and B

	other Estate Services functions; as well as how follow-up information is communicated.			
2.20	The Review Group recommends that the timing of campus projects be planned to prioritise the student experience, ensuring that all students have a high-quality learning environment and consistent experience, across all Colleges.	1, 2 and 3	Estate Services currently endeavour to time campus projects around the academic calendar, however, the volume of activity along with new University initiatives and increased Summer activity is making this more challenging. Estate Services will review current and future project timeframes and consider additional ways to reduce the impact on the student experience, as much as possible. In addition, Estate Services is currently considering the amalgamation of all room bookings on the campus through a centralised function. The Unit has re-established an event planning process, which will be part of an overall web-based system, to detail the service provided.	A and B
2.21	Measureable objectives, KPIs and targets used for individuals and sub-units should be well-defined, reflect the Unit's change in emphasis, and should be clearly articulated to staff.	1	As referenced in 2.18 and 2.19 above, a working group has been put in place to clarify existing and develop additional clear and comprehensive KPIs for the Unit. The outputs from this project will inform individual objectives and targets. The head of each sub-unit will meet with members of staff to agree individual objectives.	A and B
2.22	The Review Group recommends that the Unit work closely with UCDHR to plan recruitment and succession.	1	A Review of the structures within the Unit is taking place with UCDHR along with the mapping of roles within the Unit in Job Families. The outputs of the review, along with the Unit's strategic planning activities and work programme, will inform the development of clear recruitment and succession plan for the Unit. This will be completed in the 2018-2019 academic year.	B

FUNCTIONS, ACTIVITIES AND PROCESSES

3.10	The Review Group recognise the positive contribution being made by UCD Estates staff and recommend that a more formalised acknowledgement of achievements for individual staff members and teams should be established.	1	The University Management Team (UMT) has signed-off on a proposal to recognise long-service within the University - plans are underway to recognise 10, 25 and 40 years of service. In addition, a new values-based employee recognition awards scheme will be launched as an inclusive way of recognising great initiatives, showcasing UCD Values and bringing them to life. Along with Unit plans to in so far is possible, provide training and career development to staff, the Unit will also explore ways of acknowledging individual and team achievements. Initiatives under consideration include: a recognition section on a staff intranet, a thank you 'e-card' system, features on achievements on the Estate Services website. The Unit will consult with staff to identify other recognition opportunities.	A and B
3.11	There needs to be a consistency of service provision across the user-managed buildings in order to enhance the student experience. There is perception amongst the students that met with the Review Group that access to these buildings was inconsistent.	1 and 2	This will be pursued with Colleges, Schools and Units, etc, as appropriate and a process put in place to ensure activities which fall within the remit of Estate Services in user-managed buildings are managed in a consistent manner to ensure the student experience is consistent. The Unit has assigned a specific liaison for each user-managed building from within the operational teams to ensure consistent flow of information and single point of contact for the management of user operated spaces. In terms of access, building opening hours during term and out-of-term vary across campus and, although the opening hours are available on the website, students may not be fully cognisant of these hours. UCD Estate Services will post building opening hours in buildings for 2019-2020 and will also provide the information to the UCD Students' Union for publication Clarity is also needed about what falls under the remit of Estate Services in	A and B

			relation to user-managed buildings which can be addressed through clearer communication pathways to users about buildings.	
3.12	The Review Group recommends that, in the case of user-managed buildings, UCD consider that all works are procured and project-managed through UCD Estate Services, whilst funding of works is still provided by the building occupiers. In that case, UCD Estate Services would need to be appropriately resourced to enable them to take on this role.	1 and 2	Estate Services currently works in conjunction with, and provides operational and project management services to, user-managed buildings in the scoping and delivery of "works". Procedures for the delivery of such works will be regularly reviewed for opportunities for improvement and the Unit will seek to improve the links, information flow and co-operation between units who commission, fund and arrange for works. The University has put in place a devolved budget whereby schools are allocated funding associated with the development of School Space. These works are currently procured and carried out by Estate Services. Estate Services will appoint a single point of contact going forward for this performance-based fund to ensure consistency of service.	A and B
3.13	Standard operating procedures (SOPs) to ensure consistent approaches to compliance and safety management in user-managed buildings should be developed, as a matter of urgency. The SOPs should clearly outline the responsibilities of all relevant parties.	1 and 2	The Unit will liaise with user–managed buildings regarding this recommendation. In circumstances, where compliance and safety management overlap with Estates functions, policies and procedures to define roles and responsibilities will be reviewed or developed, as required. The Unit has recently updated its safety policy which outlines the roles and responsibilities of those under the direction of Estate Services.	A and B
3.14	The quality control of some outsourced functions currently rests with the provider. The Review Group recommend that UCD Estate Services become more actively involved with quality control.	1	Contract management and performance management are recognised as important in the on-going management of the Estate. Contracts between Estate Services and outsourced function providers include SLAs, KPIs and Tender specifications. The Unit currently monitors these requirements on an informal basis and in 2019-20 will formalise the steps taken to ensure the quality and consistency of the outsourced service. Within its resources, the Unit will appoint specific managers to manage the operational aspects of the outsourced contracts and packages and will provide appropriate training and guidance for all relevant staff.	A and B

3.15	The Unit should also review the range of existing H&S policies to identify any possible gaps, with a view to developing, in conjunction with the UCD Safety, Insurance, Operational Risk and Compliance (SIRC) Office, stand-alone policies to address specific H&S issues for example, a legionella policy. These policies should be reviewed on a systematic basis.	1	The Unit's safety statement is currently being updated and the Health and Safety record of the Unit indicates that current management arrangements have been effective to date. The University has a suite of H&S policies in place and the quality review has highlighted possible communication gaps around these policies. Estate Services will liaise with SIRC to review existing policies, develop new ones where necessary, and ensure that any implications for other existing policies are considered and the relevant policies updated. Highlighting the full suite of H&S policies will be included as a key objective in the Estates Services Communication Strategy in 2018-2020. In addition, Estate Services will continue to work with SIRC and local managers to maintain and improve on performance through training and awareness initiatives.	A and B
3.16	Third semester activities have potential to promote the University and to provide significant commercial activity for the institution. The Review Group recommends that a planning or oversight group be considered to ensure all relevant parties, for example, residence management, room allocations, catering etc. are included and informed of the planning process.	1 and 2	The Unit recognises the importance of summer activity to promote and provide additional income to the University. Following the appointment of the Director of Estates – Campus Operations and the Director of Estates – Campus Development in 2019, Unit structures are more clearly set out. The strategic review set out in 2.12 above will include a review of both UCD Estate Services' commercial activities and the interface between Unit supports for these activities and supports for the University's academic activities. .

Estate Services has also appointed a dedicated Business Development Manager focussed on third semester activities. The Unit's operational group meets regularly to plan, coordinate and deliver services for third semester activities and Estates Services also actively participates on the steering groups for key third semester activities, for example, the new UCD English Language Academy (ELA) and the UCD Annual Festival.

In addition, the Unit will review and re-establish its event planning process which will facilitate greater communication within the Unit on upcoming events and third semester activities. | B |

MANAGEMENT OF RESOURCES				
4.14	The Review Group acknowledges the existing financial constraints, however, the budget needs to be reviewed and when the opportunity is right, efforts should be made to seek to increase this.	1	Estate Services budget preparation is based upon the requirements to deliver the service provision required by the University, and forms part of the overall Bursar's Service Delivery Plan. Estate Services will continue to benchmark budgets against other similar institutions to assess sector norms. Estate Services will also continue to liaise with the Bursar and UMT to explore opportunities for provision of an increased budget.	A and B
4.15	A target should be set for the condition of the building portfolio within an agreed, realistic, timeframe.	1	Institutional targets for the condition of the building portfolio have been identified in the Strategic Campus Development Plan and the Estates Strategy will be continually updated to ensure the condition of the building portfolio is monitored and tracked in relation age, condition and use of the building.	A and B
4.16	The Review Group noted a large number of suppliers. This should be reviewed, using the in-house procurement expertise where possible. This role could be allocated to a single individual, recognising a reallocation of some of their other duties would be required, taking place as part of the recommended review of management and structures.	1	The Unit operates on an outsourced model with function managers who manage the procurement and day to day operation of the functional areas. The Unit has appointed an Office Manager whose role includes, in conjunction with the Finance and Procurement Offices, ensuring that contracts remain compliant, to inform function managers in a timely manner of compliance issues with packages of work or services. A Procurement Compliance reorganisation is currently in progress, and its remit will include this recommendation. Estate Services will also liaise and work in conjunction with the UCD Procurement Office to review the number of suppliers.	A and B
4.17	The balance of in-sourcing and out-sourcing should be reviewed on a periodic basis to ensure that what is in place is delivering the appropriate product for UCD and the student body. The value for money of outsourcing should be established. Issues around quality for some services and the impact on staff morale were raised,	1	The Unit has a long history of service delivery using a blend of in-house and procured resources. The Unit will remain cognisant of the extent to which value for money and service delivery quality indicators can be used to benchmark and track performance over time to allow objective decision-making in this regard. It is felt that the current 'mix' is optimised for the existing operational requirements. This will be a bi-annual recurring ESMT agenda item and reports on issues arising will be reviewed on a regular basis.	A

	especially in those areas where a mixture of UCD staff and out-sourced staff are working together.			
4.18	There appear to be limited opportunities for career progression throughout the Unit, which is having a negative impact upon staff morale. ESMT need to consider career progression, recognition and reward opportunities within and across the Unit.	1	See also 2.12 and 2.13 above. Improving Unit structures, along with the other HR related recommendations of the Review Group, is a key focus in the Quality Improvement Plan. Through the recently launched HR Job Families initiative, a mapping of roles across the Unit has taken place. Other programmes such as the recent HR initiatives to address this recommendation for example the University Staff Development, Reward and Recognition committee outputs, the Internal Mobility Policy, and the outputs of the recent Staff Survey will be considered. Separately, Estate Services will arrange a process to provide all staff with the opportunity to discuss feedback from the Quality Review Process and contribute to the Unit's plans to address the recommendations.	A and B
4.19	While the Unit is very supportive of staff development, a more structured approach to identifying training and development needs should be implemented, with input from UCDHR.	1	In addition to engaging with the University's new Performance for Growth (P4G) development process for all staff at all grades, the Unit is cognisant of the need for a more structured approach to the training and development of staff. The Unit will carry out a review to implement a management structure to clearly identify training and continuing professional development needs to reinforce core values, key skills and competencies. This will be resourced appropriately to ensure the process is being managed and staff are being supported.	A and B
4.20	The SRRWG should continue its work and further consideration should be given to the approaches currently being discussed, as well as where responsibility for the pastoral care of student residents should lie.	1 and 2	The Student Residence Review Group (SRRWG) will continue to monitor the needs and requirements of students living on campus. The Group has identified and rolled-out a number of initiatives to improve the student residential experience including the appointment of a UCD Estate Services Community Liaison, reviewing and redeveloping the role description and training for Residential Assistants and contributing to the updating of the University Mental	A and B

			Health Policy. The provision of pastoral care for residential students will be further supported by the appointment of a Student Adviser with specific responsibility for students living on campus. The Group will continue to have oversight of the services and supports provided to students that are resident on campus.	
4.21	To date, Residences has focused on a Facilities Management (FM) model and there is recognition that there is a need to consider the end-user and develop customer-facing elements of the service. There is some disagreement on how the residences are viewed – is it a commercial activity or a student facility? Clarity on the goals, targets and the development of a strategy for residences should be developed. This should not only include commercial objectives but also emphasise the need to create a student community which would be to the long-term benefit of UCD's mission, values and strategic objectives.	1 and 2	The current model for those occupying the residences is independent living in a community focused environment. The Residences Review that was conducted in 2017-18 recommended that this model be continued. This review was particularly important in light of the planned expansion to student accommodation on campus in the coming years. The Campus Develop Plan identifies the ancillary and support facilities that will be provided, with an emphasis on meeting places with opportunities for social interaction to foster the residential community. The Student Residential Area will contain a local shop, catering, dining, laundrette and other facilities. Following the Residence Review, a range of supports have been already put in place to improve the student resident experiences. To date these include: • Updating of the residence room allocation policy • Updating of the Licence to Reside • Appointment of an Estates Facilities Manager: Community Liaison • Consultation on the role of Student Residential Assistants and the redevelopment of the role • Changes to the number of RAs, the recruitment process for and the training of RAs • Increased provision of support for RAs	A, B and C

4.22	Currently, there are no FM services within residences. Due to the current number and plan to further increase student residences the Review Group recommend that Estates Services should provide additional dedicated FM services to the residences.	1 and 2	The Unit has a long history of service delivery using a blend of in-house and procured resources. There are currently a number of Facilities Manager supported services within the residences including, *inter alia,* Campus Duty Manager support for incidents and the Estates Facilities Manager: Community Liaison. In light of the planned expansion of student residences and changes which are in progress around the role of the RA, the current model will be reviewed in 2019-20. The objectives of the review will include ensuring that (i) there are sufficient facilities management services available to enable the efficient and safe operation of the residences,(ii) consistent service provision is taking place and, (iii) clear communication on the remit and roles of all involved in service provision to residential students.	A, B and C
4.23	The Review Group recommends that the role of staff in the 'Front of house building' who supply the 'bridge' services be reconsidered. Currently, these staff are out-sourced and consideration should be given to whether these may better serve the students, S/RAs and the University if they were UCD staff.	1 and 2	As per 4.22.	A, B and C
4.24	In addition, the Review Group feel duty managers should get additional support for their roles. The additional supports could include training and development opportunities, as well as formal pastoral care following incidents.	1 and 2	A training program has been put in place for all Duty Managers and clear escalation routes have been formalised for varying levels of unforeseen events. An Employee Assistance Program is offered to all staff, both UCD and out-sourced, and following an event, line managers meet with DMs and provide mentoring and pastoral care when required.	A and B

4.25	The current approach to the provision of out-of-hours supports for residences puts a lot of responsibility on the RAs, SRAs and Duty Managers. The roles and responsibilities of RAs, SRAs, Duty Managers, Residences staff and front-of-house, in particular outside core-working hours, need to be clearly defined and communicated to all relevant stakeholders. The Review Group supports the SRRWG's project to define the role and responsibilities of RAs and SRAs and recommends that the project be extended to include the roles and responsibilities of the other groups listed above.	1 and 2	Significant progress has been made in the area of RAs and SRAs to date, along with the recruitment of a Community Liaison Manager role for the Unit. The potential to include these recommended additional groups of staff e.g. Duty Managers, Residences staff and front-of-house in the SRRWG terms of reference or other work-streams is being discussed with UCDHR and the SRRWG. The RA and SRA training program for the forthcoming year has been revised with a greater emphasis on community building along with clear escalation routes for operational staff during core and non-core hours. The escalation routes available, along with roles and responsibilities will be reviewed annually, in advance of incoming RA and SRA training, to ensure clarity in the event of an issue arising.	A
4.26	While the SRRWG continues its review, the Review Group supports the need to make immediate provision for the support and training of incoming RAs and SRAs. The Review Group recommends that the proposed role responsible for training and management of RAs and SRAs, reporting to the Director of Estates or nominee, be filled as quickly as possible.	1 and 2	Estate Services, following consultation, devised, advertised and appointed a Community Liaison Manager role. A significant portion of the CLM's duties and responsibilities, are aimed at addressing the training and management of RAs and SRAs. The appointee supported the development of a new training programme for S/RAs in 2017/18 which has been further developed and embedded since. They will continue to facilitate and provide additional training and support over the year, as required.	A
4.27	Increased out-of-hours supports for RAs, SRAs and Duty Managers should be put in place, as a matter of urgency.	1 and 2	As set out in 4.24, 4.25 and 4.26, Estate Services pastoral supports for RAs, SRAs and DMs have been increased. In addition, the establishment of formal escalation routes has helped clarify out-of-hours supports available to RAs, SRAs and DMs. These supports include an on-site Campus Night Manager and	A and B

| | | | Security Team in conjunction with a Duty Manager who is on campus as required and on-call overnight. Estate Services reviews the existing out of hours supports on a regular basis with a view to increasing availability, where required.

Currently the Duty Manager role has operational responsibility for the campus although a 24/7 presence hasn't been required to date. As part of the management and organisation review of the Unit that is taking place in 2018-2020, the role of the Duty Manager, their duties and the duration of the 'active' DM rostering has been reviewed and updated. The potential to develop a full 24/7 Duty Manager presence on campus as a professional support to first responders and an escalation route to appropriate out of hours supports will be kept under review by the Director of Estates – Campus Operations and the Facilities Managers team. | |
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| 4.28 | Concerns were raised by some residential students regarding perceived inequity in the outcomes of disciplinary procedures. The Review Group recommend that there is clear and consistent message given to residential students regarding disciplinary procedures. | 1 and 2 | A standardised approach to discipline procedures in the Residences was agreed following consultation between the SRRWG (including UCDSU representatives), Student Residences and UCD Estate Services. Supporting documentation clearly sets out discipline categories, as well as rights, hearings, outcomes and appeals processes. Category 1 breaches (minor) are locally managed. An independent panel of Estates Facilities and Centre Managers has been set up, separate to Student Residences, to review, resolve and/or refer to the Registrar, Category 2 (serious) disciplinary breaches. Category 3 breaches (very serious) are referred immediately to the Office of the Registrar. Information about these processes and procedures are communicated to students when they take up their licence to reside, when they move into Student Residences and if they are in breach of any of the categories. As part of the 2018-19 RA and SRA training, a module on discipline processes was developed and delivered.   Student-friendly communication about the discipline process that includes "What If" scenarios have also been developed and provided to all residential students. | A and B |

4.29	Decisions on numbers of residences to be allocated to different groups of students must be made in a timely manner. The Student Residences Review Working Group (SRRWG) and Residence Management should agree a timetable for these activities to ensure residences can be allocated on time and to full capacity (as defined by relevant KPIs).	1 and 2	The allocation of residences to different cohorts of students is updated on a yearly basis by the Residence Review Group in conjunction with Estate Services. This process will be placed as an agenda item for Residence Review meetings with an indicative timetable developed informed by previous years actual allocations of student cohorts to rooms at the start of term.	B
4.30	There is a stated potential to develop conference activities, however, there is competition between third semester activities for room allocations. Estate Services should investigate whether there are any efficiencies to be gained which could allow further activities.	1 and 2	As per 3.16.	
	USER PERSPECTIVE			
5.10	The Review Group recommend that the Unit explore how they can more effectively market themselves and their considerable achievements to the rest of UCD and to the outside world. Regular newsletters with updates would be beneficial for both UCD and the wider, local community.	1	Following the review of the organisational structures of the Unit ,as set out in 2.12, 2.13, 2.14 and 2.16 above, and in conjunction with the roll-out of the Contact Centre, UCD Estate Services will develop a communications strategy that will support more effective marketing and branding of the Unit and all of its activities.	B
5.11	The role of marketing UCD Estate Services more effectively could be allocated to a	1	Following the review of the organisational structures of the Unit and the development of a communications strategy (see 5.11 above), Estate Services will	B

	single individual, recognising a reallocation of some of their other duties would be required, taking place as part of the recommended review of management and structures. This individual could work closely with University Relations and could be the UCD Estate Services champion.		consider the allocation of responsibility for marketing and communications activities to a specific individual or team within the Unit.	
5.12	Guidelines ('How-To' Documents) for units outside of UCD Estates on who to contact and how to go about interacting with the relevant sub-unit of UCD Estates, should be provided more clearly online.	1	In conjunction with UCD Agile, Estate Services have initiated a green belt project linked to the development of the Contact Centre, to support the provision of clear information about the breadth of services provided by the Unit. Standard operating procedures (SOPs) will be updated along with the rollout of additional training for Estate Services staff to ensure high quality customer service. Versions of the SOPs will be designed in a user-friendly format and will be easily accessible to service users on the UCD Estate Services website.	A and B
5.13	The proposed Contact Centre/reconfigured Help Desk function should enable the interactions between UCD Estates and the rest of UCD to be managed more effectively. In addition, a single point of contact for each College within UCD Estates would facilitate communications for more complicated, non-routine issues. This could be similar to the UCD HR Partner model. However, the Review Group is cognisant of the resource implications and recommends that this be considered as part of the future strategic development of the Unit.	1	In addition to the project outlined in 5.12 above, the Unit will appoint specific liaisons from within the operational teams to ensure consistent flow of information and single point of contact for the management of user operated spaces and as a dedicated point for the operational needs of buildings across the campus.	A and B

5.14	Efforts to identify liaison persons within schools and buildings would be beneficial for communications and management of activities.	1 and 2	As per 5.13	A and B
5.15	There are unrealised opportunities to promote UCD to students and staff through the Estate and how it is cared for.	1 and 2	UCD Estate Services promote different aspects of the estate to the University community, such as the Woodland Walks, Healthy-UCD Walks, the 3-Lakes Walk, the sculpture trail, UCD Campus Woodland Facts information, Jogging Trails, etc. Through the development of the UCD Estate Services communication strategy (see also 5.10 and 5.11), additional opportunities to promote the estate to the University community, as well as ways that the estate can be used to promote community (e.g. the UCD Festival), will be considered.	B
5.16	The review of signage and wayfinding for visitors to the campus should be continued, with emphasis on enhancing the user experience in UCD.	1	Improvements to signage and online wayfinding on campus is ongoing, including a new online interactive map. Following consultation, a new physical sign is been piloted with a new design, integrating new materials, UCD brand guidelines and building reference numbering that matches the online interactive map. Consultation with UCD Access and Lifelong Learning also informed the development of the pilot physical signage and consideration of how to provide landmark wayfinding information for campus users. Stakeholder feedback will inform the next stage of the development of campus signage. In addition, wayfinding and signage has been included in the deliverables for the Integrated Design Teams (IDT) for all new building development and associated landscaping on campus, e.g. the Centre for Future Learning and the Centre for Creativity.	A and B
5.17	Student clubs and societies and those running student events should be able to access clear information about the services provided, and those not provided, by Estate	1 and 2	UCD Student Clubs and Societies are supported by the University Student Societies Officer (based in the UCD Student Centre) who acts as the primary point-of-contact and provides information, including event booking processes, for clubs and societies to ensure clarity.	

	Services. Misunderstandings have arisen due to a lack of clarity about acceptable and unacceptable requests so clear and consistent service information needs to be communicated. Many student activities moved to the Student Centre when it opened which coincided with service desks being removed from buildings. It is now perceived to be difficult to organise student activities in rooms outside the Student Centre.		Each recognised Club/Society is asked to nominate one person to reserve/confirm room bookings with Estate Services. Clubs and Societies are required to submit room booking request forms for events planned in the Student Centre and in other University spaces in person. Information provided to the officers of each club and society sets out the Policy, Guidelines and Regulations associated with Club and Society bookings and booking forms etc are available on the UCD website. As bookings typically involve, *inter alia,* receptions (regularly involving the consumption of alcohol), debates, etc, with associated issues such as parking, escorts of visiting dignitaries, stewarding and cleaning, this approach enables timely planning and appropriate event management. The procedures are also designed to ensure that the rooms are ready for teaching purposes on the next day.	
5.18	Students reported inconsistent interpretation of Estates policies by different Campus Service colleagues. The Review Group recommends that training be put in place to ensure a more consistent experience for students.	1	Clearer escalation route information and additional training has been put in place for all front facing campus services staff. This is being provided to both direct and service provision staff. In addition, feedback from students about inconsistent communication will be gathered to inform continued training for staff.	A and B
5.19	Access to buildings for wheelchair users should be kept under constant review and, in particular, wheelchair accessibility should be consistent across all residences. The Review Group is aware that efforts (see 5.8) have been made to improve the residential experience for Access students and a review of residences wheelchair accessibility should be conducted.	1	Access forms part of the technical guidelines for the Unit and will be monitored in conjunction with Access and Lifelong Learning through regular meetings. With regard to all works in the Residences and across the wider campus, a Disability Access Cert is sought as part of statutory approval and Building Regulations as buildings are planned, constructed and refurbished.	Ongoing

3. Prioritised Resource Requirements

This section includes a list, prioritised by the Quality Improvement Committee, of recommendations outlined in the Review Group Report, which require additional resources.

Estate Services is supporting and responding to change in the delivery of services in the University. This change is driven by the implementation of the University Estates Strategy, the outcome (QIP) of the UCD Estates Quality Review 2017, an ongoing organisational review and a desire to improve the campus and associated student and community experience. Key issues facing the unit include:

- Implementing Estates Quality Review and streamlining of service across the Unit.
- Estates employs a blended service delivery model, consisting of a core Management team supported by subsidiary structures and service providers. It is necessary to continue to ensure that the core management team is efficient, effective and resilient to continue to deliver on its mission.
- The use of 'subsidiary structures' needs proper management to manage risk and ensure that the resource is efficient and effective.
- UCD plans to double the on campus residential accommodation from 3,000 to 6,000 and at the same time a clear focus to improve the student experience of living on campus. The University also has an ambitious Capital Development Program with an anticipated expenditure of €1bn over the next 10 years. This in itself will present challenges to the ongoing operation of the Estate in a period of significant student (6,600 additional students projected) and staff growth (750 additional faculty planned) within the University over the next 10 years.
- Standardisation of approach to management of the various functional areas associated with Estate Services.
- Completion of an organisation design process to ensure that the Unit is properly resourced and organised to deliver all services within its remits.
- Developing and rolling out a programme for training and CPD to ensure that all members of the Unit have the proper skills and supports to perform their roles effectively.
- Supporting increasing utilisation of the Estate in all areas:- increasing classroom utilisation, increasing 3rd semester activities, increasing 24/7 activity on campus.

Priority 1:

Following the creation of dual Director of Estate roles with responsibility for Capital Development and Campus Operations in late 2018 (appointments finalised in January 2019), an organisational design process is underway to asses the needs of the Unit. This process will identify appropriate work-flows, structures, and systems, to fit current business needs and into the future and informing the development and implement the new changes, with a view to achieving better synergies throughout the Unit. The outcomes of this process in conjunction with the QIP will allow the Unit to identify resources required to facilitate the increased demands. Key high-level areas identified to date include, opportunities for succession planning and progression of staff, need for consistent resources across the Unit and opportunities to augment the current cohort of staff in areas such as communication, marketing and sales and specific management roles within core functional areas of the Estate. These high-level outcomes will be further developed through the organisational design process and will require specific resources to coordinate and implement the outcomes of the varying reports.

Priority 2:

The feedback from the Quality Review Group, UCD Estate Services surveys and ongoing engagement with the community through Residence Review Group, workshops and one-to-one interactions highlight the need for increased community building and engagement within our student population residing on campus. While resources have been committed through the creation of the Community Liaison Role and increasing the RA population to allow increased opportunity for the creation of the residential community, supporting the Residences going forward from an operational and pastoral stance will present significant challenges with the potential doubling of the population.

Priority 3:

Work has already been completed on optimising the workflow around contract and project management and compliance. This needs to be supported through the implementation of systems and structured development programs for our staff and service providers to ensure a consistency of management and service delivery of functional areas.