



QUALITY ENHANCEMENT UNIT



REVIEW PANEL REPORT

BUILDINGS AND ESTATES

Date: May 2019

“By embedding a strong quality-enhancement ethos, we will use our quality processes to ensure a culture and experience of best practice in the delivery of our academic mission, demonstrating our commitment to continuous evolution and improvement”

(UCC’s Strategic Plan 2017 – 2022, p.23)

Contents

Part 1	3
1.1 List of Panel Members	3
1.2 Overall Context of the Unit	3
1.3 Methodology and Site Visit	4
1.4 Panel Membership	4
1.5 Self-Evaluation Report (SER) and SWOT analysis	5
1.6 Benchmarking	5
1.7 Unit Organisation and Planning	5
Part 2 Findings of the Panel	7
2.1 Developments since last review	7
2.2 Panel Response to the B & E Recommendations	7
2.3 Strategic Planning	8
2.4 Governance	8
2.5 Student support & impact on the student body	9
2.6 Staff development and workload	9
2.7 Communication, engagement and impact	9
2.8 Resources and Finances	10
2.9 Service Delivery and Quality Management	10
2.10 Compliance of the Unit with external policy drivers	10
Part 3 Commendations and Recommendations	11
3.1 Commendations	11
3.2 Recommendations to the University	11
3.3 Recommendations to Buildings and Estates	11
Appendix 1 - Panel Site Visit Timetable	14
Appendix 2: Peer Review Panel Profiles	17

Part 1

1.1 List of Panel Members

Ms Beatrice McCarthy (Student Reviewer)	School of Arts and Celtic Studies Administrator UCC Society's Office (part-time)	University College Cork
Mr Paul Moriarty	Director of Student Experience	University College Cork
Mr Declan Daly	Deputy Chief Executive and Divisional Manager (South)	Cork County Council
Ms Nora Geary (Chair)	Corporate Secretary	University College Cork
Ms Stella A. Matko	Director of Estates	University of Strathclyde
Dr Ghazwa Alwani-Starr	Director of Property and Facilities Management	University of London
Dr Yvonne Clune (Secretariat Support)	Office for Academic Programme and regulations	University College Cork

1.2 Overall Context of the Unit

Buildings and Estates (B & E) is one of the largest service providers within the University in terms of staff headcount and annual budget. Reporting to the President, the Director of Buildings & Estates has operational responsibility for both the current and future development and maintenance of the University estate. Key to this is strategic planning and long-term development of the estate, both through implementation of the University's Masterplan¹ and key acquisitions of estate for future expansion.

B & E consists of 6 distinctive areas (see summary in section 1.7 below). University College Cork is the smallest estate size of any University in Ireland, with related restraints on development within the main campus. The University continues to seek development opportunities to extend the existing campus. The total staff number within B & E is 128: 96 male and 32 female. Of these, 46 are security staff. 12% are due for retirement in the next 4 years, and a further 12% in the next 9 years (including 50% of the current Management Team). The University's high ratings and awards in a number of sustainable, Green university rankings is highly commendable, and it is evident that UCC is world-leading in this respect.

The Panel wishes to acknowledge the overall positive outcome of this review. In particular it draws attention to the integral role played by Buildings and Estates in maintaining and enhancing the fabric of the campus and the quality of the UCC experience for students, staff, stakeholders, visitors and the community. The work of the function, in leading and collaborating on strategic estates related projects (e.g. Green Campus, sustainability etc.) and the hard-work and dedication of its staff, both of which have been central to maintaining and enhancing the quality of the campus, which is loved by all, and delivers a welcoming, friendly atmosphere. Commitment to the University and to the B & E mission is

¹ Strategic planning, long-term development of the estate and key acquisitions of estate for future expansion (SER, p.7)

exemplified by the high level of engagement from all B & E staff and the Co-ordinating Committee in the self-evaluation process.

The Buildings and Estates staff are held in high regard across the University and amongst stakeholders and their open door policy is particularly appreciated. The warmth of the response of the students to all B & E staff, but in particular the Duty Officers, is striking. The Panel observed a strong sense of team, connectivity and support of each other. The Panel wishes to commend this excellent team, its resilience and empathy, and its key roles in making UCC what it is.

It is clear that a strong Health and Safety culture is embedded in Buildings and Estates. The critical role of B & E in the Emergency Response Team and their willingness to go *above and beyond* particularly in times of crises is acknowledged.

1.3 Methodology and Site Visit

The Panel met over three days and was based mainly in Tower Room 1. The Site Visit was well organised and although the schedule was full, adequate time was allowed for engagement with a wide range of stakeholders (see Appendix 1 for a copy of the timetable). The Site Visit incorporated a bus tour of some of the University estate and provided the Panel with an indication of the breadth of the physical estate under the remit of the function. Although time would not permit the tour to extend to more distant parts, the integration of the University estate with the community in both the city and county was commended. The investment by the University in obtaining, conserving and maintaining public access to historical buildings is impressive in light of the significant financial and time costs associated with such projects and is evidence of the integration of the University with the city and its surrounds. The tour was a broad overview of the University estate and external Panel Members would recommend that, in future, a visit to a number of selected buildings would be of benefit, to get a sense of the issues that were raised during the review, such as the varied and distributed nature of the University's estate and the associated issues with its management.

The Panel was most impressed with the large attendance and engagement in the workshop session with staff of Buildings and Estates on day 1 of the Site Visit. Staff engaged in a design thinking activity (Roses, Buds, Thorns) to facilitate active reflection and identification of positive (rose), potential (bud), or negative (thorn) aspects of communication (which had been identified as a common theme in earlier discussions with stakeholders and the SER). The Panel noted that the staff were well engaged in the session and contributed effectively to identifying issues that were in most cases common across the function. The camaraderie across the function was evident and was noted to be positive in regard to a common team spirit.

1.4 Panel Membership

In line with practice for international peer review, a Panel of national and international peer experts within the domain of Estates and Facilities Management was assembled to carry out the review (see Appendix 2 for Panel Member profiles). Internal reviewers provided knowledge of the institutional and organisational structures within the University, while the student reviewer brought valuable insights and perspectives on student issues. The entire Panel contributed to the production of the final Panel Report and commended the process for facilitating the Panel to use their experience in a constructive way which enabled structured feedback. Panel members noted that a clear vision of recommendations and commendations had emerged at the end of day two and that Panel discussion tested these outcomes and ensured Panel confidence around its conclusions. The Panel was unanimous in its commendations and recommendations and there was no discord. Secretariat support from the Office for Academic Programmes and Regulations (APAR) was provided to the Panel

throughout the process, and this greatly facilitated the Panel in formulating and agreeing the final Review Report.

1.5 Self-Evaluation Report (SER) and SWOT analysis

A coordinating committee was established within the function to facilitate the self-evaluation process and to author the Self-Evaluation Report (SER). The self-evaluation process was very comprehensive and inclusive, and involved extensive engagement with stakeholders. The SER was well prepared, researched and wide-ranging and the high level of staff engagement in the SWOT analysis and report preparation is noteworthy.

Due to the large workforce and time constraints of different rotas, three SWOT analyses were undertaken in order to facilitate optimal staff engagement. The rich, positive and open outputs from the SWOT were reported verbatim and although informative to a certain extent, a more analytical approach to the outcomes of the SWOT process would have been welcome.

1.6 Benchmarking

Benchmarking was performed against National University of Ireland, Galway and Queens University Belfast. Dublin City University was benchmarked for sustainability only. The Panel noted that the benchmarking was highly focused and targeted. The benchmarking exercise would have benefitted from a summary analysis of the key lessons learned through the exercise and the potential for transference and adaptation of practices from the site visits. For future benchmarking exercises the Panel recommends that benchmarking to comparator institutions should focus on yielding comparative data that can inform KPIs and the strategic management of the function.

Comparison with the Russell Group showed UCC in a very good light with regard to efficiency in the context of staff/student ratios and reduced funding. It was noted that, by 2019, the maintenance budget had dropped significantly when compared with the 2009 budget, despite a growth of 30% in the estate. This trend was recognised by the Panel to be common across the HE sector, where prioritisation was regularly given to Capital spend for new build or large refurbishment projects at the expense of maintaining the Estate. The reduction in CO₂ emissions from 25,000 tonnes to 20,000 tonnes despite the increased size of the estate was highlighted as a significant achievement by the Panel and has resulted in UCC meeting its 2020 energy reduction targets in 2015. This was commended by the Panel. The University's Sustainability Strategy was noted to be an excellent document which unpinned a well-planned series of University wide initiatives, which were each being delivered with Annual Reports recording good progress.

1.7 Unit Organisation and Planning

Given the vast range of detailed services provided by the function, the strategic growth of the University coupled with ambitious plans for the University estate, ensuring the alignment of the units of B & E, along with strategic management and service delivery, is critical. Buildings and Estates consists of six main units outlined below.

1. The Office of the Director has overall responsibility for strategic planning, management of the University Estate, management of space, property management and budget. The Senior Management Team consists of the heads of all the other key functions. The Director is a member of UMTS, Risk Management, Space Sub-committee, Asset Naming, and meets with the President regularly.

2. The Buildings Office has responsibility for maintaining and upgrading the physical infrastructure included 177,965 m of buildings, 30 hectares of grounds and 120 buildings in 20 locations. Annually, the Buildings Unit responds to 10,000 maintenance requests, and 100 major upgrades projects.

3. The Capital Projects Office manages the capital development programme and the Commuter Plan.

4. The General Services Office delivers services 365 days per year that assist students, staff and visitors including: mail, car parking, cleaning, room bookings etc. along with management of services provided by external contractors. Staff include 46 security personnel (of which 9 are located in the Western Campus – see below) and external contracted security company.

5. The Western Campus Facilities Management has responsibility for the Brookfield and the Western Gateway buildings, with 9 General Services staff located in the Western Campus.

6. The Heritage Office occupies the role of University Curator with responsibility for the care and display of 9,000 items in the curatorial collection, including The Honan Trust.

Part 2 Findings of the Panel

2.1 *Developments since last review*

The Panel recognised the direction of travel in addressing and moving ahead with recommendations of the previous quality review in 2011 and noted that some progress had been achieved. Since the last review, processes for the management of the Helpdesk services had been advanced through the introduction of a Customer Relationship Management (CRM), extended opening hours and online query provision. In addition, a Building & Estates Newsletter has been introduced recently which was widely appreciated by colleagues across the University.

A number of issues that were identified in the previous quality report have however surfaced again in this review; for example, the issue of communications, both internally within the function and across the University, remain relevant. There remain some key strategic issues, which have again been identified by this Panel, which should receive priority; namely related to strategic planning, space management and allocation and project prioritisation.

The Panel acknowledges that the type, age and heritage of the buildings in the estate present a specific challenge with regard to the maintenance of the assets. Heritage buildings require additional support, plus specific skillsets in regard to their upkeep, which puts a strain on the maintenance budgets.

The off-site storage facility at Pouladuff houses a significant trove of University heritage and legacy, which is catalogued but not on display. Given the significant cultural and historical value of this collection, along with the potential of the historical buildings at UCC, there is a major opportunity for the University to exploit the benefits of its Heritage collection, by the preparation of a Heritage Conservation Plan, building on the 2003 Conservation Plan, and working in partnership with the Council, and with Academics stakeholders.

2.2 *Panel Response to the B & E Recommendations*

The Panel is supportive of the key recommendations outlined by B & E in their self-evaluation report, and the feedback provided below reflects some expansion on those recommendations. The SER identified the function's key themes for consideration: resources (facilities and systems); people (staff and training); communication (internal and across the University). The Panel strongly advises prioritising the sequence of these recommendations and the identification of appropriate KPIs to measure impact and effect of the steps taken.

It is critically important to recognise and acknowledge the impact of commuting on staff and students in reaching campus, and to prioritise these needs. Changing work practices means that issues relating to commuting require innovative solutions involving external agencies. The Panel's advice is to continue to partner with local authorities to work together to resolve common issues. The National Transport Authority (NTA) should continue to visit the campus to speak about and advise on Smarter travel approaches.

In relation to space utilisation, consideration will need to be given to the impact of longer days on available space; innovative solutions could be considered such as: 8a.m. – 8p.m. working hours and better coordination of working days. There is a balance to be struck between requiring more buildings and making better use of space. Benefits can be achieved in making the assets work harder, however this needs to be balanced against increasing costs for providing services, utilities and maintenance / running costs.

The Panel particularly commended the effectiveness of the collaboration between B & E and senior leadership within the University in the mobilisation of the Sustainability and Green Campus initiative.

Given the expertise and successes of this initiative, opportunities to showcase and share approaches and good practices with HE and Estates communities should be prioritised.

Procurement processes for B & E are onerous, time-consuming and costly. The Panel advises that consideration be given to the current arrangements for procurement in terms of meeting with statutory requirements while exploring how further efficiencies might be brought to bear to service the Capital Projects delivery. The Panel recommends that a procurement resource be localised within B & E, to provide an expert liaison role in ensuring coordination with the University's Procurement and Contracts Office, while meeting the needs of B & E as a service user.

In general terms the Panel noted that the B & E was effective and efficient in running its service. The self-evaluation had been prepared with diligence, and accurately reflected the activities of the function and its relationships with the rest of the University.

The meetings held with the stakeholders reflected a high degree of respect for B & E and in particular praise was given to the teamwork approach as well as to individuals.

2.3 Strategic Planning

The Panel recognises a leadership role for B & E in crafting the thinking for next generation approaches and a very strong role in guiding the process of prioritisation for remedial and development works across the University. B & E should ensure that the University's Masterplan responds to the strategic direction of the University as articulated in the main University Strategy and Academic Strategy, along with other associated strategies (e.g. Research, Sports and Digital Strategies)

In relation to strategic direction, and in the context of a team that is required to be very responsive to changing circumstances, time and opportunity should be created to consider foresight issues and initiatives such as the future of teaching and learning spaces, agile work structures, the connected curriculum, innovative approaches to commuting etc. It will be critical to map the student journey and research life-cycle, and the key touch points, to facilitate the integration of services and enable student, researcher and stakeholder-centred service delivery.

B & E should develop a proactive approach to identifying resource need and prioritisation with a view to anticipated funding gaps. A portfolio of "oven-ready" projects would be useful to leverage funding opportunities as they arise. This will ensure a state of readiness if and when funding /funding calls become available at short notice.

2.4 Governance

In relation to Capital Projects, consideration should be given to forming a strategic advisory board/ management committee (e.g. Estates Committee) comprising of senior colleagues and stakeholders. This recommendation is based on the models adopted by many other Universities to ensure that Estates issues are prioritised in cognisance with University Strategies and are aligned to strategic planning of Academic activities to the overall benefit of the University, ensuring that the Estate is developed effectively and efficiently.

The SER identified a key challenge relating to the prescriptive Government Capital Works Management Framework which is in an adjustment phase, and which requires relearning of processes along with increased administration. Having a mechanism for major projects to ensure successful and timely project completion is critical. The Panel recommends that B & E reviews the governance and management of Capital Projects and associated project management processes with a view to the introduction of appropriate gateway reviews at critical phases. Central to this approach is the potential for process improvement through post-project appraisal, post-occupancy evaluations and

implementing lessons learnt from design reviews. The opportunity should be taken to review the management of consultants and contractors – and stakeholder management, including academics, students and members of professional services – with a view to de-risking projects by planning well and ensuring early engagement with appropriate people for the relevant project.

2.5 *Student support & impact on the student body*

The warm response of students towards B & E staff, and in particular the Duty Officers, has already been noted. For front-line personnel dealing with student issues, time and resources should be set aside for more extensive deployment of available training in relation to student issues including mental health and first aid training etc. Where specific training is not currently available in the University, determine how best to source, deploy and develop appropriate staff capacity, based on on-going evaluation of student needs.

The Panel recommends that there is early engagement with students, as key stakeholders and end-users, in the design and scope of projects. B & E should consider a protocol for more structured and early engagement with the Students' Union, student clubs and societies, and the student body generally.

2.6 *Staff development and workload*

The SER identified that 12% of B & E staff are due to retire in the next 4 years, with a further 12% in the next 9 years; this include 50% of the current Management Team. This points to a need for succession planning, not least to counter against potential significant loss of institutional knowledge, with these retirements. The skills within the function were noted to be excellent and the extent of knowledge was detailed, however to ensure that performance levels are maintained and enhanced, future planning of resources is essential. B & E will need to develop and coordinate an approach for succession planning, to ensure the preservation and transfer of expert institutional knowledge and cultural diversity. The Panel advises that a GAP analysis is undertaken to ensure that across the current workforce the number of staff and range of staff skills and expertise is adequate for responding to the needs of the Estates & Capital Plans in light of the University Strategy.

2.7 *Communication, engagement and impact*

B & E is a large function, and it was noted that communications required to be improved both between units, and between the B & E and the rest of the University. Communication across the B & E function is complicated by the nature of the work of different units (not always desk-based), coupled with the fact that the separate functions are located at some distance apart. It is possible that a two tier arrangement could be developed with Corporate Communication and B & E communications being promoted either singularly or in partnership. The Panel recommends that the Office develops an appropriate means of communication for each section (perhaps informed by a needs analysis) to include innovative approaches, and the use of technologies to reach all staff audiences across the Buildings & Estates team. A regular Newsletter may be an appropriate interim measure, as demonstrated by the effectiveness of that circulated in December 2018. More broadly, the Panel recommends that B & E develop an internal and external communications strategy to improve the flow of information internally, inform people about achievements, the full range of services, priorities and developments within the B & E function, with good news and high impact visuals.

To increase ongoing stakeholder engagement and consultation across the University, a suggestion is to increase the number of Townhalls to occur at least once per semester, thus ensuring improved communication and providing a forum for open discussion on issues of common interest/relevance.

2.8 *Resources and Finances*

The Panel acknowledges the complexity of B & E's role in the management of the estate, taking account of the diversity of activities along with the challenge of prioritisation of expenditure for maximum benefit. The Panel recommends that B & E develop a programme and financial management plan to include an overall view of the totality of the portfolio of projects; the prioritisation of projects within the Capital programme against potential available budget and management of expectations; long term maintenance and the gap between new buildings and older stock.

2.9 *Service Delivery and Quality Management*

As part of the overall development of services to the University community, consider developing periodic and structured approaches to meet with key stakeholders early and often to understand current and emerging needs

In the context of the current high level demand for space, there is a need for a space review/audit for utilisation and efficiency. This audit should include some element of external input in relation to how this information is acted upon and implemented.

In relation to evaluating the impact of the work of B & E, consider the development and application of Smarter KPIs (more strategic in focus, transparent and more useful in evaluating the work of the department) and inform approaches with international benchmark data as appropriate (e.g. Association of University Directors of Estates (AUDE)).

To communicate this information, develop and use, as a matter of routine, appropriate infographics to show achievements in room utilisation and maintenance of standards.

2.10 *Compliance of the Unit with external policy drivers*

It is clear that a strong Health and Safety culture is embedded in Buildings and Estates. The critical role of Buildings and Estates in the Emergency Response Team and their willingness to go *above and beyond* particularly in times of crises is acknowledged.

Part 3 Commendations and Recommendations

3.1 Commendations

The Panel commends

- The high quality of the campus environment of which all of B & E can be justifiably very proud
- The universally high esteem by which the staff in B & E are held by colleagues and students, which was evident throughout the course of the Site Visit
- The collegiality, collaboration and commitment of B & E staff
- The integral role of B & E to the future development of the University
- B & E's leadership in relation to award-winning Sustainability/Green Campus initiatives, which has advanced UCC's profile as a Green Campus
- B & E's goal to involve everybody in the process of striving to be better
- The reduction in CO₂ emissions, despite the increased size of the estate was highlighted as a significant achievement by the Panel and has resulted in UCC meeting its 2020 energy reduction targets in 2015
- The impressive, thorough approach to self-evaluation led by the coordinating committee and the high level of participation and engagement by staff during the Site Visit
- The University's elegant campus – a jewel of Cork city, which generates significant local pride

3.2 Recommendations to the University

Communications:

1. The University is advised that the development of an internal communications strategy and associated support artefacts is a necessary step to help improve communication flows between Schools, Functional Areas and Offices as well as supporting these units' external communication activity
2. Consider the establishment of a strategic advisory board/or management committee (e.g. Estates Committee) comprising of senior colleagues and stakeholders, particularly in relation to Capital Projects

3.3 Recommendations to Buildings and Estates

Strategic Planning:

1. Ensure that the Masterplan responds to the strategic direction of the University as articulated in the main University Strategy, and Academic Strategy, along with other associated strategies (e.g. Research, Sports and Digital Strategies) as well as to the strategic estate needs, such as legal compliance works, addressing backlog maintenance and investments to provide the right teaching and learning spaces
2. The Director of B&E and the Senior Management Team should take a leadership role in crafting the thinking for next generation approaches and play a very strong role in guiding the process of prioritisation
3. For the B & E's leadership team to create time and opportunity to consider, with key senior colleagues across the university, foresight issues and initiatives such as the future of teaching and learning spaces, agile work structures, the connected curriculum, innovative approaches to commuting etc. Map the student journey and research life-cycle, and the key touch points, to facilitate the integration of services and enable student, researcher and stakeholder-centred service delivery
4. Develop a proactive approach to identifying resource need and prioritisation with a view to anticipated funding gaps. This will ensure a state of readiness if and when funding/funding calls become available at short notice

5. Consider the preparation of a 5 or 10-year strategy for Maintenance of the Estate, taking cognisance of the development of the estate (new builds, refurbishments, disposals and acquisitions) thus allowing budgets to be allocated for upkeep and resources to ensure that the Estate is well-maintained. Lifecycle costs to be established for all major projects, to inform business cases and investment decision making

Workforce Development Plan:

6. Develop and coordinate an approach for succession planning to preserve and transfer existing expert institutional knowledge and cultural diversity
7. Undertake a GAP analysis to ensure that across the current workforce the number of staff and range of staff skills and expertise is adequate for responding to the needs of the Estates & Capital Plans in light of the University Strategy

Service Delivery and Quality Management:

8. As part of the overall development of services to the University community, consider developing periodic and structured approaches to meet with key stakeholders early and often to understand current and emerging needs
9. In the context of the current high level demand for space, there is a need for a space review/audit for utilisation and efficiency. This audit should include some element of external input.
10. Develop and apply Smarter KPIs (more strategic in focus, transparent and more useful in evaluating the work of the department) and inform approaches with international benchmark data as appropriate (e.g. Association of University Directors of Estates (AUDE))
11. Develop and use, as a matter of routine, appropriate infographics to show achievements in room utilisation and maintenance of standards

Capital programme:

12. Review the governance and management of Capital Projects and associated project management processes with a view to the introduction of appropriate gateway reviews at critical phases. There is potential for process improvement through post-project appraisal, post-occupancy evaluations and learning from design reviews
13. Review the management of consultants and contractors with a view to de-risking projects by having on-going structured and contractual oversight
14. Put in place processes for formalised and structured stakeholder engagement (i.e. with academics, students and members of professional services) to ensure optimum planning, and appropriate and timely responsiveness to the University's needs
15. Give some consideration to the current arrangements for procurement and review how further efficiencies might be brought to bear to service Capital Projects delivery. This might include a localised procurement resource within B & E, acting as an expert liaison in ensuring coordination with the University's Procurement and Contracts Office, while meeting the needs of B & E as a service user
16. Develop a programme and financial management plan to include an overall view of the totality of the portfolio of projects; the prioritisation of projects within the Capital programme against potential available budget and management of expectations; long term maintenance and the gap between new buildings and older stock

Student Support and Engagement:

17. Plan for more extensive deployment of available training for front-line staff in relation to student issues; including mental health, first aid training and/or training on identifying and

responding to distressed or at-risk students. Where specific training is not currently available in the University, determine how best to source, develop and deploy.

18. Ensure earlier engagement with students, as key stakeholders, in the design and scope of projects. Develop a protocol for more structured and early engagement with the Students' Union, student clubs and committees, and the student body generally in estates-related activities

Communication and Engagement:

19. Increase the number of Townhalls to at least once per semester ensuring improved communication and providing a forum for open discussion on issues of common interest/relevance
20. Develop an appropriate means of communication for each unit (perhaps informed by a needs analysis) to include innovative approaches, and the use of technologies to reach all staff audiences across the Buildings & Estates team. A regular Newsletter may be an appropriate short-term step
21. Develop an internal and external communications strategy to inform people about achievements, the full range of services, priorities and developments within the B & E function, with good news and high impact visuals

Appendix 1 - Panel Site Visit Timetable

BUILDINGS AND ESTATES PEER REVIEW PANEL SITE VISIT TIMETABLE

Tuesday 21 May 2019	
Venue: Tower Room 1 (<i>unless otherwise specified</i>)	
12.00 – 13.00	<p>Convening of Panel members.</p> <p>Briefing by Director of Quality Enhancement and Administrative Officer, Office of Academic Programmes and Regulations.</p> <p>Lunch</p>
13.00 – 14.00	Private meeting of Panel
14.00 – 14.45	Meeting with Director, Buildings and Estates
14.45 – 15.30	<p>Management Team, Buildings and Estates</p> <p>Facilities Manager</p> <p>Capital Projects Officer</p> <p>General Services Officer</p> <p>Administrative Manager</p> <p>Buildings Officer</p>
15.30 – 15.50	Tea/coffee
15.50 – 16.00	Panel moves to Aula Maxima
16.00 – 17.00	<p>Meeting with staff of Buildings & Estates</p> <p style="text-align: right;">Venue: Aula Maxima</p>
17.00 – 17.15	Panel moves to Staff Common Room
17.15– 18.15	<p>Meeting with External Stakeholders</p> <p>Representative from Harrys Coyle Breen</p> <p>Representative from Cork City Council</p> <p>Representative from Environmental Forum</p> <p>Representative from</p> <p>Representative from Horgan Lynch</p> <p>Representative from Maida Builders</p> <p>Representative from Profix Maintenance Services</p> <p>Representative from ASM Group</p> <p>Representative from ETL</p> <p>Representative from McCutcheon Halley</p> <p>Chief Fire Officer, Cork Fire Brigade</p> <p>Representative from KPR Electrical</p>

	Venue: Staff Common Room
19.00	Informal dinner for members of the Panel and Buildings and Estates staff members Venue: Jacobs on the Mall

Wednesday 22 May 2019	
Venue: Tower Room 1 (unless otherwise specified)	
08.45 – 09.00	Convening of the Panel
09.00 – 09.45	Meeting with Deputy President
09.45 – 09.55	The Panel moves to the headquarters of Buildings and Estates
09.55 – 11.00	Tour of Facilities
11.00 – 11.30	Tea/coffee
11.30 – 12.15	Meeting with the UCC Subsidiaries Facilities Services Manager, Áras na Mac Léinn (Student Centre) Services Manager, UCC Campus Accommodation General Manager, KSG Tyndall Facilities Manager General Manager, Mardyke Arena CEO, UCC Academy
12.15 – 13.00	Meeting with Service Stakeholders Deputy Corporate Secretary, Office of Corporate and Legal Affairs Human Resources Business Manager (Central Services) Manager, Disability Support Service Director of Information Services and University Library AVMS Manager IT Services Procurement Officer, Procurement & Contracts Office
13.00 – 14.00	Lunch and private meeting of the Panel
14.00 – 14.45	Meeting with Academic Stakeholders Representative from Dental Hospital Representative from Department of Sociology Online Learning Project Manager, OVPLT Teaching and Learning Officer, School of Languages Representative from School of Engineering Representative from Department of Microbiology

14.45 – 15.15	Meeting with Students Vice-President for Welfare, Student Union Student Union Deputy President and Green Campus Co-Chair Education Officer, Student Union Student Union President Equality Committee, Student Union Environmental Society Chairperson
15.15 – 15.45	Tea/coffee
15.45 – 16.30	Meeting with representatives of University Management Team – Operations (UMTO) Vice-President for Research and Innovation Vice-President for Learning and Teaching
16.30 – 17.15	Meeting with Bursar
19.00	Working private dinner for members of the Panel to commence drafting the report. Venue: Meeting Room 6, River Lee Hotel

Thursday 23 May 2019	
Venue: Tower Room 1 (unless otherwise specified)	
08.30 – 08.45	Convening of the Panel
08.45 – 09.15	Private meeting of Panel
09.15 – 10.15	Meeting with Director of the Office of Buildings & Estates
10.15 – 10.30	The Panel moves to the Electrical Engineering building for the closing presentation.
10.30 – 11.00	Closing presentation Venue: Electrical Engineering (L2)
11.00 – 12.00	The Panel returns to Tower Room 1 for a private meeting (tea/coffee)
12.30 – 15.00	Further work on drafting the final report (lunch)

Appendix 2: Peer Review Panel Profiles

<p>Dr Ghazwa Alwani-Starr University of London</p>	<p>Dr Ghazwa Alwani-Starr is currently Director of Property and Facilities Management at the University of London, where she is responsible for all estates and services management across the University's academic and residential property portfolio.</p> <p>Dr Alwani-Starr is a chartered civil and structural engineer with 31 years' experience in the private, public and not-for-profit sectors. She gained both her BSc and PhD at the Department of Civil Engineering, University of Leeds and started her career in Yorkshire as a structural engineer, specialising in bridge engineering. She has held Project Directorship roles at BAA, the Prince's Foundation and the NHS.</p> <p>Dr Alwani-Starr has 15 years' experience as a board level director in the NHS, where she was Chief Operating Officer of an NHS shared services organisation, and then at the University of Roehampton as Director of Estates and Campus Services where she implemented the University's £100m capital programme.</p> <p>She has chaired the London Region of AUDE for 4 years and was Deputy Chair of AUDE. She was a member of the Oversight Panel for the UUK's Diamond II review of efficiency and effectiveness in Higher Education and the lead for the work stream focussing on space efficiency in UK HE. She also has non-executive director experience at Notting Hill Housing Association and at Regent's University – London, and has served as a school governor.</p>
<p>Ms Nora Geary University College Cork (Chair)</p>	<p>Ms Nora Geary was appointed Corporate Secretary in UCC in 2017, after having served as Deputy Corporate Secretary since 2011. Her role's responsibilities include Secretary to the Governing Body, subsidiary companies management, risk management, emergency management planning, University insurance programme, legal service, information compliance, and Health and Safety for the University.</p> <p>She also is the current Chair of the Irish Universities Association Secretaries Group and of the Intervarsity Insurance Management Group.</p> <p>Ms Geary commenced her career qualifying as a registered Nurse in 1987 and as a registered Midwife in 1995. She has a Masters in Healthcare Management, a Higher Diploma in Public Management and various other qualifications. She worked in clinical practice within the Health Service for seventeen years. She was the nurse representative on the Southern Health Board from 1997 to 2002 and a member of the Commission on Assisted Reproduction from 2000 to 2005. She is a founder member of the Midwives Association of Ireland and a Fellow of the Institute of Chartered Secretaries and Administrators.</p> <p>From 2001 to 2011 Ms Geary held various management roles within the Health Service, initially as a Business Manager, then as a Hospital Manager and was the Commissioning Manager for Cork University Maternity Hospital. She also spent some time in Corporate HSE working</p>

	<p>as a General Manager in the National Hospitals Office, where she led the design of the Quality and Clinical Care Directorate and the implementation of the National Clinicians in Management Initiative. She was Executive Lead for the reorganisation of acute services in Cork and Kerry from 2009 to 2011.</p> <p>She is married to Reg and has two children.</p>
<p>Mr Paul Moriarty University College Cork</p>	<p>Mr Paul Moriarty is currently the Director of Student Experience at University College Cork.</p> <p>Prior to this, he worked in a number of leadership roles in student services in Higher Education, which include Student Counselling & Development, Careers, Chaplaincy and Sport & Physical Activity.</p> <p>As Head of Student Counselling & Development at UCC, he led the development of a comprehensive range of counselling and personal development services, including online services and trainings for staff members, who may need to identify and respond to distressed and/or at risk students.</p> <p>Mr Moriarty's leadership in student affairs is recognised nationally and internationally. He is currently Chair of Student Affairs Ireland and Vice President of the European Council of Student Affairs and was invited to speak at the UNESCO Global Summit of Student Affairs in Santiago, Chile in October 2018.</p>
<p>Mr Declan Daly Cork County Council</p>	<p>Mr Declan Daly currently holds the position of Deputy Chief Executive and Divisional Manager (South) with Cork County Council. He was appointed to his current position in February 2007.</p> <p>Prior to this Mr Daly was the Director of Services in Planning and South Cork from 2002. In addition, he has worked in Engineering, consultancy and both as an Engineer and as Chief Environmental Officer with Cork County Council.</p> <p>Between 1991 and 1995, he held the position of Environment and Safety Manager at Hickson Pharmachem Ltd., a pharmaceutical and chemical manufacturing facility in Ringaskiddy, Co. Cork.</p> <p>His education includes a Bachelor in Civil Engineering degree in 1979 from University College Cork, a Diploma in Environmental Engineering from UCC and an MBA from Dublin City University.</p>
<p>Ms Stella A. Matko University of Strathclyde</p>	<p>Ms Stella A. Matko is currently the Director of Estates at University of Strathclyde (since April 2014), where she is responsible for the management of the University Estate.</p> <p>Ms Matko has 30 years' experience of Construction Project Management in the Public and Private Sectors, in particular within the Higher Education Sector in Scotland, following 6 years in private practice as a Project Architect in England, post qualification.</p> <p>Her education includes a B.Arch. Honours with Diploma, Mackintosh School of Architecture, University of Glasgow (1980-86) and she has been an ARB registered Architect since November 1986.</p>

	<p>Ms Matko's previous positions include Associate Director with GTMS - November 2006 to April 2007, acting Assistant Director of Capital Projects, University of Glasgow, April 2005 to Dec 2005 and Project Manager in Estates & Buildings, University of Glasgow from Jan 1991 to March 2004 - Project Management of Capital Projects.</p>
<p>Ms Beatrice McCarthy University College Cork (Student Reviewer)</p>	<p>Ms Beatrice McCarthy is a final year BSc Government student in UCC, who gained a valuable experience as a Student Reviewer by being member of the Quality Review Panel for two reviews.</p> <p>In addition, during the academic year 2016/17 she served as Students' Union Entertainments Officer. As part of this role, she cooperated with the Buildings & Estates Department to provide safe events for students on campus. Thanks to this, Ms McCarthy gained an insight into the important work that Buildings & Estates do for the University on a daily basis and the support they offer to students.</p> <p>Finally, for the past two years she has worked as a part-time administrator in the UCC Society's Office, so continuing to collaborate with the Department of Buildings and Estates in relation to societies' events.</p>