



Estates and Capital Development

Quality Improvement Plan

April 2021

## INTRODUCTION

The Estates team are responsible for the development, management, operation, maintenance and support of the University's functional and commercial estate, with the objective of supporting the academic endeavour and campus life through a strong customer care focus.

Serving a campus population in excess of 13,000 students and 1,000 staff, the building stock portfolio has a total building floor area (including student residences) of 115,000m<sup>2</sup>. Our team is committed to delivering a cost effective, efficient service in a professional, competent and customer friendly manner.

The long-term vision for the estates team is to develop an adaptive customer-friendly culture and to develop in a logical incremental way to achieve a steadily evolving organisational structure that best serves the objectives and operation of the University. Our goal is to provide a vibrant sustainable campus environment, rich in learning, culture, heritage and nature, with modern inclusive facilities and infrastructure commensurate with the needs of a growing community of students, staff and visitors, by implementing our campus master plan and capital development programme.

The organisation of the Unit has adapted and adjusted to take account of the strategic objectives of the University and the changing environment over the last decade. The following are some of the key changes implemented within the Unit.

- In May 2008, Campus Planning and Development Office (CPDO) was established to provide a focused resource for the physical development of the campus in a sustainable way.
- In September 2014, Campus and Commercial Services (CSS) was formed combining the operational offices of Safety, Campus Services and Security, along with the management of the commercial activities such as catering and other campus related concessions.
- In July 2017 a VP Estates and Capital Development (VPECD) was appointed to provide estates oversight, an increased linkage between Senior Management (University Executive) and the Estates team, to guide campus development, and to ensure services and infrastructure investment is fully aligned with University strategic objectives.
- In April 2018, the Student Residence Office operation was incorporated into the Campus and Commercial Services portfolio.

The Quality Review process facilitated the review and development of enhanced operations with increased co-operation and business process re-engineering, designed to improve our Unit activities. A Peer Review Group Site Visit took place in February 2019. A draft quality improvement plan was prepared in mid-2019 and is being finalized now with the benefit of further time for reflection and development.

It is intended to continue to identify and implement initiatives to enhance our support of the University community.

## Response to the findings of the Peer Review Group Report academic year February 2019

The Senior Management Team in the Estates function welcome the independent and considered assessment by the Quality Peer Review Group.

We have reviewed the Peer Review Group Report in detail and where possible, selected recommendations have already been implemented. Elsewhere, other recommendations are either in the process of being implemented or require additional resource support prior to implementation. The Peer Review Group Report has informed the preparation of this quality improvement plan (QIP).

It is proposed to complete much of this QIP work by December 2021.

This QIP is supported by local implementation plans which outline the improvements or enhancements proposed. The actions are set out in terms of the overall Estates function and then each constituent unit is addressed.

## Strategic Recommendations

Number	Recommendation	Additional PRG Comments
S.1	The University should review resource allocation to Estates for day-to-day operations and backlog maintenance to ensure the Unit is able to support the needs of growing University estate. The funding plan for new buildings should take better cognisance of the longer-term funding requirement in respect of the on-going service provision and maintenance for new buildings.	Teams working exceptionally well with limited resources; however, this is not sustainable over medium to long term. Future risks will continue to grow without due consideration to this future need.
<p><b>Response:</b>                      Lifecycle cost consideration, enhanced budget planning and allocation will enable a move to more cost effective planned preventative maintenance strategies and away from expensive reactive maintenance solutions. When an item of plant or building fabric element reaches its end-of-life, it should be replaced in a planned and cost-effective way, rather than as a result of failure which adversely impacts on the continued use of a building and the cost to replace.  <b>Lifecycle cost consideration, enhanced budget planning and allocation is under consideration at the moment and a business plan will be developed to identify the benefits of introducing a comprehensive preventative maintenance programme, potentially funded outside the annual recurrent budget over a 5-10 year period subject to available resources.</b>  <b>Timeline:</b> January 2022    <b>Responsible:</b> VPECD, CCS</p>		
Number	Recommendation	Additional PRG Comments
S.2	The University should provide clarity on the Estates unit direction and future structure of the CPD team.	The impending retirement of Director of CPD is leading to uncertainty amongst the team. Change management training for senior staff may smooth any transitions.
<p><b>Response:</b>                      The Estates team are responsible for the development, management, operation, maintenance and support of the University's functional and commercial estate, with the objective of supporting the academic endeavour and campus life through a strong customer care focus.                      The Maynooth University Campus Planning &amp; Development Office is a multi-disciplinary construction design and project management team that have responsibility for managing the capital development programme from inception to completion. The CPDO manages the delivery of capital development initiatives in line with the Campus Master Plan, Capital Works Management Framework, building regulatory and procurement compliance requirements, and including monitoring and reporting progress to the Capital Development Sub-committee and Project Control Boards/Control Groups (PCBs) on project scope, cost, programme, quality, risk and escalation measures, safety, energy management and other project related issues.                      HR have developed a programme of Learning &amp; Development Supports available to our staff (made available on-line during the Covid-19 public health measures and period of remote working), including programmes for senior management, people managers, change management, and employee personal development.</p>		

Capital development is cyclical and there are periods of construction intensity and also periods of limited construction. In consultation with stakeholders, the structure and direction of the Campus Planning and Development team has been developed to support the planned campus development programme. The University will seek to ensure sufficient resources are in place to manage the successful delivery of the capital investment programme.

**Timeline:** Ongoing **Responsible:** VPECD, CCS, CPD

Number	Recommendation	Additional PRG Comments
S.3	The University should review and consider enhancing communications approach to campus master plan and capital development programme	Estates, academic and support staff highlighted the lack of information.

**Response:**

Communication initiatives implemented since the quality review include the erection of project information on site hoarding, 3-d fly through models are available on the University website, and a series of all staff/student comms to mark key building commencement/ milestone events. The campus planning website has been updated. Website updates each semester highlight upcoming changes and share information on operations and ongoing capital development in a more co-ordinated manner.

**Regular updates will be provided by Estates representatives through participation in the Green Campus/Campus Life committees. Input into the future editions are planned for the University Green Shoots ezine highlighting campus development, biodiversity, energy management, water and waste management, and other sustainability initiatives on the Maynooth University campus. Communication material will be installed on the new Student Centre site in due course, similar to communication materials developed for the new academic building site.**

**Timeline:** Communications Ongoing. **Responsible:** VPECD, CCS, CPD

Number	Recommendation	Additional PRG Comments
S.4	The university should put in place a robust Space Strategy to ensure efficient use of available space, provide clarity and Improve efficiency.	

**Response:**

Maynooth University has grown rapidly in scale, strength and stature over the last two decades. As student demand has increased significantly, this growth has not been without its challenges, particularly in terms of physical space on campus. The commissioning of the new Student Centre and academic building will help offset space shortages.

Classroom utilisation is physically surveyed for two weeks each year (pre-Covid). A detailed space review of office and laboratory allocation was carried out in 2018 to enhance our space data information and to support efficient physical infrastructure planning for the Maynooth University Campus. This survey will be implemented again in 2022 to capture interim changes and decant strategies associated with the Commissioning of the new academic building and the redevelopment of the Arts Building.

**A University Space Policy will be developed to provide enhanced physical and operational support of University teaching, research, innovation, outreach, administration and service support activities by facilitating improved access to space and sharing of space in a**

<p><b>synergistic environment.</b>  <b>Timeline: The policy will be developed by January 2022 to ensure the efficient allocation of accommodation and to reflect changes in campus activities and the environment we operate in.</b>  <b>Responsible: VPECD, CCS, CPD</b></p>		
Number	Recommendation	Additional PRG Comments
S.5	Introduce one comprehensive room bookings system to cover all space used by the university	Significant improvements in visibility and time saving likely to be achieved and hence better planning and utilization.
<p><b>Response:</b>  The University currently operates a number of different independent room booking systems through different campus booking agents for classrooms, meeting rooms and event spaces. The Campus Services, Maynooth Campus Conference &amp; Accommodation (MMCA) and Timetabling units are each involved in allocating rooms. The objective is to rationalise the number of IT systems and to support the different booking agents with a shared integrated platform.  <b>Timeline: Initial roll out of boardroom bookings on Syllabus Plus by September 2021. A review is ongoing on the next phase of estates related IT Systems rationalization strategy.</b>  <b>Responsible: CCS</b></p>		
Number	Recommendation	Additional PRG Comments
S.6	The University should support the creation of a single Operations Room.	As the university grows there needs to be a more robust centre to coordinate operations incl. Security, CCTV, BMS, etc. To the benefit of buildings and staff and student safety
<p><b>Response:</b>  <b>Since the quality review, Campus Services have commenced the establishment of an Operations Room for the 24/7 management of the campus to provide an improved streamlined customer service, security management, alarm handling and emergency response support. An initial phase has established a CCTV Control Room and Radio Base station in the centrally located John Hume Building which has a generator back up and strong data connectivity. The further development of the Operations Room model is subject to operation review and funding.</b>  <b>Timeline: Under Review    Responsible: CCS</b></p>		
Number	Recommendation	Additional PRG Comments
S.7	The University should review its Health & Safety management system and resources including training.	While the service provided is excellent, it appears too heavily dependent on one individual. Consider structure to involve all Departmental Health & Safety activities.
<p><b>Response:</b>  A new Assistant Safety Officer was appointed in September 2020. In 2020 as the Covid-19 environment evolved, each workplace within the University was subject to a risk assessment, and the required measures have been put in place in line with public health advice. The Health &amp;</p>		

<p>Safety Office works with staff across the University and the HR Training &amp; Development Team on an ongoing basis in relation to organizing and scheduling H&amp;S training such as first aid, manual handling, etc.</p> <p><b>A H&amp;S Training Plan will be prepared by September 2021. H&amp;S Training will continue to be delivered on-line where possible during the public measure restrictions on movement.</b></p> <p><b>Timeline:</b> Ongoing      <b>Responsible:</b> CCS</p>		
Number	Recommendation	Additional PRG Comments
S.8	The University should clarify its relationship with St. Patrick's College, Maynooth (SPCM) in respect of delivery of services.	Relationship has developed over years often on an informal basis. The introduction of Service Level Agreements would assist in more efficient delivery of services and clarity over costs allocation. Given the growth of the University, the current arrangements are not sustainable.
<p><b>Response:</b>  <b>Discussions are ongoing with St Patrick's College Maynooth to review lease arrangements and service level agreements.</b>  <b>Timeline:</b> September 2022, subject to agreement.      <b>Responsible:</b> VPA/Deputy President and Bursar</p>		

## Whole of Unit Recommendations

Number	Recommendation	Additional PRG Comments
U.1	The university should complete an Estates Strategy as a matter of urgency	This should address the overall approach to management of the facilities and identify the process and policies to manage the estate in an effective manner.
<p><b>Response:</b>  In late 2020 the University completed a review of the building portfolio in terms of space allocation, condition, functionality, energy performance and construction details. The review identified a 10-year investment plan associated with bringing the existing University building portfolio up to modern standards and into compliance with 2020 building regulations.  <b>Timeline: The evolving Estates Strategy will be completed by December 2021</b>      <b>Responsible:</b> VPECD, CCS, CPD</p>		
Number	Recommendation	Additional PRG Comments
U.2	The Estates team should develop a risk register covering all aspects of its operations.	The current University risk register may not fully reflect all the activities and risks for the Estates Unit. It should include clear ownership and timelines.
<p><b>Response:</b>  Maynooth University has a defined risk management framework within the project management processes including a process to identify, capture, assess, rate and report risks at all aspects of our operations. The risks that are routinely assessed include financial, health and safety,</p>		

quality, programme and procurement compliance.

**Timeline: The Unit is committed to developing a comprehensive divisional/unit-specific risk register adopting the new University Enterprise Risk Register template by June 2021, it will be subject to routine review and update thereafter.**

**Responsible:** VPECD, CCS

Number	Recommendation	Additional PRG Comments
U.3	Develop a staff development and training plan including all necessary statutory training	Work with HR to develop plans.

**Response:**

Maynooth University Learning & Development offers a framework to support all employees meet the objectives of their role, while preserving and enhancing our workplace culture of congeniality, engagement, inclusion, professionalism and operational excellence. The learning and development opportunities for employees include Leadership & Management programmes, professional skills programmes related to your role, programmes to support you working in MU and Employee Wellbeing seminars.

Health & Safety training undertaken by Estates staff includes First Aid, Manual Handling, SafePass, Confined Space Entry, Abrasive Wheels, Medium Voltage Switching, and other safety related training programmes. During the Covid-19 environment, in person training has been replaced by on-line training programmes, where possible. Elsewhere, in-person elements of the training have been deferred and will be re-scheduled to take place when public health guidance permits.

Several staff members are members of professional bodies and are obliged to undertake continuing professional development annually to maintain their registered professional status. Additional specialist training programmes are available through third party institutions such as Association for Student Residences and Accommodation (ASRA), Association of University Chief Security Officers (AUCSO), Chartered Institute of Building Services Engineers (CIBSE), Chartered Institute of Horticulture, Construction Industry Federation (CIF), Engineers Ireland, Institution of Occupational Safety and Health (IOSH), Public Administration Institute, Royal Institute of the Architects of Ireland (RIAI), Sustainability Energy Authority of Ireland (SEAI), legal, procurement and other specialist service providers.

**Timeline: A Unit Specific Training Plan will be prepared by September 2021**

**Responsible:** VPECD, CCS, CPD

Number	Recommendation	Additional PRG Comments
U.3b	Build on Self-Assessment Report development process to develop more cross functional teams to enhance strategy, communication etc.	

**Response:**

To assist improved communications and processes across the various aspects of the estates team, it was agreed to combine the Quality Review Process for Campus & Commercial Services including Residences, and the Campus Planning & Development Office.

The benefit of combining the quality review process included information sharing, development of a universal understanding of some wider

estates issues, and the opportunity to create enhanced multidisciplinary teams to address estates objectives. The opportunity for the entire Estates team to regularly work or train together, communicate and learn from each other, will support enhanced communications and cross-function work innovations.

**Further cross functional initiatives will be promoted through project works and process improvement initiatives.**

**Timeline:** Ongoing **Responsible:** CCS, CPD

Number	Recommendation	Additional PRG Comments
U.4	<p>Enhance ease of access on MU website to Estates, Campus Planning &amp; Development, Campus and Commercial Services.</p> <p>MCCA should also feature more prominently as a commercial venture of MU</p>	<p>Consider link from homepage</p> <p>Given this is an important revenue generator which has the opportunity to further grow income, it must have home page visibility. Very hard to find as buried in the Estates pages.</p>

**Response:**

Communication initiatives implemented since 2019 include the erection of capital project information on site hoarding, 3-d fly through models available on the University website, and a series of all staff/student comms to mark key building commencement/milestone events/operation issues. There is a recognition that this important communication medium needs further ongoing attention and the website was given more focus with a dedicated resource available to the ongoing development of the website.

**We will continue to work with the Communications Office to continuously improve our website and to make navigation easier.**

**Timeline:** September 2021 **Responsible:** VPECD, CCS, CPD

Number	Recommendation	Additional PRG Comments
U.5	<p>Develop and communicate policies and service level agreements (SLAs) with internal customers and contractors.</p>	<p>General lack of SLA's leads to uncertainty, the introduction would lead to improved processes, performance and value for money and quality.</p>

**Response:**

Service Level Agreements are now in place for activities such as cleaning, security, AV support, lift and fire alarm maintenance, waste management, and other critical services provided to the University community. KPIs are recorded and monitored routinely.

**The development of policies and service level agreements in 3-4 priority areas will be advanced by January 2022. This will involve enhanced communication of response times with internal customers and contractors. We are also committed to developing additional SLAs over time in each of our activity areas.**

**Timeline:** January 2022 **Responsible:** CCS

Number	Recommendation	Additional PRG Comments
U.6	Undertake an overall review of the varied range of IT systems currently in use, rationalize where possible. Ensure training of users and end users is adequate.	Work with IT Services to support this initiative which has significant efficiency benefits available.
<p><b>Response:</b>  The campus building portfolio has grown rapidly over the last ten years, which has not been without its challenges. The existing estate IT Systems reflect the rapid growth and the challenges that came with it. Many core elements of digital infrastructure in Maynooth (network, communications, key systems) are ageing and not easily integrated to provide a single enterprise perspective.  The existing Building Management System (BMS) is a major system employed for scheduling heating, lighting and ventilation plant on campus. It also has important functions in relation to alarm handling, energy metering and water management. The system has developed over many years and is continuously expanded and upgraded. Improved building management systems will enhance room temperature control, energy efficiency and faster response time to end-user related requests.  While progress has been made in some quarters, technology investment and rationalization is required to enable new opportunities for effective working, logging maintenance records, connecting to campus drawings, checking specification, details and inputting KPI records from anywhere on/off campus.  <b>A structured review of software systems will be completed with the assistance of IT Services over the coming twelve months, to consider the most appropriate options to streamline the IT systems which support the estates activities. New buildings will incorporate an integrated solution. Training programmes for IT systems will be developed.</b>  <b>Timeline:</b> April 2022    <b>Responsible:</b> CCS</p>		
Number	Recommendation	Additional PRG Comments
U.7	Develop a unit level communication strategy (which might include social media) to staff and where appropriate students	Increase awareness of university and department plans to ensure engagement. Take the opportunity to celebrate success.
<p><b>Response:</b>  Refer to Response to Recommendations S3, U4 and U5. It is planned to develop such an overarching communication strategy that builds on progress to-date.  <b>Timeline:</b> December 2021    <b>Responsible:</b> VPECD, CCS, CPD</p>		
Number	Recommendation	Additional PRG Comments
U.8	Ensure that there is strong student and staff voice at all stages of capital development programme.	It is important that adequate engagement with all stakeholders takes place at all stages of project development including the student voice.
<p><b>Response:</b>  Stakeholder engagement activities on new capital projects have been implemented since 2018 to incorporate townhall, workshop and charrette meetings for the Campus community which comprises representatives of students, academic, support and operations staff, student</p>		

residence, campus businesses, Green Campus, Maynooth Community Council, and other local user groups.

The new Student Centre Project Control Board (PCB) includes three representatives of the Maynooth Students' Union, while the new Academic Building PCB includes five representatives of the University Executive who have responsibilities for students, academic, research, estates and finance activities. A series of student and staff engagements have taken place, including presentation updates on campus planning at staff events and departmental meetings. Estates worked collaboratively with MSU on the implementation of a student accessibility survey.

**Timeline: Estates participation in Green Campus Committee, Res Life, Clubs & Societies Committee, focus groups, staff meetings and surveys will continue to be undertaken to capture the student voice and staff input into campus developments.**

**Responsible:** VPECD, CCS, CPD

## Sub-Unit Recommendations Campus and Commercial Services

Number	Recommendation	Additional PRG Comments
CCS 1.	Explore possible benefits from better integration of Estates and MCCA. This may present a better opportunity for the way in which internal events are handled.	There are different skill sets across Residences and Conference teams. Many services are similar but some provide services differently. Rationalisation is likely to provide (cost) benefits. More cross functional activity between teams would also grow skills and resilience. Clear opportunity to manage some of the internal events issues by using an already well-established skill set.
<p><b>Response:</b>            The Residence Office's mission is to operate as an integral part of the University community providing residential services which enable the promotion and development of the University's education mission. Residential services are student focused where campus living is supported through a strong customer care focus and through an open community where diversity is both expected and respected.            Maynooth Campus Conference &amp; Accommodation welcomes visitors throughout the year. Since 1992 MCCA has offered a welcome to groups of all sizes, large sports and cultural events, summer schools and conferences, as well as to tourists from Ireland and abroad.            The DirCCS sits on the Maynooth Campus Conference &amp; Accommodation management committee and is uniquely positioned with an understanding of the activities of both the MCCA and MU Student Residence units, and will continue to explore possible benefits from better integration of activities.  <b>Timeline: A review will be completed by January 2022. Responsible: CCS</b></p>		

Number	Recommendation	Additional PRG Comments
CCS 2.	Consider a North campus location for trades and grounds staff	There is compelling evidence to suggest this might improve efficiency and ensure these teams are better resourced to service campus growth.
<p><b>Response:</b>  Estates staff are currently distributed across several campus locations including Auxilia, Education House, Lyreen, Rye Hall, John Hume, Map Lodge and the Courtyard Residences. It is proposed that a single location on the North campus to co-locate estates activities would lead to greater efficiency and improved communication within the broader team, and would facilitate a more multidisciplinary approach.  <b>Timeline: The feasibility of supporting this recommendation will be reviewed further in 2022/23 following the implementation of decant strategies for the Arts Building, former Student Centre and other campus buildings.</b>  <b>Responsible: VPECD, CCS</b></p>		
Number	Recommendation	Additional PRG Comments
CCS 3.	Consider a review of catering service with a particular emphasis on current evening and weekend access. Consider whether current provision is adequate to deal with peak time requirements	Lack of services outside main study periods was seen as a significant weakness in the overall support provided for staff and students working outside 'normal' hours. Equally lack of capacity at peak times leads to frustration and loss of social and study time.
<p><b>Response:</b>  Following a procurement process, a new operator was established on campus in January 2020 to run all the Maynooth University food service operations including restaurants and cafes.  <b>A review of catering services with a particular emphasis on capacity, evening and weekend access will be completed by early 2022 once the campus population returns to near-normal.</b>  <b>Timeline: early 2022    Responsible: CCS</b></p>		

Number	Recommendation	Additional PRG Comments
CCS 4.	The introduction of FastTrack has been generally welcomed, however, planned preventative maintenance functionality is not yet in use and not all jobs are currently being entered into the system. To enable more effective planning both issues should be addressed ASAP.	More comprehensive information should lead to improvements especially around PPM  Explore use of mobile devices to support and further improve efficiencies.
<b>Response:</b> <b>The data input system for Planned Preventative Maintenance job management will be trialed by the end of the summer 2021, adopting the use of tablets to support fieldworkers using both Fastrack, MS Teams and other Applications. The design of an integrated system approach will be reviewed, with further implementation subject to available resources.</b> <b>Timeline:</b> September 2022 <b>Responsible:</b> CCS		
Number	Recommendation	Additional PRG Comments
CCS 5.	Review existing signage and way finding strategy	
<b>Response:</b> A key objective for Estates is to deliver an integrated public realm that exemplifies the highest level of sustainability, accessibility and the responsible use of resources. Enhanced access and connectivity between the North and South Campus will contribute to the longer-term Campus Masterplan objectives to promote a sense of singular identity to the Maynooth University Campus. The existing campus wayfinding strategy has been reviewed in the context of orientation, directional, building information and interpretative signage to streamline the campus user experience. <b>A new wayfinding strategy will be developed and implemented on a phased basis in tandem with public realm and accessibility improvement initiatives</b> <b>Timeline:</b> September 2022, subject to resources. <b>Responsible:</b> VPECD, CCS, CPD		
Number	Recommendation	Additional PRG Comments
CCS 6.	Review KPIs and opportunities to benchmark those against comparable universities in the sector.	While we recognize the unit has KPIs, there seemed to be a lack of information around comparators in the sector.
<b>Response:</b> The Estates team are now involved in benchmarking both internally and externally. The development of internal KPIs is progressing within the Unit and is well advanced in areas such as energy use per sq.m, energy cost per sq.m, cleaning cost per sq.m, area sq.m per student FTE, classroom utilisation and sustainable commuting patterns.		

External accreditation and validation are undertaken in a number of areas such as the ISO 50001 for Energy Management, SEAI Public Sector Monitoring and Reporting, An Taisce Green Campus Flag, and commuting surveys undertaken by the National Transport Authority and continuous improvement programmes are undertaken by the Unit.

Maynooth University joined the Irish regional group of the AUDE network (Association of University Director of Estates founded in the UK) in 2019. AUDE provides access to the latest campus related statistics and supports an effective communication channel between universities in Ireland and Britain.

**A comprehensive schedule of internal and external benchmark KPIs will be established by September 2022. KPIs will be monitored and updated annually thereafter.**

**Timeline:** September 2022    **Responsible:** VPECD, CCS, CPD

Number	Recommendation	Additional PRG Comments
CCS 7.	Review the strategy for AV service and how it relates to next generation teaching technology and IT Strategy.	It is recognized that the service provided by the AV unit is excellent. There are medium to long term sustainability issues with such a small team.

**Response:**

During the evolving Covid-19 environment, the joint implementation of the Panopto Video Platform by IT Services, Centre for Teaching & Learning and Campus Services across 90 lecture theatre, classroom and tutorial spaces during the summer of 2020 delivered a video capture and management system which provides the remote learning facilities to designed make taught content available on demand to students. On campus teaching will continue to be a fundamental part of the campus experience. AV support will continue to be a critical service to the University community.

While the number of AV enabled rooms has risen sharply the AV Service Support unit has been strengthened in recent years with the addition of a framework support contract that allows for the provision of AV technicians during term time allowing the support level to be ramped up during busy periods. The standardization of the teaching station has reduced the number of service calls and the deployment of laser technology has extended the service life of the equipment.

**Campus Services will continue to build key relationships with the Centre for Teaching & Learning and academic staff to assess teaching technology needs, develop policies, and will develop relationships with key IT services staff, user support, networks and systems.**

**Timeline:** Ongoing    **Responsible:** CCS

Number	Recommendation	Additional PRG Comments
CCS 8.	Review awareness training provided to all security staff to ensure that they are able to properly meet the particular requirements of a student-based population	Consideration should be given to mental health awareness, and equality and diversity etc.

**Response:**

The Maynooth University security team are a blend of in-house and service provision, the current service contract was established in 2019. The ethos of a student and staff focus is well developed in the Estates team. We are committed to the investment in the professional development of the team to support an increasingly diverse campus population, enhanced streamlined operations and the evolving campus building portfolio.

Maynooth University Learning & Development offers a framework to support all employees meet the objectives of their role, while preserving and enhancing our workplace culture of congeniality, engagement, inclusion, professionalism and operational excellence. The learning and development opportunities for employees of Maynooth University include Leadership & Management programmes, professional skills programmes related to role, programmes to support working in MU and Employee Wellbeing seminars.

Several of our staff members are members of professional bodies and are obliged to undertake continuing professional development annually to maintain their registered professional status.

Training undertaken by security staff includes emergency response planning, equality & diversity, first aid, and other security and safety related training programmes. During the Covid-19 environment, in person training has been replaced by on-line training programmes, where possible.

Additional specialist training programmes are available through third party institutions such as Private Security Authority (PSA), Association of University Chief Security Officers (AUCSO) and other specialist service providers.

**Timeline: A Unit Specific Training Plan will be prepared by September 2021**

**Responsible: CCS**

Number	Recommendation	Additional PRG Comments
CCS 9.	The service would benefit from an early adoption of the new electronic purchasing system.	Existing reliance on paper-based system is inefficient

**Response:**

**The Estates team has embraced the deployment of the new purchasing system in the University and has sent staff on training. The roll out of POP is complete for over 80% of estates annual recurrent expenditure. Due to scale and complexity, utilities and capital works currently continue to follow manual validation and authorization processes.**

**Timeline: Ongoing Responsible: CCS**

Number	Recommendation	Additional PRG Comments
CCS 10.	The Residences team must be fully engaged in the design and development of new residences accommodation and the services provided therein.	The team should also seek to engage with other organisations to ensure that new student accommodation is the best it can be by seeking out examples of good practice and innovation. Such organisations should include CUBO and ACUHO-1.
<p><b>Response:</b>  The Maynooth University Strategic Plan 2018-22 incorporates a campus development plan which includes the addition of 1,000 student bed accommodation to the campus portfolio. The Estates team representatives participate in formal networks for benchmarking on new design initiatives, including CUBO ( the professional association for commercial and campus services professionals working in higher and further education institutions in the UK and Ireland) and the Association for Student Residential Accommodation.  Capital project stakeholder engagement activities incorporate townhall, workshop and charrette meetings for the Campus community which comprises representatives of students, academic, support and operations staff, student residence, campus businesses, Green Campus, and other local user groups.  <b>The potential development of additional beds is at the early stages of business planning and capital appraisal. The new Student Residence Project Control Board will be convened once funding is secured. Residence Office representatives will be involved in future design development of future additional residences.</b>  <b>Timeline:</b> 2021-22    <b>Responsible:</b> VPECD, CCS</p>		
Number	Recommendation	Additional PRG Comments
CCS 11.	The Unit should develop an approach to Residence Life with the Residence team fully engaged in that process.	In most places with extensive Residence Life operations they tend to work best when co located with the Residence teams and associated functions.
<p><b>Response:</b>  From an organization perspective, the Res Life function is part of the Student Services remit. The Residence Office, Campus Services, and other elements of Estates works collaboratively with Student Services to support optimum student experience for students living on campus.  <b>Estates will continue to work with Student Services in the support and delivery of an enhanced Res Life programme.</b>  <b>Timeline:</b> Ongoing    <b>Responsible:</b> CCS</p>		

## Sub-Unit Recommendations Campus Planning and Development

Number	Recommendation	Additional PRG Comments
CPD 1.	Project management resource does not appear to be sufficient. Recommend VP reviews CPD group and ensures Capital Development project management is appropriately resourced	The existing unit may not have the capacity to facilitate planned increase in growth, there is a short terms systems issue and a longer-term structural review is needed.
<p><b>Response</b></p> <p>The quality review process is a considerable undertaking and an excellent opportunity to get feedback from our wider Estates team on how we can enhance our operations and implement the campus masterplan to support the overall University Strategy, while also engaging with wider University stakeholders for their input.</p> <p>The Maynooth University Campus Planning &amp; Development Office is a multi-disciplinary construction design and project management team that have responsibility for managing the capital development programme from inception to completion. The CPDO has successfully managed the completion of five major new construction projects since 2000, namely the School of Education, Eolas, Iontas, Library and Courtyard Residence developments as part of a wider €100 million capital programme.</p> <p><b>Capital development is cyclical and there are periods of construction intensity and also periods of limited construction. In consultation with stakeholders, the structure and direction of the Campus Planning and Development team has been developed to support the planned campus development programme. The University will seek to ensure sufficient resources are in place to manage the successful delivery of the capital investment programme.</b></p> <p><b>Timeline:</b> Ongoing    <b>Responsible:</b> VPECD, CPD</p>		
Number	Recommendation	Additional PRG Comments
CPD 2.	Ensure all stakeholders involved in each capital project are included from the start of the process and are provided with opportunities to input into the design process throughout the life of the project.	There were several comments from across all staff and student groups to suggest that they were not sufficiently engaged and thus were unable to effectively contribute to design development of projects, variously from inception right through to completion.
<p><b>Response:</b></p> <p>In 2019, the MU capital works framework for managing capital projects was reviewed. Each major capital project has a Project Control Board (PCB) who are typically tasked with ensuring regular stakeholder engagement and ensuring that input is carefully considered from the outset of the project through to the building commissioning. The new Student Centre PCB includes three representatives of the Maynooth Students' Union, while the new Academic Building PCB includes five representatives of the University Executive who have responsibilities for students, academic, research, estates and finance activities.</p>		

Communication initiatives implemented since 2019 include the erection of project information on site hoarding, 3-d fly through models available on the University website, and a series of all staff/student comms to mark key building commencement/milestone events. The campus planning website has been updated. Communication bulletins each semester highlight upcoming changes and share information on operations and ongoing capital development in a more co-ordinated manner.

Regular updates are also provided by Estates representatives through participation in the Green Campus/Campus Life committees. Input into the University Green Shoots ezine highlighting campus development, biodiversity, energy management, water and waste management, and other sustainability initiatives.

**Timeline: Stakeholder engagement and communications will be undertaken to ensure that all stakeholders involved in each capital project are involved from the start of the process and are provided opportunities to input into the design process throughout the life of the project.**

**Responsible:** VPECD, CPD

Number	Recommendation	Additional PRG Comments
CPD 3.	Undertake post-occupancy reviews and make available within twelve months of a building being opened or following refurbishment	Important to be able to learn from such projects. What works well and what does not to ensure future projects are better delivered.

**Response:**

The Maynooth University Framework for the Management of Major Capital Works has been updated and includes a clearly defined post project review which aims to draw lessons for the future, which should occur once sufficient time has elapsed since completion of a project for a proper evaluation to be carried out. The review will include consultation with the project sponsor, project control board, building occupants, Campus Services, Maintenance, and other stakeholders.

In line with the updated Public Spending Code: A Guide to Evaluating, Planning and Managing Public Investment took effect from 1<sup>st</sup> January 2020, an “ex-post review” will be implemented three to five years post project completion to assess of the projected benefits that have materialised and other lessons learned.

The Estates team lead by the CPDO created a “Maynooth University Technical Design Guidelines” as a reference point for design teams in 2007, reviewed and updated in 2015 and 2019.

**Timeline: Post occupancy review process will be adopted for the new Academic Building and Student Centre Buildings in 2022/23**

**Responsible:** VPECD, CPD