Peer Review Group Report

Estate and Support Services Department 2016

DOCUMENT CONTROL SHEET

Name of Unit	RCSI Estate and Support Services				
Project Title	Internal Quality Review				
Document Title	Peer Review Group Report				
This Document Comprises	DCS	TOC	Text	List of Tables	List of Figures	No. of Appendices
		1	31			1

Rev	Status	Author(s)	Reviewed By	Approved By	Office of Origin	Issue Date
1	Final	PRG		PRG	QEO	12 Feb 2017

TABLE OF CONTENTS

1 CONTEXT FOR REVIEW

1.1 Introduction

This report present the findings of a quality review of the Estate and Support Services at the Royal College of Surgeons in Ireland, which was undertaken from 1st-4th November 2016.

The Royal College of Surgeons in Ireland (RCSI) is the second oldest third-level academic institution in Ireland. RCSI is both [a] a health sciences Higher Education Institution with Schools of Leadership, Medicine, Nursing, Pharmacy, Physiotherapy and Postgraduate Studies, and [b] a Postgraduate Training Body in Surgery and related specialties.

RCSI is one of four Royal Colleges of Surgeons in Great Britain and Ireland (Edinburgh, England, Glasgow and Ireland). The RCSI School of Medicine was established in 1886 and RCSI became a Recognised College of the National University of Ireland (NUI) in 1978. In the decade from 1996 to 2006, RCSI underwent significant expansion through the establishment of additional Schools/Institutes on the Dublin campus, and of three new international campuses (Penang Medical College, RCSI-Bahrain & RCSI-Dubai).

Following an institutional review commissioned jointly by the Higher Education Authority and the National Qualifications Authority of Ireland (NQAI), RCSI was granted independent degree awarding powers in 2010. In 2011, RCSI entered into a licensing agreement with Perdana University (Kuala Lumpur, Malaysia) to establish the PU-RCSI School of Medicine. In 2012, RCSI launched the '3U Partnership' in conjunction with Dublin City University and the National University of Ireland Maynooth. RCSI is ranked in the top two per cent of institutions worldwide in the Times Higher Education World University Rankings (2015-2016) and is in the top 50 in the world for 'International Outlook'.

RCSI is an independent, not-for-profit health sciences institution with charitable status in the Republic of Ireland. The institution operates a primarily self-funding model, with State funding accounting for less than 20% of total income. The model is based on the education of a substantial cohort of international students alongside Irish/EU students.

The RCSI estate sits on some of the most prized and expensive real estate in Dublin and therefore in Ireland. As a provider of education to a majority international fee-paying student body, it has embarked on a transformative journey with respect to the quality of its estates to enhance the academic experience of both its students and academic/research staff. At the time of the review, the delivery of the current major capital works project - the New Academic Education Building (NAEB) - is approximately five months to handover. Three further projects (ERC Smurfit Building Phase II Project in Beaumont, 123 St. Stephen's Green (SSG) Basement Catering Quarter, and Mercer Library Refurbishment) are in the process of design and planning but are yet to commence construction. Together these projects will contribute an additional 15,100 sqm to the RCSI estate and the operational management of the Estates and Support Services Department.

Within the boundaries of the current estate, academic/research space and in particular office space is approaching or has reached the limits of its efficiency. It is within this context that the Estates and Support Service Department strive to meet the needs of RCSI community in the SSG site (123 and 121

SSG, York House, Ardilaun B, Mercer, Millen), ERC, Smurfit Building and Block 9, Reservoir House, Sandyford, GEM Connolly and Dardistown Sportsgrounds which formed the scope of this review.

1.2 Methodology for the Review

Prior to the site visit, the Review Group was provided with a Self-Assessment Report (SAR), together with supporting documentation. The self-assessment exercise is a process by which a Unit reflects on its mission and objectives, and analyses critically the activities it engages in to achieve these objectives. It provides for an evaluation of the Unit's performance of its functions, its services and its administration. In line with the RCSI strategic plan 'Growth and Excellence' it provides assurance to the College of the quality of the units' operations and facilitates a developmental process to effect improvement.

During the site visit, the Review Group validated the SAR content through an examination of the documentation provided and critically, through meetings with Estate and Support Services staff and with a broad range of staff across RCSI, as well as stakeholders external to RCSI, for example, suppliers, contractors and consultants. Where the Review Group requested additional information it was provided. The schedule of meetings is attached in Appendix 1.

At the conclusion of the site visit, the Review Group outlined the key findings, commendations and recommendations for enhancement arising from the review. Following receipt of this report the RCSI Estate and Support Services Department will consider the recommendations and, in conjunction with the RCSI Quality Enhancement Office, will develop a Quality Improvement Plan to address the stated recommendations.

1.3 Purpose of the Review

The purpose of the quality review is to assist RCSI to assure itself of the quality of each of its constituent units, and to utilise learning from this developmental process, to effect enhancements. This is the first review of the Estates and Support Services Department. It was conducted under the former Irish Universities Quality Board Framework for Quality in Irish Higher Education (2007).

The fundamental objectives of the review process are to:

- Monitor the quality of the student experience.

- Identify, encourage and disseminate good practice, and to identify challenges and how to address these.

- Provide an opportunity for units to test the effectiveness of their systems and procedures for monitoring and enhancing quality and standards.

- Encourage the development and enhancement of these systems, in the context of current and emerging provision.

- Inform the College's strategic planning process.

- Provide an external benchmark on practice.

- Provide public information on the College's capacity to assure the quality and standards of its awards. The College's implementation of its quality procedures also enables it to demonstrate how it discharges its responsibilities for assuring the quality and standards of its awards, as required by the Universities Act 1997 and the Qualifications and Quality Assurance (Education and Training) Act 2012.

1.4   Changing Quality Context

Quality and Qualifications Ireland (QQI) the new statutory body established under the Quality Assurance and Qualifications (Education and Training) Act (2012), released the Core Statutory Quality Assurance Guidelines (April 2016) that will form the framework for the next institutional review of RCSI and the next internal review of the Estates and Support Services Department. The Core Statutory Quality Assurance Guidelines 'seek to ensure that the learning environment (including teaching and research) reaches an acceptable threshold of quality' (pg. 2). This aligns with the RSCI Strategy and the mission of the Estates and Support Services Departments as outlined in the Self-assessment Report:

> "Our aim is to provide the quality physical infrastructure appropriate to the needs of a leading international centre of academic excellence".

The Estates and Support Services Department will be key to RCSI's success in meeting §5.4 of the Core Statutory Quality Assurance Guidelines 'Learning Environments' criterion. It is recommended that in developing the Quality Improvement Plan (QIP) that arises from this quality review, the Estates and Support Services Department take the opportunity to align the QIP with the criterion and thus embed the capability to meet these requirements as it continues to evolve to meet the demands of RCSI Strategy.

1.5   Membership of the Peer Review Group

The panel included:

- Ms Roisin Smith, Chair, Quality Officer, Trinity College Dublin, the University of Dublin

- Mr Allan Blair, External Reviewer, Director Facilities Management, London School of Economics, UK

- Mr Robert Reidy, External Reviewer, Director of Buildings & Estates, University of Limerick, Ireland

- Mr Michael McGrail, Internal Reviewer, Director of Corporate Strategy, RCSI, Ireland

1.6 Terms of Reference for the Peer Review Group

The terms of reference of the PRG are to:

- Evaluate critically the SAR and the supporting documentation

- Verify how well the aims and objectives of the Unit are being fulfilled, having regard to the available resources, and comment on the appropriateness of the Unit's mission, objectives and strategic plan

- Comment on how well the Unit fits with the strategic plans for the College as a whole

- Evaluate the Unit's strengths, weaknesses, opportunities and challenges as outlined in the SAR

- Discuss any perceived strengths and weaknesses not identified in the SAR

- Assess the suitability of the working environment(s)

- Comment on any recommendations proposed by the Unit in its SAR

- Make appropriate recommendations for improvement, with due consideration of resource implications.

1.7 Acknowledgments

The PRG is grateful for the assistance which it received from Mr Mark Collins who acted as scribe to the PRG throughout the visit at RCSI and members of the Quality Enhancement Office for the way in which they facilitated the PRG requests during the review visit.

Thanks also go to the management and staff of the Estate and Support Services Department who made themselves available, to answer questions and provide evidence to inform the conclusions of the PRG and the development of this report; to the members of the Senior Management Team (SMT) and the wider College community who participated in the review and finally to the external stakeholders who contributed to the review process.

Commendations

The PRG commends:

1.8. The openness and willingness of the Estates and Support Services Department to engage with the Quality Review Process as evidenced by the participation of all members of the team and the engagement of a broad range of internal and external stakeholders in meetings with the PRG.

1.9. The commitment and dedication of the Estates and Support Services team with respect to their role in supporting RCSI achieve its strategy as a destination of academic excellence.

1.10. The ethos of customer service and value for money that imbues the activities of the Estate and Support Services Team in the conduct of its functions and activities and which received positive comment by internal and external stakeholders

Recommendations

The PRG recommends:

1.11. The PRG recommends that the Estates and Support Services Department in developing the Quality Improvement Plan that arises from this it's first quality review, take the opportunity to align the criterion of the QQI Core Statutory Quality Assurance Guidelines §5.4 Learning Environment.

2 INTRODUCTION AND CONTEXT FOR THE UNIT

Structure

2.1 RCSI Estates and Support Services Department is headed up by the position of Head of Estates which is an Associate Director position within the RCSI hierarchy. The HoE has been in position since July 2014 and reports into the SMT through the position of Director of Human Resources.

2.2 The current configuration of the Estates and Support Services Management Team is relatively new, having being established in 2014. It consists of:

- Head of Estates & Support Services (HoE)

- Building and Estates Manager (BEM)

- Front of House Manager (FoH)

- Health and Safety Manager (H&S)

- Senior Project Manager (SPM)

2.3 At the time of the review, the holder of the BEM position is in a temporary position of NAEB LEED Commissioning Authority until the NAEB is handed over and the transition and operational management of this new and technology-enhanced building is embedded. The holder of the H&S position is currently Acting BEM and the position of H&S is being backfilled by a specialist Health and Safety contractor.

2.4 Estates and Support Services currently directly employs 23 full-time equivalent staff, a relatively lean workforce when compared to other Higher Education institutions, including those of the PRG members. In addition to the Health and Safety (fixed term contract employee) contractor, there are two additional contractor positions:

- CAD Technician

- General Operative/Technician - Electrician

2.5 There are a further 91 outsourced resources, the majority of whom sit under the FoH function:

- Bilfinger Cleaning and Security (since August 2016 -1 Site Manager; 1 Supervisor Security with 25 staff; 1 Supervisor Cleaning with 37 staff)

- KSG Catering (since 2011 and currently extended for a further 18 months until such time as the 123 basement Catering Quarter is refurbished -1 Site Manager; 1 Catering Manager; 1 Catering Supervisor and 23 staff)

Together these combined resources fall with four function areas:

- Health and Safety

- Front of House

- Building and Engineering Services

- Projects and Capital Works.

Physical Facilities

2.6 The Estates and Support Services Department is located within an open plan office environment in 121 St Stephens Green, with a dedicated office for the HoE and a small meeting/print room. The physical environment facilitates a culture of open communication and collaboration across staff.

2.7 The Porters Team which fall under the FoH function is located within 123 St Stephens Green, which houses the main reception desk and is collocated with the mail room and security control room. The Porters Team also have a small staff room/change room. The General Operatives / Facility Technicians have a small office / storage area in 123 St Stephens Green, and also have a number of stores / rooms in the basement area.

2.8 The PRG had the opportunity to conduct tours of the main St. Stephens Green locations (121; 123; SSG, Ardilaun B) and the NEAB construction site during the onsite review to observe the work environment, the teaching and learning environment and the student service and amenity areas. The PRG did not visit any of the key laboratory buildings (York House), the student accommodation sites at Mercer or Millen or the current library site at Mercer which is planned to be relocated into the NAEB post completion.

2.9 Outside of the main SSG Campus, sites within the scope of the review included ERC Smurfit Building Beaumont and Reservoir House, Sandyford. There are three Estate and Support Services staff located at the ERC Smurfit Building at Beaumont Hospital, who also attend RCSI Connolly Hospital, Blanchardstown and the RCSI Sports Grounds at Dardistown. The PRG met with two members of the Estates Team located at Beaumont during the onsite visit as well as clinical, academic teaching and research staff and student representatives on placement at Beaumont, all of whom are users of the ERC Building and Beaumont Hospital facilities. The PRG did not conduct a site visit to the above locations as part of the on-site review.

2.10 RCSI Sandyford has no Estate and Support Services FTE staff located in it but has contracted security staff and receives regular scheduled monitoring visits by the FoH Manager and the Acting BSM. The PRG had the opportunity to meet with academic teaching staff representatives located at Sandyford as well as the Bilfinger Security Supervisor but did not conduct a site visit to Sandyford as part of the on-site review.

Budget

2.11 The Estates and Support Services Department has one of the largest budgets with respect of non-academic departments and this is growing in line with College investment. The operational budget is expected to reach €7.1 million (pay and non-pay) when current and future planned capital projects come on-stream (Support Document 18). The operational budget for NAEB has been allocated and will require a number of years' experience to hone the recurrent operational budget. The Estate and Support Services Department Capital Expenditure budget over the next 5years is projected at €34m, the largest capex budget in the College.

3   GOVERNANCE AND PLANNING

Structure

3.1   The governance and planning with respect to Estates, large capital projects and the contentious issue of space sits within the remit of the SMT. The SMT meets weekly and the strategic aspects of Estates including major capital works projects form part of the regular agenda for meetings. Major projects documentation clearly defines the governance model structure for projects of different scale and shows the relationships between the RCSI Executive Sponsor and SMT, outsourced suppliers, internal RCSI project management and operation management teams (Support Document 18).

3.2   The SMT is supported in its governance responsibilities by the Space Management Committee, the terms of reference for which, at the time of the review excluded the NAEB. This committee is not a decision-making body but makes recommendations to the SMT, to which it reports monthly. It produced two of the Supporting Documents (15 and 16) which helped crystallise for the PRG, the issues in relation to space i.e. the Summary Space Analysis and space norms. The acting Building and Estates Manager (BEM) represents the Estates and Support Services Team on the committee and chairs same.

3.3   RSCI has two Health and Safety Committees (SSG and Beaumont) that are supported by clear terms of reference, policies, procedures, forms and a documented training matrix that delivers general and targeted training to staff roles with particular responsibilities on a defined schedule. The Health and Safety Manager position is responsible for the coordination of the two Health and Safety Committees across SSG and Beaumont sites.

3.4   The Estates Department present their Summer Works Programme on an annual basis (Support Documents 1) to the Academic Council of College, a principal committee of College. Such presentations provide an opportunity for the Estates Department to showcase their achievements which in 2014/15 accounted for 27 major projects at a combined value of €4.5M; and in 2015/16, 23 major projects at a combined value of €5.7M.

Leadership

3.5   The SMT adopt a very strong investment management/commercial approach to the management of the estate portfolio. SMT representatives clearly differentiated between large capital expenditure projects linked to the achievement of strategy such as the NAEB, its overseas campus and the StAR strategy. The estate is regarded as a highly valuable resource that requires optimisation given it is capable of commanding rents of €500-600/m2 per annum on the open market.

3.6   Internal stakeholders identified four SMT position holders with an interest in the Estates portfolio:

- The CEO to whom the HoE reports directly with respect to large capital expenditure projects

- The Director HR to whom the HOE is a line manager report with respect to business-as-usual functions and projects within the Estates Department

- The Director of Corporate Strategy who holds responsibility for Investment Strategy including where RCSI act as the lessor/landlord and who also acts in the capacity of Client Executive on the NAEB project, and RCSI's overseas campuses

- Director of Finance.

3.7   The multiplicity of interests on the SMT was reported as confusing for internal stakeholders, as was the non-decision-making role of the Space Management Committee. External stakeholders observed opportunities for greater congruence between the strategic and operational representation of the Estates portfolio on the SMT.

3.8   Leadership responsibility, for space and for health and safety also extends to Heads of Department and Principal Investigators. These roles are seen as a necessary link in the early communication of alteration of use of RCSI space and the recently agreed Space Norms (July 2016) and for statutory compliance e.g. conduct of risk assessments with respect to staff/activities and work permits for visiting contractors. These roles are also charged with mediating a change in 'culture' or 'mindset' with respect to space as outlined in the policy statements embedded within the Space Management Committee Terms of Reference:

A.   All space is owned by the College and is allocated on the basis of greatest demonstrable need.

B.   The allocation of space to any Department / unit will not be regarded as permanent. Space is an expensive College resource and will be subject to review and justification by the Space Planning Committee.

C.   Head of Schools/Departments are responsible for ensuring that their allocated space is used efficiently. This requires them to recognise and adhere to the space norms set out by this Committee.

D.   Research Groups will be clustered to maximise the use of shared core facilities and make best use of available space.

E.   Sharing of space will become the norm rather than the exception.

F.   Established space norms will be used for RCSI space planning. The achievement of space norms is predicated on the availability of sufficient space. Pending the achievement by the College of such norms, space will be allocated, in so far as is possible, on a pro rata

discount to the relevant norm. Benchmarking systems and policies of other institutions/organisations nationally and internationally will be a feature of the system.

G. Schools and Departments, which plan to change their activity or resource levels, shall also include plans as to how these changes in resource and activity levels can be accommodated within their existing space allocation or identify the additional space requirement.

3.9   Clear direction and communication of decisions on a College-wide basis from the SMT and Space Management Committee will be required to effectively empower the Estates and Support Services Department to implement these changes in a seamless and non-confrontational manner.

Strategy and Planning

3.10 The PRG observed that estate strategy and planning control is an area of strength at RCSI as evidenced by the existence of a campus Masterplan (Appendix D), the Estate Strategy (Appendix C), examples of a willingness of RCSI to engage external professional advice both to develop strategy e.g. Tricon Report on Catering (provided on-site); or prioritise compliance actions e.g. Metec Consulting Engineers audit of compliance reports (Supporting Document 11) which exceeds that required by minimum compliance audits conducted by Allianz Insurance.

Commendations

The PRG commends:

3.11 RCSI and the Estates and Services Support Department for the strength observed in the documentation and articulation of strategy with respect of the Estates portfolio and its commitment to source external professional and technical advice to inform strategic options analysis and respond to areas of statutory risk and planned capital works.

3.12 The SMT and the Space Management Committee for the development of space norms that clearly articulate expectations and the commitment required of the College community to optimise space as a scarce resource integral to the achievement of strategy.

Recommendations

The PRG recommends:

3.13 In the planned review of the terms of reference of the Space Management Committee the opportunity be taken to clarify its role with respect to space in College vis-à-vis the SMT; and

to clarify its role in relation to teaching and learning spaces in the NAEB and with respect to 'student space', which was reported to the PRG as not within its remit;

3.14   That system supports to streamline the process that informed the Space Summary Analysis be developed (i) to allow it to be replicated and (ii) to contribute to inform decision-making in a sustainable way.

3.15   That greater congruence between the strategic and operational elements of the estates portfolio on the SMT be explored in the context of future development of the estates portfolio and planned growth in student and academic staff recruitment.

3.16   The PRG supports the Estates proposals 6 and 7 with respect to engagement and training of Managers and PIs to ensure compliance with duties and responsibilities under health and safety legislation and College policies for the safety, risk assessment and mitigation of all activities, processes and staff.

4   MANAGEMENT AND RESOURCES

Change Management

4.1   The Estate and Support Services Department since 2014 has embarked on a transformative change journey which has seen the incorporation of what previously were outsourced professional resources in-house e.g. project management, management; the addition of the Front-of House function which incorporates the Porters Team and saw the transfer of the management of outsourced contracts previously held by the Communications, Conference and the Events Team into its remit i.e. Catering; Security and Cleaning.

4.2   The change management activity related to the development of the role and function of Estates and Support Services within RCSI is an ongoing matter of priority for the HoE and the Estates Management Team. This is reflected in the 15 Proposals; 10 Request for Input and 25 Estate Recommendations for consideration and response by the PRG in the Self-assessment Report. Current change effort is directed at the establishment of a single Facilities and Support Services Department staff-member identity; and readiness to respond to the challenges presented by significant additions to the estate being added in the immediate future.

Key change management challenges that require resolution include:

- What is the staffing profile required to meet the operational demands of current and future growth in RCSI estate portfolio i.e. the number of permanent/temporary, in-house and outsourced staff required per staff role?

- What criterion inform the decision to recruit positions as permanent/temporary in-house or contracted/outsourced resources (cost benefit analysis based on the anticipated sustainability of such positions vis-à-vis peaks and troughs in estates management activity and efficiency gains through role redesign, integrated systems)?

- What skill-mix is required to meet the demands of the portfolio across all sites, in the short to medium term (2017/18 NAEB and ERC) and longer term (2025/26 Ardilaun B and C) and in particular to take account of intelligent-design aspects of new developments?

- Is there an opportunity to expand the current scope of HR benchmarking for the Estates Department beyond salary benchmarking to include staffing models?

- What operational plans including allocation of current or new, in-house or outsourced resources will be required to meet the demands of the NEAB building and when will this information be communicated to staff?

Human Resource Management

4.3 As an independent, not-for-profit health sciences institution with charitable status in the Republic of Ireland, RCSI is not subject to constraints of the Haddington Road Agreement or the Government Employment Control Framework. However RCSI as with all other Irish universities has been impacted by the economic downturn that occurred in Ireland since 2008. Steps taken to respond to the economic downturn in RCSI included pay freezes but no redundancies.

4.4 In meetings with the PRG, participants' perception was that opportunities for promotion and remuneration had improved for academic staff across College but not for administrative staff. This was refuted by the Director HR, the HR partner and other senior members of staff who pointed to the HR benchmarking processes that had resulted in an increase in remuneration for some roles against industry standards and that the rate of internal promotion for administrative staff had exceeded that for academic staff (30:18) across College. It was acknowledged that it may not be well understood by staff. The overall resource level of the Estates and Support Services Department would in the opinion of the PRG be considered quite lean in the context of the size and complexity of the estate.

Recruitment and Promotion

4.5 The Estates and Support Service Department is currently holding recruitment on a number of vacancies pending the outcome of discussions on the introduction of a flexible pattern of rostering including weekend cover that would enable the team to respond to an increase in demand for out-of-hours service including on-call services; and meet the demands of peak periods of activity such as the Summer Works Programme, which is delivered within very tight timeframes.

4.6 All current and planned recruitment is being considered in the context of the increase in the estate portfolio of approx. 14,000m2. The NAEB will be a technology advanced multifunction building with intelligent design features that challenges the orthodoxy of job families required for traditional construction design buildings that precede it. It presents the opportunity to redesign job roles and their allocation required to future-proof skillsets required of the Estates and Support Services Team.

Skills and Capabilities

4.7 The skillsets within the Estates and Supports Services Department fall within the following areas:

- Engineering

- Health and Safety

- Project Management

- Electrical and Trade General Operative

- Customer Service

- Front of House Services.

- Facilities Management

4.8 The PRG tested the perception of the skills of the Estates and Support Services Departmental staff with a range of internal and external stakeholders to test the various Proposals, Request for input and recommendations in the Self-assessment Report. The PRG found that the skillsets were of the appropriate standard and fit for the scope, size and scale of projects and activities that fall within the remit of the Department with respect to the current portfolio.

4.9 The view of the Senior Management Team and external stakeholders is that RCSI will continue to procure skillsets with respect to the design and build for major capital works projects through the open-market using tendering processes. They recognised these skillsets as different and separate to those which are retained in-house and that the need for such skillsets occurred at a level of infrequency that would not require them to reconsider this approach in the medium to long term.

Professional Development Planning

4.10 All staff were reported to participate in the Professional Development Planning (PDP) process launched in 2013, one of the tenets of which is talent acquisition and retention. The PRG noted that two members of the Estates Management Team are currently in receipt of professional development through secondment opportunities that has significantly increased their skills. These secondments are due to terminate in 2017. Management of these staff reintegrating or repositioning as part of the future strategy for the Estate and Support Services Dept will be required by the HoE and the HR Partner, in conjunction with the managers in question.

4.11 In addition two departmental staff are being sponsored by RCSI to complete qualifications in Facilities Management and Property Management. Also noteworthy is the commitment to early career development offered through the student internship/graduate part-time position that offers flexibility to the team at times of peak demand i.e. the Summer Works Programme.

4.12 While the above points to positives with respect to continuous professional development, this experience was not shared by other staff groups who perceived that they had reached a 'ceiling' in terms of their career progression. These matters form part of the change management considerations outlined above.

Systems

4.13 The Self-assessment Report identified several system related issues impacting on the capacity of the Estates and Support Services Team to gain further efficiencies in key processes. The key system is the Computer Assisted Facilities Management (CAFM) System, which is an integrated server based system that as reported in the Self-assessment Report currently lacks integration with:

- RCSI Finance System- Agresso

- Project Management Software

- Computer Aided Design (CAD) System

- Call Centre/Helpdesk functionality

4.14 The CAFM is due for a system upgrade in 2017 and while it is currently fit-for-purpose and not impinging on the delivery of services, the lack of integration is a constraint to further efficiency gains that would support the end-to-end management of the Estates function i.e. capture, monitor and report the full level of activity and performance against key metrics such as close-out times on work-orders. The opportunity to further integrate related processes that

currently require manual workarounds would enhance the satisfaction of the Estates and Support Services Team and benefit the professional level of service that they aspire to deliver to internal and external stakeholders.

4.15   At the time of the review, the Estates and Support Services Team had initiated the use of mobile devices to enhance the ability to allocate, respond and close-off work orders in 'real time' and simultaneously complete work orders in the CAFM system. This innovation would replace the current manual system that requires General Operatives/Technical Staff to attend the Estate and Support Services Office to collect and upon completion of the job, return the work order and update the CAFM system with close-out times and send a confirmation email to the requester.

4.16   While care should be taken not to lose the unique sense of community developed through informal and interpersonal contact the use of mobile devices that integrate with the CAFM would also eliminate a small level of 'black market' activity where 'ad-hoc' requests, responded to by Porters, General Operatives/Technicians, Building Services and contracted security staff may not be reflected in the CAFM system.

Relationship with Shared Corporate Services Departments

4.17   The PRG observed that a number of the Estate proposals, requests for information and recommendations are amenable to be addressed through established working relationships with other RCSI Departments. While the preparation of the Self-assessment Report details a consultative process within the Department and with internal and external stakeholders, the PRG observed that these departments (RSCI Human Resources, IT and Finance) were experiencing constraints that were impacting on the Estates and Support Services Department or had prioritised projects that did not align with the needs of the department.

4.18   Notwithstanding the above observations, the identified departments are collocated on the same floor as the Estates and Support Services Department and an 'open-door' collegiality was reported to supplement regular, scheduled meetings between the HoE and the HR Partner (weekly) and the HoE and Organisational Development & Change Strategy position-holder (monthly).

4.19   The remaining corporate unit which emerged as having interdependencies with the Estate and Support Services Department was the RCSI Communications, Conference and Events who are responsible for planning and coordination of a number of scheduled public events each year. As stated previously, RCSI Estates and Support Services Department and in particular the FoH Porter Team is increasingly involved in out-of-normal business hours' events that require set-up and return to normal-use format for next day use. This has led to exploration of how best to respond to the need to have staff on-site and on-call after hours, such consideration of a Duty Manager function and an on-call process.

4.20   One of the key interdependencies between the Estate and Support Services Department and the RCSI Communication, Conferences and Events is in the booking of rooms. Attendees at meetings with the PRG reported that RCSI was currently transitioning from the 'Rendezvous' and the new 'Ungerboeck' system and that this was presenting challenges to staff in confirming what rooms are available. The scarcity of space can result in competing priorities for its use and the need to embargo its use to facilitate refurbishment, painting or simply routine maintenance. Until such time as the issue of space is relieved in some way, these competing priorities will remain.

Communication

4.21   As the size and scale the Estate and Support Services Team and the volume and scale of projects which they are responsible for delivering increases, so too does the effort associated with communication, which was a key issue identified in the Self-assessment Report.

4.22   In terms of Team communication, the departmental office is open-plan which facilitates communication for staff located in the main office and acts as the central communication-hub for staff located elsewhere in SSG or at other sites. As space is currently optimised, there is no possibility for further colocation of staff in the SSG site. General Operatives and Facility Technicians located on the SSG site attend the main office to collect and return completed work-orders and this ensures opportunities for informal communication. The introduction of mobile devices will negate the necessity to attend the office for this reason thus presenting an additional challenge to achieving informal communication and advancing a shared team identity. Building Services staff located in Beaumont are in contact with the main office on a daily basis and attend the SSG campus for meetings. The FoH Manager places a lot of effort into maintaining channels of communication with FoH staff he meets weekly with the Porters Team; the Bilfinger Account Manager is located in the main office which assists informal communication and there are formal meetings with Bilfinger and KSG catering site representatives who are located in a different location in the SSG site. A standing agenda is agreed for meetings with outsourced service providers and this was confirmed by representatives in meetings with the PRG.

4.23   The main office attracts a high volume of phone calls as a result of the helpdesk function which is managed across three staff but responded to by all staff, as required. This places high demands on staff to be immediately available and responsive and staff pride themselves in their level of personal service in this regard. The office is attempting to institute a shift to email

as the first point of contact in order to better manage, prioritise and log calls. General Operatives and Facility Technicians staff carry radios and this ensures ease of communication to alert staff of jobs queued for response.

4.24 A key gap identified by the PRG that presents an immediate opportunity for improved communication is if the Estate pages on the Staff Portal of the website was populated with key resource information. This would reduce the dependency on office staff, educate the College community on Estate functions, instil a level of self-service on behalf of internal stakeholders and facilitate ownership for those tasks for which there is delegated responsibility. The PRG were provided with detailed information in Appendices and Support Documentation to the Self-assessment Report which would easily transfer as content to the web. As part of a further enhancement to the Department webpages, the PRG recommends the Department institute a 'You Said-We Did' section to communicate back to students and staff, actions taken in response to feedback.

4.25 The Projects Team utilise a cloud based project management system which allow for the electronic issue of Minor Works Framework Support Documents to contractors (Support Documents 25 and 27 respectively).

4.26 The final step in achieving and promoting communication is that the College provide access to all administrative services on the College external-facing website in the interests of providing public information, as required under the ESG and QQI Core Statutory QA Guidelines.

Quality Management

4.27 It is evidence from the Self-assessment Report and from the onsite visit that the Estates and Support Services has been active in promoting quality of design and operation in buildings and estates management and in embracing statutory, best practice and sustainability initiatives pertinent to its function areas.

4.28 The PRG were unable to discern either from the Self-assessment Report or the Estates Department webpages on the staff portal, a clearly articulated Quality Framework at the level of the Estates and Support Services Department, rather than at the level of its constituent functions. In developing an overarching Quality Framework at departmental level the management team should adopt a clear Plan-Do-Check-Act cycle approach and ensure evidence of:

- Designated accountability i.e. ownership at individual and committee level as evidenced through position descriptions, terms of reference

- Documented policies, procedures, processes, forms, standard operating procedures

- How information is communicated within the Department, made available/accessible across College and externally to stakeholders including contractors and outsourced suppliers

- How risk is identified, assessed and managed

- How implementation is managed

- How monitoring and evaluation are scheduled, conducted and how the outcomes of monitoring and evaluation activities inform decision-making and further enhancement activity

4.29 The PRG also noted scope for enhancement of templates used to track continuous improvement actions arising out of evaluation surveys e.g. the Catering Services Action Plan (Support Document 6) and the Student Feedback Survey 2016 Catering and Physical Facility – Estate action plan (Support Document 38). All action plans should have a consistent format and include key information that can identify and assist monitoring activities:

- Task

- Person Responsible

- Date due

- Status update and date of completion.

Commendations

4.30 The PRG recognises the transition the Estates Team has made in the last two years, the incorporation of new skillsets and the professionalisation of services that has enabled the provision of an elevated service provision to College and received recognition from the broad range of internal and external stakeholders in terms of skills, capabilities and customer service.

4.31 The PRG recognises the foresight of RCSI in embedding a staff resource at the initiation of the NAEB project to guide delivery of LEED Gold accreditation and to provide early familiarity with the complex systems being employed in this building with the objective to enhance the management of these systems after handover.

4.32 The PRG commends the RCSI and the Estates and Support Services Department for the opportunity provided via the Student Placement/Graduate position for the early career development of future building and estate personnel.

4.33 The PRG observed an internalisation by the Estates Team of the importance of the alignment of strategy with the function areas for which they were responsible for the delivery e.g. StAR Strategy and value for money ethos.

Recommendations

The PRG:

4.34 Recommends that strategic change management advice is given early consideration in the delivery of large capital expenditure projects to ensure the human resource impacts on workloads, skills, capabilities and business systems are given equal attention to the delivery of the infrastructure itself.

4.35 Recommends that an overall staffing structure incorporating the new NAEB should be formalised and communicated to staff. Within this, consideration should be given to developing roles which currently fulfil the same or similar roles across different sites e.g. General Operatives/Facilities Operative/Technician, under a clear structure and similar nomenclature, for example, Facilities Technician.

4.36 Supports the Estates Recommendation 1 that consideration be given to bringing the Computer Aided Design (CAD) function in-house. In doing so the PRG recommends the redesign of the specifications for the CAD Technician position to meet the future needs of the Department and the functions its supports i.e. Project Management, Building, Engineering Services and Space Management.

4.37 Supports the Estates Recommendation 2 that consideration be given to formally engaging with relevant colleges to offer students, undertaking studies in Construction, Facilities Management (FM) and health and safety, work placements in the Estate and Support Services office. This would extend the Graduate Placement position beyond the current position holder and assist in the management of key peak periods of work that accompanies the Summer Works Programme. The opportunity also exists to explore placements with providers of Hotel Management and apprenticeship programmes to address succession planning for Front of House and facilities and technical staff.

4.38 Recommends that consideration be given to the development of a Controls Engineer position/or similar position in relation to the intelligent design components of the multifunction NAEB building.

4.39 Noted that some work has been done in relation to developing a Duty Manager function within College and recommends that further work is required to align the scope of this function with an extended hours model of service delivery and requirement for 'on-call' support. Independent external advice should be sought in the design of this function.

4.40 Recommends that the Estates Team continue a consultation process with IT and Finance to determine the future needs of the department and to ensure that Estates' systems are considered under the wider College IT Strategy and not in isolation; for example, the upgrade

of CAFM and project management software expected in 2017. The Helpdesk function should continue be an integral part of a next generation CAFM system.

4.41 Supports the Estates Proposal 4 that work be undertaken with RCSI Finance and RCSI IT to integrate with the Agresso system with the upgraded CAFM system to automate the raising of purchase orders (POs) and finance and budget reporting for projects by Estates and Support Services.

4.42 Notes that the FoH function is newly established and includes the management of significant outsourced contracts. The PRG recommends that the formal establishment of the FoH as a financial budget centre bringing together the relevant sub-budget cost codes be completed with the appropriate Finance and/or HR departmental support within three months.

4.43 Recommends that the HR Department lead the communication to staff in relation to perceived differentials in opportunities for promotion and pay between academic and administrative staff; and continue to work with the HoE and the Estates Management Team to develop a workforce plan to address: skills/capability assessment, role redesign; work redesign (manual handling) succession planning and recruitment strategies.

4.44 Recommends that the Finance Controller work with the HoE and Estates Management Team to design the specifications of the next generation CAFM planned for 2017 to ensure integration with the Agresso finance system; and provide options on the continued manual processing of high volume-low value purchase orders to streamline workload and the volume of purchase orders >€3,000 requiring escalation for approval.

4.45 Recommends that the Director IT work with the HoE and Estates Management Team to design the specifications of the next generation CAFM planned for 2017 to ensure:

- Integration with the Agresso finance system

- Computer assisted design capability

- Project management software capability

- Electronic 'call navigation' customer call centre service capability

4.46   Recommends that College work to complete the full implementation of the Ungerboeck room booking system to facilitate effective planning and communication with respect to room availability/non-availability due to maintenance, refurbishment etc.

4.47   Recommends that the Estates Department develop and clearly articulate a Departmental level Quality Framework that vertically integrates with those quality elements already in existence at the functions level and links to a proposed Estates and Support Services Operational Plan. In addition that all Action Plans that support continuous monitoring and improvement initiatives should adopt a consistent format and include key information that can identify and assist monitoring activities.

4.48   Recommend that the Estates Department prioritise further development of its web presence to include all Estates policies, procedures, forms, terms of reference, committee agenda and minutes, copies of sample documentation, the Minor Works Framework etc. This would assist the Department to comply with quality expectations as outlined in quality framework documents, but also to educate the broader College community by enabling a level of self-service and ownership with respect to shared areas of responsibility and reducing a dependency on lean Estates staff resources, freeing up resources for other areas of work.

4.49   Recommends that the weekly Friday email communication to staff in support of energy efficiency initiatives be automated.

5   FUNCTIONS, ACTIVITIES AND PROCESSES

5.1. The PRG was given access to a wide variety of documentation detailing the four function areas that constitute the Estate and Support Services Department. The majority of this documentation was well developed and the implementation of activities and processes which it supports operates effectively. In particular, the vital control it exercises over contractors regarding quality control, safety management and record management of physical changes was evident.

Building Engineering Services

5.2. The Estates and Support Services Department have a very good Planned Preventative Maintenance Schedule (PPM) managed using a PPM tracker for all mechanical and engineering services, lifts, water hygiene and CCTV systems. This allows for good planning and control of these works including accurate monitoring of statutory compliance elements of the M&E services such as lifts, pressure systems and water hygiene. Statutory inspections are carried out by Allianz and a further audit carried out by Metec in 2015 (Support Document 11) supported the department in confirming their approach to maintenance audits and legislative compliance.

5.3. Condition surveys are undertaken over a five-yearly cycle allowing for a comprehensive prioritised programme to reduce the College's backlog maintenance. Main public and communal areas are redecorated regularly in line with public/high profile events. Office redecoration appears to be carried out on request or as decided by Estate and Support Services, as per the condition survey. Currently there is no published schedule whereby College staff can be informed of when their work area is due for redecoration and flooring replacement. Such a development would be welcomed by staff who spoke to the PRG and would help set expectation in this regard. This should also be factored into the development/refurbishment programme.

5.4. The Sustainable Energy Authority have set national targets in energy efficiency of 20% by 2020, currently the College is 15% below the 2007 baseline having already completed a number of projects to bring this forward. There are a number of good initiatives being carried out such as all new projects will follow a LEED process but do not go for LEED to support the change in the sustainable built environment. The College is progressing to achieving accreditation as a green campus focusing on energy, waste and biodiversity. Energy purchase is retendered every couple of years for better value. Every Friday an email is sent out to turn off PCs, consideration could be given to automating this process. Students representatives interviewed expressed an interest in participating in biodiversity initiatives such as beekeeping, which is done in the London School of Economics, also a city centre campus.

5.5. Consideration should be given to formal accreditation such as ISO 50001 for energy management, as this would provide a framework for the department to manage energy. This should not be an onerous task given the existing development of processes within the Estates Department. Some grant aid has already been provided and further potential external funding opportunities should be explored through the SEAI for any energy projects moving forward.

5.6. The appointment of a Controls Engineer position, or similar position for the NAEB and future intelligent design buildings as per R4.5 would support both the Building Manager role and support the wider facilities technical teams, managing the technical systems on a day-to-day basis. This would continue to support the existing Estate and Support Services proactive monitoring and managing of systems rather than being reactive. This role would also be critical in supporting the team in delivering their environmental objectives in relation to energy management.

Health and Safety

5.7. The Health and Safety function is a mature example of a quality system as evidenced by:

- Allocation of roles and responsibilities to individuals and committees charged with governing, overseeing, managing, analysing, reviewing and improving adherence to statutory and regulatory requirements with respect to health and safety

- Documented policies, procedures, processes and forms working in concert to form an integrated whole with respect to the assessment of and response to risk for internal staff, visiting contractors, research laboratories, chemicals/gases/ waste etc.

- Induction and training on a planned schedule to take account for new and outplaced staff and staff with generic and particular roles and responsibilities

- The development of e-learning health and safety induction programme that will enhance the service offering to staff in outplaced locations including transnationally

- The embedding of a safety culture as evidence by a willingness to monitor and report safety

5.8. The Self-assessment Report identified a number of desired enhancements on the part of the Health and Safety Manager, Health and Safety Coordinator, and Estates Management Team which the PRG supports such as advance communication between RCSI HR on work location of attendees at RCSI Inductions, particularly those outside the main SSG campus to facilitate ongoing monitoring of attendance at training; and further engagement with Managers and PIs on their legal, health and safety duties and responsibilities. The PRG noted and commends health and safety on innovative techniques such as e-learning modules being explored to further enable those with designated responsibility to undertake initial and refresher training to embed knowledge and practice in this area.

Project Management

5.9. The project management function within the College is well developed and managed having been established based on the principals of a small to medium Project Management Office (PMO). The team have a suite of policy and procedure documentation based on industry standards and best practice and have been successful in delivering a significant number of projects. There are robust approval and financial control of projects processes in place (Support Documents 18-33).

5.10. In 2015 the Projects Team launched a Minor Works Framework (MWFW-Support Documents 25 and 26) for construction services up to the value of €100,000. To date 47 projects have been procured under this framework, delivering the College's objectives in relation to best practice procurement procedures. External contractors represented at a meeting with the PRG commented positively on the impact the development of the MWFW has had on strengthening RCSI's internal processes.

5.11. The PRG had the opportunity to speak to a wide variety of stakeholders for whom the Estate and Support Services Department had recently undertaken projects or were currently customers of the Department with respect to projects inflight or in the pipeline. The PRG had the opportunity to view completed fit-outs in Ardilaun block B-School of Pharmacy; in addition to 121 and 123 SSG and to speak to laboratory managers in York House and at ERC, Smurfit Building who had recently completed or were involved in planning for laboratory projects. The predominant impression from the stakeholders was that the Estates and Support Services Department carried out its functions well and had well-developed processes for doing so e.g. pre-project consultation and delivering on-time, on-budget and to quality expectations.

Front of House

5.12. The FoH function is relatively new to the College having been established in 2015 to bring together a number of functions to provide a high profile, prioritised professional, customer focused Front of House service to students, staff and visitors. This function has built successful relationships across the functions and external service providers and in particular with students aligning the quality of service with the Department's and College's objectives. Continued work in this area is required to ensure all teams feel integrated and part of the new function. Consideration should be given to some formal accreditation in customer service such as Customer First or equivalent. This would recognise the significant work the Department has done in this area and should not be an onerous task.

5.13. The FoH function manages important contracts that impact on all RCSI users, such as KSG catering and Bilfinger security and cleaning. The PRG had the opportunity to view the Tricon Report on options to inform a Catering Strategy on-site, and the Service Level Agreement and associated KPIs, Catering Survey Findings and Catering Action Plan (Support Documents 5, 37 and 6) indicating that all the elements of a quality system are in place to support the Catering function. However the PRG did not review any documentary evidence to verify active

monitoring of the KPIs in the SLA nor did they view standing agendas or minutes of the regular meetings between FoH and KSG that were confirmed as taking place to monitor and facilitate relationship management.

5.14. It was unclear if the Catering Survey (Support Document 37) had been undertaken under the auspices of the FoH function as it was undated and the questions differed from those contained within the Estate and Support Services Customer Satisfaction Survey (Support Document 36). The latter also contained questions in relation to Catering including questions on customer service skills of Catering staff which should be retained in any future survey. The Catering Action Plan as outlined in Section 4.29 should adopt a consistent format and include key information that can identify and assist monitoring activities necessary to evidence continuous quality enhancement.

5.15 Opportunities exist for greater transparency in terms of financial monitoring and evaluation of performance in terms of the Catering contract. The PRG noted that KSG did conduct Mystery Shopper surveys but that consultation with users e.g. focus group with RCSI students, staff and visitors was not undertaken in terms of the recent extension of contract and recommends that they should be undertaken in all future contract development processes. The PRG found the student representative group a rich source of information in terms of disincentives to use AK Henry's e.g. queues and flow of traffic, healthy snack options students would like to see adopted and located at cash registers in the Coffee Dock.

Commendations

The PRG commends

5.16. The Estates and Support Services Department for the systematic management and embedding of health and safety culture in all aspects of its activities and across the College community and in particular the innovative e-learning modules being explored to embed knowledge and practice in this area.

5.17. The customer service ethos within the Front of House function with respect to relationships to staff, students, visitors, contractors and the general public.

Recommendations

The PRG recommends

5.18. In general and notwithstanding the effectiveness with which the above operational matters are performed, it would be appropriate to consolidate all these functions, processes, policies and procedures in a single quality controlled repository such as an 'Estates Operational Plan'. This should ensure alignment with the RSCI Strategic Plan and link to the recommended Quality Framework.

5.19. Consideration be given to some formal accreditation in customer service such as Customer First or equivalent. This would recognise the significant work the department has done in this area.

5.20. Consideration be given to formal accreditation such as ISO 50001 for energy management, this would provide a framework for the department to manage energy.

5.21. Facilitate expressed student interest in biodiversity projects as part of the green campus initiative in which students are already engaged.

5.22. Strengthening of processes that support ongoing financial reporting and quality monitoring for significant outsourced contracts and for new tenders going forward.

5.23. Service users be included in formal consultations to inform the negotiation of new contracts and evaluation of current contracts that relate to the student experience.

5.24. In the next review of the cleaning and security contract full participation by cleaning operatives in British Institute of Cleaning Science's (BICS) accreditation, or similar should be included as a measure and achievement of this monitored in contract reviews.

6   OVERALL ANALYSIS, COMMENDATIONS AND RECOMMENDATIONS

6.1. The Estate and Support Service Staff, in this its first quality review, provided a Self-assessment Report and detailed appendices and support documentation that evidenced the Department's preparation for the review. The PRG accords with the outcomes of the SWOT analysis which provides a high-level overview of issues that were confirmed by attendees at meetings during the on-site visit.

6.2. The PRG gave consideration to the stage of maturity of different components of the Estates Department Team and its continuing transformation as it adapts to meet the challenges of organisational restructure, strategic direction and new technologies. While we may not have responded to all of the 15 Proposals; 10 Request for Input and 25 Estate Recommendations contained within the Self-assessment Report, it is our hope that the commendations and recommendations contained within this report both acknowledge the good work that is being delivered and assists strengthen areas where the Department needs to further consolidate its resources (systems-people-processes) in order to deliver and evidence quality.

6.3. The PRG wishes to highlight and acknowledge the strong evidence of a very high level of professionalism and dedication shown by its staff to the wide-ranging activities the Estates and Support Services Department are responsible for.

Of particular note, the PRG has commended:

- The systematic management and embedding of a health and safety culture in all aspects of its activities and across the College community and in particular the innovative e-learning modules being explored to embed knowledge and practice in this area.

- The commitment to continually develop and advance the Estates function within RCSI as evidenced by the incorporation of new skillsets and the professionalisation of services that has enabled an elevated service provision to College in terms of skills, capabilities and customer service.

- The foresight of RCSI in embedding a staff resource at the initiation of the NAEB project to provide early familiarity with the complex systems being employed in this building with the objective of enhancing the management of these systems after handover.

- The ethos of customer service and value for money that imbues the activities of the Estate and Support Services Team in the conduct of its functions and activities and which received positive comment by internal and external stakeholders.

6.4. The RCSI should take comfort from the above headline commendations, which demonstrate that the Estates and Support Services Department fully understands its roles and responsibilities and that it delivers a professional service for its customers.

6.5. The PRG has elected to select out key recommendations which if implemented can shape a better experience for College stakeholders in future key periods of transformation e.g. the development of Ardilaun B&C and in preparation for the next RCSI Institutional Review and Estates and Support Department Quality Review:

- That strategic change management advice is given early consideration in the delivery of large capital expenditure projects to ensure the human resource impacts on workloads, skills, capabilities and business systems are given equal attention to the delivery of the infrastructure itself.

- To consolidate all Estate and Support Services Departmental functions, processes, policies and procedures in a single quality controlled repository such as an 'Estates Operational Plan', which aligns with RSCI strategic plan.

- That the Estates Department develop a Departmental level Quality Framework that vertically integrates with elements already in existence at the functions' level and adopts a template for all links associated Action Plans that include key information that can identify and assist monitoring activities.

- That the Estates Department prioritise the further development of its web presence to include all Estates' policies, procedures, forms, terms of reference, committee agenda and minutes, copies of sample documentation, the MWFW etc.

APPENDIX 1: SITE VISIT SCHEDULE: ESTATES AND SUPPORT SERVICES INTERNAL QUALITY REVIEW

Evening prior to site visit: Tuesday 1st November 2016

Dur. mins	Time	Meeting Theme	Venue
15	17.00 – 17.15	Welcome & Introduction for PRG QEO Review Lead	Robert Smith Room
105	17.15 – 19.00	Private planning meeting for members of the Peer Review Group	Robert Smith Room
	19.15 – 21.30	Dinner	Pearl Brasserie

Day 1: Wednesday 2nd November 2016

Dur.	Time	Meeting Theme	Venue
25	08.30 – 08.55	Review of preparatory work.	Robert Smith Room
45	09.00 – 09.45	**M1: Meeting with Head of Unit.** SAR: All - Strategic planning, Structure,	Robert Smith Room
30	09.55 – 10.25	**M2: Meeting with Senior Management Team member with executive responsibility for Estates and Support Services**	Robert Smith Room
45	10.30 – 11.15	**M3: Meeting with SAR Co-ordinating Committee and department Senior Managers** SAR: Section 2 and Section 4 Functions and Activities	Robert Smith Room
20	11.20 – 11.40	**Tea / coffee. Private meeting time for PRG**	Robert Smith Room
45	11.45 – 12.30	**M4: Time allocated for meeting with Estates staff – office** SAR: Section 2 re Structure, staffing details. Section 4 Functions and Activities	Robert Smith Room
45	12.35 - 13.20	**M5: Time allocated for meeting with Estates staff – Porters, General Operatives, Building Services**	Robert Smith Room

		SAR: Section 2 re Structure, staffing details. Section 4 Functions and Activities focus on Porters and Building and Engineering Services	
45	13.30 – 14.15	**Lunch & private meeting time for PRG**	Robert Smith Room
40	14.20 – 15.00	**M6: Tour of Facilities – St. Stephen's Green**	
30	15.05 – 15.35	**M7: Meeting with HR Business Partner & Financial Controller** SAR: Sections 2, 3, and 5	Robert Smith Room
20	15.40 – 16.00	**Tea/coffee Private meeting time for PRG**	Robert Smith Room
50	16.10 – 17.00	**M8: Heads of School and Senior Professional Services staff in RCSI departments working closely with Estates at Strategic and Project level** SAR: Section 3 – Strategic. Section 6 Service Users.	Robert Smith Room
50	17.10 – 18.00	Review of afternoon's meetings.	Robert Smith Room
	19.00 – 21.00	PRG Informal Reception / Dinner as desired	One Pico

Day 2: Thursday 3rd November 2016

Dur. mins	Time	Meeting Theme	Venue
25	08.30 – 09.00	Private meeting time for PRG	Sir Thomas Myles Room
45	09.00 – 09.45	**M9: Academic Staff and Professional Services Staff** • **Working with Estates at operational level** • **Service Users** SAR: Section 4 Functions and Activities, Section 3 Budgets; Section 6 Service Users	Sir Thomas Myles Room
45	09.55 – 10.40	**M10: Meeting with staff with a research focus** SAR: Section 4 Functions and Activities	Sir Thomas Myles Room
30	10.40 – 11.10	**Tea / coffee. Private meeting time for PRG.**	Sir Thomas Myles Room
45	11.15 – 12.00	**M11: Representatives from Student Body**	Sir Thomas Myles Room

		SAR: Section 4 Functions and Activities and Section 3 Communications awareness of dept. Section 6 Service Users.	
45	12.10 – 12.55	**M12: Service Providers – Catering, Cleaning and Security: Managers and Supervisors** SAR: Section 4 Functions and Activities. Section 6 Service Users.	Sir Thomas Myles Room
60	13.00 – 14.00	**Lunch & private meeting time for PRG**	Sir Thomas Myles Room
40	14.10 – 14.50	**M13: External Stakeholders and Contractors** SAR: Section 4 Functions and Activities.	Sir Thomas Myles Room
30	15.00 – 15.30	**M14: Follow-up meeting with Head of Unit**	Sir Thomas Myles Room
25	15.35 – 16.00	**Tea/coffee Private meeting time for PRG**	Sir Thomas Myles Room
45	16.00 – 16.45	**M15: Meeting with members of Senior Management Team**	Sir Thomas Myles Room
60	17.00 – 18.00	Private meeting time for PRG members to finalise draft commendations and recommendations	Sir Thomas Myles Room
	18.30	PRG Dinner and a chance to discuss key issues (if required)	Shelbourne Hotel

Day 3: Friday 4th November 2016

	Time	Meeting Theme	Venue
195	08.45 – 12.00	Private meeting time for PRG – discussion and finalisation of Commendations and Recommendations for all sections.	Robert Smith Room
	10.30	**Tea / coffee.**	Robert Smith Room
20	12.00 – 12.20	Private meeting with QEO	Robert Smith Room
15	12.25 – 12.40	Meeting with Head of Unit & QEO	Robert Smith Room
20	12.40 – 13.00	Exit presentation to all Unit Staff	VC Room
60	13.00 – 14.00	**Light Lunch with QEO**	Robert Smith Room

	14.00	Review ends.	