

Office of Buildings & Estates

Peer Review Group:

Professor J. Campbell, Department of Civil & Environmental Engineering, UCC
(Chair)

Mr. M. Farrell, Administrative Secretary, UCC

Mr. M. Heffernan, Manager of Technical Services and Chief Architect with the
Department

of Education, Tullamore

Ms. S. Robinson, Director of General Services, University of Bradford, UK

Brief description of conduct of site visit

The site visit was conducted over 2.5 days from 18th to 20th June 2002 and included meetings with

- i) Director and staff of the unit as groups and individually
- ii) Representatives of UCC users
- iii) Representatives of non-UCC users
- iv) Professor A. Moran, Registrar & VP for Academic Affairs
- v) Mr. M. Kelleher, Secretary & Bursar/VP for Finance & Administration
- vi) Professor J. K. Collins, VP for Research Policy & Support
- vii) Dr. J. Law, Director, Development Office
- viii) Mr. M. Hayes, Director, Computer Centre

and visits to unit facilities in UCC.

An exit presentation of the principal findings of the Peer Review Group was made to staff of the department in the afternoon of the second day.

Description of Office of Buildings & Estates

Director of Unit: Mr. G. Harrington

No. of Staff: 132 staff in total (including the Director, section heads, administrative, technical, operative, craft, services supervisors, services and security operatives, supervisors)

Functions of Unit: see details provided under each individual section.

Mission Statement

“To provide an integrated service related to the physical infrastructure and support services of the University in an open, transparent and efficient manner in accordance with best practice in support of teaching and research.”

General Comment on Quality Review

The level of information {provided in the Self-Assessment Report} for such a complex department was deemed to be thorough by the reviewers and it could be seen that in the main, the units of the department were approaching integration into one department. It appeared to the Peer Review Group that all staff had embraced the process positively.

The information presented by staff had been self-critical yet positive. Contained within the various SWOT analyses and drawn out from meetings from staff groups, were a number of ideas for improvement. In the opinion of the reviewers many of these had the advantage of 'bottom up' origin and had been well thought through.

The Peer Review Group received extremely positive feedback from users of many of the functions of the Buildings & Estates Office. Some examples: General Services were praised

for exemplary operations of the Examinations process which were seen as 'running like clockwork'. The Projects Office had demonstrated increased professionalism and improvements in documentation in the tender process. Despite obvious poor levels of resources the Buildings Office were noted for good responses and helpful positive attitudes to problems. The space allocations function was viewed in a positive light despite the drawbacks of the current system and lack of space to allocate. The Safety record of UCC compared to other HEI's in Ireland and UK was excellent and there was demonstrable progress by Departments towards the completion of safety statements.

The reviewers in considering the recommendations for each area of Buildings & Estates and in discussions with users of the services identified the area of communications with users and the College Community as a priority recommendation.

BUILDINGS OFFICE

Functions of the Unit:

- Buildings Maintenance
- Engineering Services Maintenance
- Grounds Maintenance
- Telecommunications
- Provision of a minor works/refurbishment to other departments
- External Utility Service Management
- Development of the physical -infrastructure to meet increasing demand.

Mission Statement

“To provide best practice solutions to the management of the University's physical infrastructure, to ensure preservation of the physical assets, in support of the University's core functions of teaching and research.”

Comment by Peer Review Group

The Peer Review Group was impressed by the quality of the work which went into the Self-Assessment Report of the Buildings Office. Despite severe cutbacks in terms of resources in recent years and the physical limitations of the 'works' area and the Buildings Office itself, staff continue to have a positive and constructive approach to delivering a quality services to the University. Some of the policy areas impinging on the ability of the Buildings Office to deliver service have already been discussed in this report.

PROJECTS OFFICE

Function of the Unit:

- To manage the capital programme of the university.

Mission Statement

“To provide professional and effective management of capital development in line with the University's strategic plans consistent with best design and building practices, safeguarding the built heritage and achieving optimum value for money.”

Comment by Peer Review Group

The reviewers were impressed with the calibre and commitment of the individual members of the office. They found that operations are conducted in a most professional manner in difficult and demanding circumstances. Nonetheless, the Peer Review Group noted a willingness to build on and improve the present level of services irrespective of whatever

difficulty presented itself. This was also reflected in the satisfaction ratings from user groups and from discussions with end users both inside and outside the College.

GENERAL SERVICES

Functions of the unit:

- To provide (within budgetary limits) a quality customer-friendly service
- To observe good professional standards throughout its operations
- To constantly strive for excellence through enthusiasm, commitment and courtesy in delivering its services.

Mission Statement

“To provide general operational support and services for the teaching, research and other College activities, guided by best practice and achieved through the effective deployment of its staff and resources.”

Comment of the Peer Review Group

The view of the reviewers was that the General Services Self-Assessment Report was presented as an honest and open attempt to address the issues {the unit} faces in providing a quality service to its customers.

Throughout the Buildings & Estates Office the issue of communication with staff and customers forms a theme. This is no different in General Services. Other issues affecting this area are a lack of service level agreements and contract specifications (for example in cleaning), low level of resources to provide services where demand is increasing, lack of progression for staff and few opportunities to communicate its activities to customers. Notwithstanding the above, the General Services Office is well thought of and perceived as being helpful and responsive where it can.

HEALTH & SAFETY

Functions of unit:

- The Health and Safety Office advises College and Department Heads on:
 - Implementation/compliance with existing and developing Health & Safety Legislation including implementation and generation by Departments of Department Safety Statements and required risk assessments.
 - Health and Safety Management strategy and Health & Safety issues
 - Good practices and requirements of HSA guidelines, National Standards and Codes of Practice.
 - Health and Safety Policy, Health and Safety Guidance, Best Practice.
 - Overall priorities and direction covering risk reduction measures
 - Prioritisation of targeted H.E.A Safety Budgets
 - Fire and Safety aspects of new building modifications, adaptations
- Organizes input of Occupational Health Physician to College\Dept Occupational Health Programme
- Organizes input of Occupational Hygienist to College\Dept Occupational Hygiene Programme
- Organizes input of Manual Handling Risk Assessment Support Service to Departments
- Organizes input of VDU Risk Assessment Support Service to Departments.

- Organizes centralized Health & Safety training programme for college staff
- Consults with staff elected Safety Representatives (6 No.) and provides advice to staff on Health and Safety issues/requirements.
- Liases with Regulatory Bodies (Fire, H.S.A.)
- Maintains central database of chemicals
- Administration of the Health & Safety Office

- Administration of central Health and Safety Training Programme using external trainers
- Administration of VDU Eyesight Screening Programme and referral system
- Administration of Accident/Dangerous Occurrence Reporting system and generation of statistics.

Comment of Peer Review Group

The reviewers were very impressed with the self-assessment report and documentation provided by the Health & Safety Office. The documentation provided a comprehensive overview of the Health & Safety Office - the material was reflective of the comprehensive documentation provided by the office to University Departments. The group noted the very positive feedback in the QA questionnaire and the response from staff to Training Courses provided by the Safety Office. The excellent accident record of the University was also noted, which reflects well on the University's approach to health and safety and risk management.

SPACE ALLOCATION

Functions of Buildings & Estates in Allocation of Space:

The B & E Office is required to fulfil the following functions in the process of allocating space

- Collect appropriate information to enable request for space to be evaluated
- Outline options for the Space Sub Committee of the Buildings Committee
- Implement decisions and deliver space to new occupants.
- Maintain register of space allocations
- Maintain register of temporary space allocations
- Maintaining register of requests for space that remain unresolved.

Mission Statement

“To provide information on the use of space for the purpose of facilitating the College Authorities in their decisions on the allocation of space in the context of competing demands. To administer in an effective and efficient manner Buildings Committee policy decisions on the allocation of space.”

Comment by Peer Review Group

Although the UCC campus is experiencing an extremely rapid development of its physical space estimated at 30% since 1998, there is still a real shortage of space which can be re-allocated for new purposes. The process of re-allocation appears to be little understood by the academic community and is a source of frustration to the staff into whose area of responsibility this falls. The space allocation committee concerns itself with minor allocation matters but there appears to be a lack of objective data to help its deliberation.

The College is assessing its space requirements for the next 5 years and beyond but determining the size of the estate footprint to meet needs is difficult to do without some measurement criteria. A move to a computerised system for space allocation could be

achieved through adoption of an accepted methodology for calculating space entitlement and a thorough audit of space with data maintained on a space database.

Progress on Recommendations for Improvement

Recommendation of PRG	Recommendation of the QPC	Follow-Up Report – Oct. '03
<u>BUILDINGS OFFICE</u>		
Set up staff committee	Recommendation endorsed	Implemented. A staff committee is in place and a regular schedule of meetings agreed.
Develop and distribute policy statements for the office	This should follow on from action taken on recommendation re policies below.	Action on-going. Policies on maintenance and non-maintenance works are established. Policy documentation is being refined at present and it is hoped to publish them in the next three months.
Develop quality procedures to include assessment of workflow and determination of service levels and procedures based on industry best practice quality assurance.	Recommendation endorsed	Work flow analysis and determination of procedures and service levels, based on industry best practice assurance will require inputs from sources external to the BO. If funding is made available in 2003/04 this will be progressed.
Establish and get University's management to endorse clear policies on what works come under the remit of B&E.	Recommendation endorsed. The QPC recommended that a proposal on policies (including policies on works under remit of B&E; on charges to departments; on the transparency of such charges) be made to the Deans-EMG by the Secretary and Bursar and the Director of B&E as soon as possible.	Several policy memoranda have been presented to the BC and EMG. These will be analysed and collated for presentation in a single document in the next 3 months. When approved they will be posted on the B&E web site. A 'Frequently Asked Questions' section on the web site will address the usual issues raised by staff in the university.
Establish Key Performance Indicators (KPIs) for Benchmarking internally (within unit) each year	Endorsed recommendation and welcomed the transparency of such action	The following internal KPI's are analysed yearly. <ul style="list-style-type: none"> ▪ Maintenance Requests (No.) received (6,000 p.a) ▪ Maintenance Requests (No.) actioned. ▪ Unit area maintenance spending non-pay ▪ Inflation adjusted unit area maintenance spend non-pay ▪ College area per maintenance staff <p>In the absence of a comprehensive</p>

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		computerised maintenance management system, a computerised help desk module is being installed on a trial basis. This will allow the number of outstanding requests, mean time to respond, etc. to be automatically calculated. This is due to be in operation in November 2003.
Benchmark KPIs with other Universities inside and outside Ireland	Endorsed recommendation	Complete for Universities within Ireland. The information available is based on financial reports from the universities and information shared by financial officers. This information requires some interpretation. Copies of comparisons with UCD, TCD and NUIG are appended. The following KPI's are analysed yearly: <ul style="list-style-type: none"> ▪ Percentage of college budget spent on premises (maintenance). ▪ Unit area maintenance spending. ▪ Percentage of college budget spent on Premises Upkeep – (Premises, General Services, Minor Works, Rent & Rates, Insurance and Energy)
Benchmark KPIs with industry best practice.	Endorsed recommendation.	On-going - not complete. This is a significantly more difficult task than benchmarking internally or with other Universities. As an initial step, contact has been made with the British Institute of Facilities Management (BIFM) who have some limited useful information. Presentations by external Facilities Management service providers are being arranged.
Establish core level staff complement and secure agreement for any new positions required	Endorsed recommendation within the university context and the overall staffing levels and the constraints therein.	In the short term, agreement on new positions will be dealt with through the normal process. In the medium term a different more strategic approach is required. The workload of the BO is going to expand rapidly over the next two to five years as the University adds 30% to the built area. This increase in workload will require an increase in resources, both human and financial. This rapid increase in physical area which has already begun, requires a review of the

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		overall resource issue. A group comprising of the Director of B&E, the Buildings Officer and the Administrative Officer will convene shortly to review this important issue. Preliminary proposals should be available early in 2004
Seek management agreement to fill recent vacancies.	As for recommendation above	This is being dealt with on a case-by-case basis.
Carry out training needs analysis for all the unit and staff in conjunction with HR	Endorsed recommendation.	Implemented. This was very successful and has provided very useful information for the formulation of policy and development of training schedules.
Establish clear agreements with other UCC departments and units, e.g. CC, AVSU, etc	Recommended that a working group be established of all concerned to develop such agreements.	On-going. BO has corresponded with CC and AVSU, and is actively engaged in projects at present with both groups. This engagement is advancing the development of agreements.
Expand workshop facilities to appropriate levels to at least pre-O'Rahilly Building Extension levels.	Recommended that the BO send proposals and plans to the BC for consideration.	Currently under review. Site for such development not yet selected. Director of B&E and Buildings Officer to review in context of recently completed Physical Development Plan.
Seek financial resources of an order commensurate with the service level required	Recommendation endorsed. QPC recommended transparency in respect of policies on charges.	Being actioned through the budget review process. Some progress has been made with small projects.
Relocate the helpdesk to location proximate to maintenance workshop	This is linked to action on recommendation re workshop.	Will happen when action taken on recommendation concerning workshop facilities.
Paper docket system should be supplanted by an IT solution	Endorsed recommendation.	See comment under Introduction to Table.
In conjunction with the other constituent elements of the B&E Office, develop and implement an MIS system compatible with the need of a large property management organisation. MIS system to be fully compatible with the BO CMMS/FM system and with any other system to be installed in the overall office.	Endorsed recommendation and recommended work on this commence as soon as possible.	In the absence of a comprehensive bespoke IT solution, a range of spreadsheets and database management information has been developed including overtime analysis, monthly spending per functional area etc.

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Investigate computerised system for tracking maintenance requests.	Endorsed recommendation and recommended work on this commence as soon as possible.	See comment under Introduction to Table.
That the BO in consultation with the Head of the AVSU should define an agreed minimum standard for equipment and facilities in lecture rooms.	Endorsed recommendation	A group, chaired by Professor A. Hyland, has been set up to review the condition of teaching rooms. This group includes representatives of the CC and AVSU, and has surveyed the centrally allocated teaching rooms in relation to maintenance equipment levels and refurbishment requirements. This recommendation of the QPC has been incorporated into the work of this group.
That the BO establishes policies on the precise categories of buildings refurbishment works that fall within the exclusive remit of the office. Agreement and endorsement of these policies to be sought from university management.	See response to recommendation re policies above. BO should propose policies for submission to Deans-EMG for approval.	A policy document was submitted to the EMG in January 2003
Clarify procurement of loose furniture and fixed furniture.	See response to recommendation re policies above	The situation is being reviewed. At present it is not causing any significant operational problems. For all capital projects, the loose furniture specification and procurement is managed as an integrated project operation in consultation with General Services. Replacement of loose furniture is dealt with directly by General Services.
<u>PROJECTS OFFICE</u>		
"In the medium term"....to be located together in a purpose built facility. This would allow the management team of the B&E Office to be together and to allow the PO staff to be located together to improve communications, efficiencies etc.	Endorsed principle behind recommendation. However action on this recommendation must be within the constraints under which the university is operating.	The Projects Officer is located in the Main Office adjacent to the B&E management team. The remainder of the office is based at Carrigside. The filing system has been reviewed to rationalise unnecessary photocopying etc. The possibility of bringing the office together in an Administration Building is a UCC strategic priority and has been presented to the HEA for approval.
Establish a proper meeting room/library for the PO/BO staff. Each project has large project	Endorsed recommendation providing action is taken within university constraints. QPC also	Implemented. A meeting room (shared office) is

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teams and multiple regular meetings. No adequate room currently exists which leads to overcrowding, delays and inefficient meetings. The library requires spaces and cataloguing to make key legislative and supplier data readily available.	recommended consideration of the use of the University archives for material that can be archived.	now operational in Carrigside. Student help will be engaged in the coming months to establish a library in the meeting room.
Review the filing procedures to minimise copying/ensure key files are maintained.	Endorsed recommendation	Review undertaken. Project files split to reduce copying. Clear definition to Project Manager's on info to be copied to Projects Officer etc.
Review facilities in Carrigside to support the Assistant Projects Officer, Project Managers, Clerk of Works and administrative staff. If recommendation re facilities is acted upon, this can be provided within the relocated B&E Office	Recommended that action is linked to action on recommendation re facilities above.	Facilities in Carrigside improved (copying etc.). Assistant Projects Officer is in a separate house to administration support. This remains under review.
Provide a home desk for the Clerk of Works (The Clerk of Works inputs into multiple sites). If recommendation re facilities is acted upon, this can be provided within the relocated B&E Office	Recommended that action is linked to action on recommendation re facilities above.	Completed. Clerk of Works shares a 'hot desk' in the meeting room.
Establish an archiving policy to effectively deal with the vast volume of data received. The existing storage facility at Carrigside is insufficient and disorganised.	Recommended consideration of the use of the University archives for material	Separate review of archiving in line with UCC's Records Management Policy to commence in October.
Against the background of the urgent driving out of the important in terms of issues, the PO needs to critically review its operation in order to prioritise their key roles.	Endorsed recommendation.	This issue is under constant review. The level of resourcing in the PO is driven by the level of Project activity and the scope of services etc. of the externally appointed consultant teams.
The present systems allow little or no time for 'Post Occupancy Evaluation'. This process would allow for collaboration with user groups in establishing and refining future standards. BO, GS Officer and H&S Officer should also be involved in such process in a systematic way.	Endorsed recommendation.	A customised close out report form is under review. This will facilitate formal close out and establish a mechanism to assess performance of the team and to carry forward lessons learned.
Regular consultant review should be encouraged in order to monitor performance. This could be commenced by establishing a	Strongly endorsed recommendation. Requested proposals for mechanism of implementation	A formal register of consultants working on UCC projects is in place. The Project close out report will address performance on a

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formal register of consultants in all relevant disciplines. The review process should be systematic, open and transparent and would be subject to F.O.I.		project-by-project basis.
Regular contractor review might be established as for consultants	Strongly endorsed recommendation.	As for consultants above
The Projects Office has a very limited web-page, no central server and has not exploited fully the benefits of IT for the management of capital projects (web-based management / documentation control etc.). It is recommended to appoint an IT manager to develop the IT capability of the office. This resource could service other units within the B&E Office. The web page should encompass all aspects of B&E function and be available as a resource and information tool for the entire college via the intranet.	Endorsed principle of exploiting benefits of IT. Did not endorse proposal for IT manager. Recommended that PO and B&E discuss with the Computer Centre.	A comprehensive web page for the Buildings & Estates Office includes a section for the Projects Office including FAQs, Project Updates etc. It is expected to go live in November 2003. The issue of an IT Manager for the office has not yet been resolved. Further discussion is required with VP for Administration & Finance to establish the exact need and the best options for providing this support.
Staff should be actively encouraged to participate in relevant on-going training exercises and funding should be allocated annually to support such endeavour.	Endorsed recommendation. Recommended that time should be made available to staff to participate in on-going development. Department should decide the allocation of funding to this, and perhaps liaise with HR.	A schedule of training activities is in place. The CPD programmes for the various professional organisations is available to staff. A training needs analysis has been completed with the help of HR. The outcomes of this analysis is under review to target specific training needs for the future.
There is a lack of awareness of HR policies	PO should ensure that staff are informed fully on policies.	These policies are readily available to our staff.
There are significant communication weaknesses within the overall B&E Office which impacts on the PO. IT resource strengthening could improve situation coupled with a re-organisation of office methodology to allow time for active communications.	Endorsed recommendation	The B&E Office is extremely busy. To facilitate improved communication between the PO and the BO on project issues a weekly Projects meeting has been established. This has assisted in identifying and filling any gaps between projects. A number of other group meetings are planned to keep staff appraised of developments across the office and to discuss areas of common interest. The web page will include information on projects and procedures which will improve access to the latest information.
'Working with the Project Office'	Endorsed recommendation	Work has commenced on this

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document should be prepared		document. It will document the procedures currently in place to manage capital projects. It is expected to be completed by end 2003.
That an urgent and comprehensive review of present job descriptions and an evaluation of the ever-increasing workload be undertaken by the administrative arm.	Endorsed recommendation and noted it was inline with earlier recommendations.	This is under review. Post proposal forms to regularise two existing administrative posts has been submitted to the EMG. This requires constant review pending level of activity.
The PO needs to be pro-active in involving end users at the inception stage of any project. The PRG felt that end-user group representatives should be involved at project inception and particularly in the design team selection process. This would ultimately ensure that the end-user takes ownership of the project. The PRG acknowledges that end users have been very involved from the outset in recent projects (where practicable) – this should be standard procedure for the PO for the future.	Endorsed recommendation and acknowledged and welcomed the implementation of the actions in recent projects.	The PO has always involved the end user (when available) from the earliest stages of project developments including the appointment of design teams.
<u>GENERAL SERVICES</u>		
Creation of comprehensive web information of services	Endorsed recommendation at level of B&E	This is in the final states of preparation as part of the B&E Web-site.
Provision of computers (& training to use them) to staff	Endorsed recommendation at level of B&E	After some review of this recommendation, it is considered that the best option is to install monitors (similar to those in airport terminals) which would convey information to students, staff and visitors on daily activities in each building viz. Meetings, Conferences, and Lectures or alternatively a user-friendly look-up facility. This would be positioned in the Foyer of each building and therefore reduce the dependence on static personnel in these locations.
Roster system review. Consider creating teams (that might rotate) which are geographically based.	Endorsed recommendation.	An equality Claim taken by the Services Staff is being appealed by UCC in the High Court and a decision is awaited. If this claim is successful on behalf of the Services

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		<p>Staff, it will have implications for Pay and Conditions. Therefore, it would be premature to undertake the review referred to above when the result of the High Court action is outstanding.</p> <p>Rosters have been examined primarily with a view to reducing costs as soon as possible due to the severe budgetary situation. Discussions have taken place with the Union, lead by HR, on proposals to introduce greater flexibility and reduce costs. This has been referred to the Labour Court and a date is awaited for the hearing.</p>
Review work practices and job design		Deferred pending the outcome of the actions above.
Create team leaders.	<p>Endorsed recommendation.</p> <p>Should be implemented in conjunction with HR Department.</p>	This is a longer-term goal of the review of work practices and roster system review and will be pursued when the outcome of the Equality Claim is known.
Review operation of reception point and its staffing levels	<p>Endorsed recommendation. QPC recommended that the possibility of establishing a readily identifiable main reception point in the campus with appropriate signage be investigated.</p>	<p>This is completed and has been forwarded to HR and the Union.</p> <p>The staffing proposal has been implemented and some remaining issues e.g. the allocation of overtime will have to be resolved by Union/Management agreement.</p>
Develop CCTV monitoring room / upgrade CCTV to digital	<p>Endorsed recommendation. QPC requested a report on proposals as soon as they are developed.</p>	<p>A CCTV Group is working on a Strategic Plan which includes digital recording and the development of a dedicated monitoring room. A draft master plan has been drawn up and it is proposed to have this reviewed by a Security/CCTV expert before obtaining costings.</p>
Review the operations of Post Room	<p>This is an issue for GS. QPC requested that GS conduct the review immediately and report back to the QPC with specific proposals, indicating proposed outcomes and achievements. KPIs need to be defined and the targets of the GS section identified.</p>	<p>This is being done initially from a cost-saving point of view, e.g. large mail shots. Review of operational procedures will follow in the near future and is linked to recommendations above.</p>
Review transport needs	Endorsed recommendation.	This service operates from 08.30 – 17.00 hrs. Monday to Friday with 1

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		<p>Van and 1 Driver. On occasions, an additional Van is hired for specific workloads e.g. examinations.</p> <p>The need for an additional Van has been identified, however, as this has both capital and staffing costs, the option of extending the above roster up to 20.00 and on Saturdays will be examined. This, again, would form part of the exercise in Item No. 40 above.</p>
<p>Clarify the responsibilities for servicing AV equipment in teaching rooms and introduce fault reporting procedure.</p>	<p>Endorsed recommendation.</p>	<p>Responsibilities for servicing and a fault reporting procedure have been clarified and a pro-forma has been designed. Training is now required - both new and refresher courses - and discussion is taking place with Audio Visual regarding this</p>
<p>Review arrangements for storage</p>	<p>Endorsed recommendation.</p>	<p>This has been done and additional facilities are now available at a site on Pouladuff Road.</p>
<p>Develop better communication with delivery couriers etc.</p>	<p>Endorsed recommendation.</p>	<p>This is on-going and we are also highlighting to staff on the FAQ section of the web-site, the need to have full details of address and acceptance procedures for such deliveries.</p>
<p>Review procurement arrangements for post and courier services</p>	<p>Endorsed recommendation.</p>	<p>Due to de-regulation in the market place, alternative postal services are becoming available and will be pursued in conjunction with the Procurement Office.</p>
<p>Appoint an Assistant GS Officer</p>	<p>A proposal for an Assistant GS Officer would need to come from the Director of B&E and the Secretary & Bursar to the Deans-EMG in the usual manner. The constraints that the university is obliged to operate under would need to be borne in mind.</p>	<p>Due to the current flat structure in GS i.e. 1 GS Officer and 6 Supervisors, there is a need for administrative support with strong HR and IT skills. The GS Officer is very involved with day-to-day operational issues with little time for strategic planning and development of the Department. With the expansion of College, the need to review and modernise many of the services provided will require additional resources.</p>
<p>Improve cleaning services through clear SLA and effective monitoring of contract</p>	<p>Endorsed recommendation.</p>	<p>A new Cleaning Contractor was appointed in June 2003 following a Public Procurement process. Detailed specifications are in the course of preparation for all areas</p>

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		and will be forwarded to all Departments with an outline of staffing, hours and a Service Level Agreement to details of the re-cycling/waste segregation requirements.
Conduct a review of communications procedures and channels to staff	Endorsed recommendation.	<p>Regular communication takes place with both Union Committees. These meetings generally operate to an Agenda with items for discussion submitted by both sides.</p> <p>In addition, briefings take place in relation to specific items e.g. preparation of Health and Safety Statement, and the management of Car Parking.</p> <p>Due to the nature of the shift system for Services and Security Operatives and Departmental Operatives, it is difficult to arrange a bi-monthly meeting for all staff without incurring an overtime cost.</p> <p>Regular meetings are held with the Room Bookings staff and on a less frequent basis with the General Office – this is due to the frequent level of communication on an informal basis daily.</p>
Training & Development – conduct a training needs analysis and plan a programme on an annual basis.	Endorsed recommendation. – should be implemented in conjunction with the Department of HR	A meeting took place with HR a number of months ago on the method of conducting a training needs analysis. It is hoped to progress the matter further over the coming months.
Introduce new systems / procedures including an incident recording system	Endorsed recommendation.	A number of new systems/procedures and guidelines have been put in place and will continue as needs arise. A computerised incident recording system has been identified and because of the cost of purchasing this in the market place, discussions have taken place with the CC with a view to developing a similar system that would be custom-designed to UCC's needs. This may become a project for an IT student.
Develop a 5 year strategic plan - link to whole B&E department	Strongly endorsed recommendation	Work has commenced on some aspects of the Strategic Plan and will continue over the coming months until completed.

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Review lone working procedures	Endorsed recommendation.	This will form part of the Action Plan to be drawn up for the implementation of the Health and Safety Statement.
<u>HEALTH & SAFETY</u>		
That the College Safety Officer report to the VP for HR	Recommendation not endorsed. The QPC re-affirmed the present reporting structure, i.e. the College Safety Officer reports to the Director of B&E. The QPC recommended that development of an effective working relationship should be pursued.	Comment: There is a very good working relationship now with the Director of B&E and a more inclusive approach is being experienced.
The availability of specialist advice to the unit may be essential in specific cases and budgetary provision should be made available for the contracting in of specialist services when required, and that the relevant professional competence available within the university be utilised where possible.	Endorsed recommendation, noting in particular the recommendation that the relevant professional competence within the university be utilised wherever possible.	Budgetary requirements have been communicated to the Director of B&E who has referred same to the Budget Review Group.
That the H&S Office be provided with support from the CC to develop its website and to put its work manuals etc on-line.	Endorsed recommendation. Web site development must be linked to the development of the B&E web site.	This has been completed.
That much of the IT support required to deliver what the unit feels is necessary could be delivered through support from the Computer Centre	Endorsed recommendation. QPC noted that this has been endorsed for the BO, PO, GS and B&E. All areas should work together with the CC.	Current needs have been met with the assistance of the CC and engagement of external web designers (at the CC's recommendation).
Provision of resources to H&S for training of staff is essential. Discussion and consideration should take place with the Training & Development section of HR with a view to maximising resources and impact.	Endorsed recommendation that discussion and consideration should take place with the Training & Development section of HR with a view to maximising resources and impact.	H&S and the Department of HR dovetail on Staff Induction Courses. H&S has requested that HR include the H&S Office (to give a short address on essential H&S Training) at the outset of any Departmental Training Needs Analysis Exercises, which the Department of HR may undertake for Departments. Funding for H&S training, as per requirements of the Safety Health and Welfare at Work legislation, has been referred back to the Director of B&E who has forwarded same to the Budget Review Committee.

Recommendation of PRG	Recommendation of the QPC	Follow-Up Report – Oct. '03
That a specified amount be made available to the BO each year to tackle the prioritised list of Safety Works, as approved by the Safety Committee	QPC noted that this is already happening. The H&S office should refer to the Director of B&E for any clarification. The QPC noted that the College Safety Officer is a member of the Buildings Committee and, as such, has the same access and opportunity for input to decisions on budget allocations as the other members of the BC.	HEA funding for Safety Improvements has been discontinued. College has allocated €170,000 for Maintenance, Health and Safety and Disability minor works projects for 2003/2004. The H&S Office has identified and agreed priorities for same with the Director of Buildings and Estates.
That the H & S Office develop its term schedule for the year in relation to training being provided and continue to book suitable teaching/meeting space well in advance. Alternatively the unit could develop a sharing relationship with the Training & development unit of HR.	Endorsed recommendation. Recommended that the H&S continue to book rooms as at present, and also that a relationship with the Training & Development section of HR should be developed.	H&S Office are continuing and evolving its term schedule for the year, as established since 1993, using the teaching rooms when available. The Department of HR have been requested to provide access to their training room with respect to the planning of the above. However, the Department of HR do not practise advanced booking of this training room with third parties. H&S Training Courses are advertised in the Department of HR's Training Manual. H&S and the Department of HR dovetail on Staff Induction Courses. H&S has requested that HR include the Health and Safety Office (to give a short address on essential Health and Safety Training) at the outset of any Departmental Training Needs Analysis Exercises, which the Department of Human Resources may undertake for Departments.
That all possible support be provided to the College Safety Officer by College Officers	QPC noted that the College Safety Officer has the full support of the College Officers at present.	Noted. Recent directions to the Departmental Heads to comply with the Statutory Improvement Notice, (issued on the College by the Health and Safety Authority on the 3 rd February 2003), were very welcome and successful (compliance achieved).
That a Safety Manager be appointed in the B&E Office, dealing with H & S documentation, safety statements, site safety, use of PPE, etc.	Recommendation not endorsed. This is part of the function of the College Safety Officer	Noted – however most items listed are B&E's line management responsibilities in the management of work and projects as per Safety Health and Welfare at Work legislation and College Safety Policy.
Consideration should be given to relocating staff so that the H & S Office is combined in one	Endorsed recommendation. College Safety Officer should discuss with the Director of	Space constraints at present.

Recommendation of PRG	Recommendation of the QPC	Follow-Up Report – Oct. '03
location	Buildings & Estates proposals for implementation	
That the College Safety Committee report to GB at least once a year.	Endorsed recommendation.	
That consideration is given to providing the College Safety Officer with a budget to occasionally attend conferences.	Endorsed recommendation. Allocation should be requested from the Director of B&E	To be addressed at the commencement of the new Financial Year.
Consideration should be given to the assessing of areas in which staff of the unit can further support the training function of the unit	QPC recommended that the H&S office should discuss all training needs with the Department of HR	This has been addressed in the Training Needs Analysis exercise held by the Department of HR for the Department of B&E.
<u>SPACE ALLOCATION</u>		
Development of a methodology for calculating space entitlement. If this were done it could lead to identification of space requirements required by Units over next 5-10 years. This could also improve quality of decisions on applications for space. This is an essential pre-requisite to open, transparent mechanism for prioritisation of decisions on space allocations.	Recommendation endorsed. Space is a valuable resource and treating it as such must be a priority. The quality of space provided, in addition to the amount of space allocated, must be looked at. Strongly endorsed recommendation that a space accounting system be developed. The notion of users 'renting' space should be included in the considerations.	HEA norms have been in use for assessment of space per department for many years A detailed spreadsheet is being developed which will provide a comprehensive analysis of staff/student FTEs and the office/teaching/meeting room/laboratory/resource room and other space allocated to each individual department. This information will assist in the analysis of overall space allocation to departments and will provide a basis for future decisions on the allocation of space.
Development of a space database which is regularly updated. At present there is much reliance upon departments 'owning up' to using space. An up to date database of space & occupants provides a monitoring tool for managing this along with the methodology for calculating entitlement	Endorsed recommendation. See comment under recommendation above.	A space database has been developed following a survey of all College space. Database is updated as space is allocated / reallocated and as space audits are proceeding. Procedure has been implemented for the regular updating of database in line with BC decisions on space allocation.
Development of a formal system of feedback on status of individual space allocation	Endorsed recommendation. See comment under recommendation above.	Decisions on space applications are communicated, in writing, to individual applicants following each meeting of the BC

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Introduction of computerised system. See above and cross reference to other IT 'initiatives'. It is important that computer systems which are introduced are compatible with each other and help to integrate sections of the department.	Endorsed recommendation. Action must be linked to other initiatives in B&E areas.	The introduction of computerised system is resource driven and will be reviewed as an integral part of the CMMS system for B&E Office
Improved communication between departments requesting space and B&E. All relate to recommendations above. Web systems can help communications and a consistently maintained database can help annual audit. Policies can be communicated efficiently in this manner	Endorsed recommendation. Noted linking to recommendations above	The role of the B&E Office in the allocation of space and the procedures to be followed when departments/units are requesting additional space will be communicated through the updated B&E Web site.
Departments / Units should report annually on space. Department staff should identify/report under-utilised space.	Endorsed recommendation and recommended immediate implementation. Suggested use of IT to assist implementation. Suggested it might be helpful to look at practices operating in other universities. Action endorsed on a temporary basis until the implementation of actions decided upon as a consequence of outcomes of actions on recommendations above.	New policies will emerge on the introduction of Departments/Units reporting annually on space allocation following completion of a space audit of O'Rahilly and Food Science Buildings. Procedures implemented by British Universities in successfully introducing annual reporting were noted at a conference attended by staff in the B&E Office.
Regular audits of space should be conducted.	Endorsed recommendation. Action endorsed on a temporary basis until the implementation of actions decided upon as a consequence of outcomes of actions on recommendations above.	Space audits have commenced with a comprehensive review of space in the O'Rahilly Building and Food Science Building. Professor K. Collins, VP for Research Support Policy and Professor A. Hyland, VP, have been co-opted to the Space Sub committee of the BC for the purpose of reviewing the information compiled during the audit and to make recommendations on how space might be better used and distributed.
Applications for space to be routed through the Dean with the support of quantifiable data through applications of recommendations above.	Endorsed recommendation. Action endorsed on a temporary basis until the implementation of actions decided upon as a consequence of outcomes of actions on recommendations above.	This issue will be reviewed by the Space SubCommittee.
Role of B&E Office in allocation of space to be communicated on B&E web site. Essential if trust is	If the methodology to be developed and adopted for space allocation is transparent, then this	This information will be included in B&E updated Website.

Recommendation of PRG	Recommendation of the QPC	Follow-Up Report – Oct. '03
to be won for recommendations above. The benefit will be increased transparency of process.	recommendation is endorsed.	