

Quality Assurance / Quality Enhancement
Internal Quality Review Programme



Quality Enhancement Plan
Estates Office

January 2023

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This document presents the format of the Area Quality Enhancement Plan. Text in blue should be replaced by the corresponding Area response in black.

1 Introduction

This Estates Office Quality Enhancement Plan (QuEP) has been developed in response to the extensive Peer Review Group (PRG) Report which was issued in May 2022, as part of the Estates Office Quality Review Process.

The Estates Office would like to thank the Peer Review Group (PRG) and all the staff and student representatives who met with the PRG during the site visit. We very much appreciate the time and effort that people gave to make this a worthwhile and positive process for the Estates Office.

We would also like to sincerely thank colleagues from the Quality Promotion Office and everyone who participated in the staff/student surveys and the focus groups during the development of the Estates Office Self-Assessment Report.

A copy of the PRG Report was circulated to all Estates Office staff in June 2022 and a meeting took place to discuss the recommendations of the PRG. A Quality Enhancement Plan was drafted and then circulated to all staff for review before being finalised.

2 Responses to the Recommendations in the Peer Review Group Report

The Estates Office welcomes the recommendations of the Quality Review which by in large reflect the areas highlighted by the Estates Office in the Self-Assessment Report.

The review process has provided a platform to collect feedback and information from Estates Office stakeholders, which will assist in improving the services the Estates Office delivers across all campuses.

The Quality Review process has been very timely has allowed the Estates Office to consider its position within the University alongside its strengths and weaknesses. A new Estates strategy will be developed in line with the overarching University Strategy in Q1 2023, incorporating the recommendations of the PRG Report and areas highlighted within the SWOC analysis drafted as part of the Estates Office SAR.

The Estates Office Quality Review Committee has responded to the various recommendations and identified actions and timelines for implementation.

The following notation is used in the recommendations for enhancement.

P1: A recommendation that is important *and* requires urgent action.

P2: A recommendation that is important, but can (or perhaps must) be addressed on a more extended time scale.

P3: A recommendation which merits serious consideration but which is not considered to be critical to the quality of the ongoing activities in the Area.

Additionally, the PRG indicate the level(s) of the University where action is required: A: Area under review U: University Senior Management

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
1	P1		<p>Staff Development: Training needs analysis</p> <p>Conduct a training needs analysis for all Estates staff to identify areas for improvement in professional skills and practice</p>	<p>The Estates Office agrees with the recommendation to determine staff training & development needs to improve professional skills and practices and will address this as part of the new University Performance Review & Development scheme, which aims to provide staff with a structured framework through which conversations regarding performance, professional and career development can take place.</p> <p>In addition, as is current practice, Estates will continue to review necessary training requirements on an ongoing basis through a training needs analysis exercise in collaboration with Human Resource to ensure opportunities are identified to support staff well-being, departmental business requirements and University strategic requirements (See One Year Plan, Action 1 for further information)</p>	<p>SMG welcomes this recommendation and the response of the Estate office to this recommendation. A key element of the DCU Performance and Development Scheme is an opportunity to assess training and development needs on an individual basis, but also alignment of departmental training priorities in response to the University's strategy.</p> <p>SMG notes that the DCU Learning and Development Unit can provide advice and support on both needs analysis and available training opportunities</p>

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
2	P2	A/ U	<p>Helpdesk Strategy review</p> <p>Clarify the University's strategy for both walk-in and online helpdesks, understanding how a one-stop shop approach could help with consideration towards rationalising multiple existing singular services.</p>	<p>The Estates Office acknowledges this recommendation and the discussion with Senior Management around the implementation of a University-wide data / digitalisation project in the life of the next Strategic Plan 2022 – 2027. Estates will engage in further discussion with various DCU stakeholders in Yr1.</p> <p>(See One Year Plan, Action 2 for further information)</p>	<p>SMG is supportive of the adoption of a one stop approach for Helpdesk functionality across the University and will work with Estates to explore all viable options.</p>
3	P2	A/ U	<p>Finance Budget Structure</p> <p>Complete a review of the finance budgetary structure concerning the recharges for operational works completed.</p>	<p>The Estates Office agrees with this recommendation. As noted in the PRG report, a review of the recharges model was carried out during 2021 with the Finance Office, which identified a number of opportunities for changes, a number of which have been actioned during Autumn 2022. Further proposals around reactive maintenance were discussed with Finance with a view to implementing additional changes during FY2022/23.</p> <p>(See One Year Plan, Action 3 for further information)</p>	<p>SMG welcomes the progress made in recent years in streamlining the recharges process and notes that this work between the Estates Office and Finance Office will continue to further improve the process. The SMG recognises the importance of having a recharge model that reflects the actual consumption of services thereby encouraging efficiencies within the DCU subsidiary companies.</p>

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
				<p>As the recharges model remains an ongoing challenge and risk for Estates to deliver, a commitment for continuous review the recharge model has been agreed between Estates and Finance to ensure continued monitoring and adjustments are made in line with University requirements and Estates Office available resources.</p> <p>There is a high risk that the recharges model, which is a Finance owned process, will not be deliverable from an Estates perspective where operational requirements are required to be prioritised or in the event of key staff members being unavailable to provide detailed financial information, and a move to a standardised fixed recharge rate for both Utilities and Facilities across all campus companies may be a more sustainable model adopted in the future (See 3 Year Plan, Action 1 for further information)</p>	
4	P1	A	<p>Strategic Alignment: New Estate Strategy</p> <p>Develop a robust Estate Strategy that is aligned to the new overarching University Strategy with</p>	<p>The Estates Office recognises the importance of a robust Estates strategy, which aligns with an overall University strategy. This will be developed and in line with the new overarching University strategy during 2023.</p>	<p>SMG notes and welcomes this recommendation and the response of the Estates Office. The 2022-2027 strategic plan is currently being finalised, and is anticipated to be published in March 2023.</p>

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
			a clear action plan, objectives, actions, and focus areas.	(See Three Year Plan, Action 2 for further information)	As a core functional unit, the alignment of the Estates Office strategic plan to the University strategy will serve to support the achievement of the University's goals, and reinforce the contributions of the Estates Office to the mission of the University.
5	P1	A	<p>Helpdesk: Procurement of new online Helpdesk Platform.</p> <p>Put in place a fit for purpose online Helpdesk platform that takes account of the needs of all stakeholders now and in the future and will improve customer experience aligned to University software and systems.</p>	<p>The Estates Office agrees that there is an urgent need to put in place a fit for purpose online Helpdesk aligned to University software and systems and to determine if the online Helpdesk is to remain an internal, rather than an outsourced service, including assessment of the technical support required to maintain the required service levels.</p> <p>Estates notes delivery of this recommendation is a major undertaking that will require significant internal resources to manage the process as well as significant financial expenditure, which will require ongoing discussion, and is subject to agreement, with University Senior management to implement a solution.</p> <p>As an interim additional measure Estates are proposing to continue with local upgrades and modifications to the existing online Helpdesk to</p>	<p>SMG acknowledges the importance of having in place fit for purpose helpdesk technology to support the work of the Estates Office while also providing for a fit for purpose customer service approach.</p> <p>Estates will, in collaboration with ISS, look at options for the replacement of the existing Helpdesk including the integration with the ITSM/ESM solution being used by Finance, ISS etc.</p>

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
				<p>alleviate some of the issues raised in the short term while the overall on-line helpdesk review and plan is being developed, which will deliver some quick wins for both Estates and the wider community who engage with the online helpdesk</p> <p>(See One Year Plan, Action 4 for further information)</p>	
6	P2	U	<p>Finance: Simplify the finance budget and recharging processes</p> <p>Simplify the finance budget and recharging processes, removing bureaucracy, but still ensuring adequate controls to guarantee that works are being completed to appropriate standards (e.g. health & safety, quality, contractual, KPIs, contractual).</p>	<p>Estates welcome the finding of the report prompting this recommendation. This recommendation will be actioned in line with the action items outlined in response to PRG Recommendation No 3 above.</p> <p>In addition to the actions outlined as part of recommendation No 3, Estates will continue to work with Finance on an ongoing basis to review options to streamline processes and remove bureaucracy (See 3 Year Plan, Action 1 for further information)</p>	<p>SMG welcomes the progress made in recent years in streamlining the recharges process and notes that this work between the Estates Office and Finance Office will continue to further improve the process. The SMG recognises the importance of having a recharge model that reflects the actual consumption of services thereby encouraging efficiencies within the DCU subsidiary companies.</p>
7	P1	A/ U	<p>Strategic Alignment: Creation of an IT Systems Manager</p> <p>Recommend the creation of a post for a dedicated resource to oversee and improve the management of all</p>	<p>Estates welcome this recommendation and note this requirement was highlighted and discussed internally with ISS and Senior Management during 2021 and 2022 with a proposal in principle to submit a budget committee application in Q4 2022 for a new joint role of IT Systems Manager based in</p>	<p>SMG is aware that the application to the Resource Committee was under consideration by Estates in conjunction with ISS. Such a post would help support the ongoing digitisation of Estates operations and campus facilities management while also</p>

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
			relevant IT systems and software programmes used by the Estates Office. The PRG would suggest that this post is linked to ISS or even sits within that team to ensure that there is an oversight of University-wide issues, opportunities, and constraints.	ISS and focused on the Estates Office systems. The role requirement will need to be reviewed and considered in the context of future requirement and is subject to agreement with Senior Management/Budget Committee (See One Year Plan, Action 5 for further information)	helping ensure appropriate cybersecurity measures were in place for IoT devices within Estates control.
8	P1	A/ U	Information Management: Undertake a gap analysis of the Estate Office Information Technology/ Management structures and systems Recommend Estates Office, working with the relevant stakeholders across the University, carry out a gap analysis of their Information Technology/ Management structures and systems, encompassing the areas highlighted in Section 5.7. An external facilitator with expertise in Information Management systems is strongly recommended.	Estates acknowledge the recommendation to carry out a gap analysis of our Information Technology/ Management structures and systems and agree with the recommendation. This exercise will include carrying out a review in Year 1. Including Identifying potential external facilitators to assist in the development of a scope of needs, develop an action plan leading to a long-term action plan for digital information aligned with university wide data visualisation project in the life of the next strategic plan 2022-2027. Estates notes this will require a dedicated resource and expect the cost will be significant to implement, which is subject to agreement with the University.	SMG welcomes the approach adopted by the Estates office and considers that the outcomes of the review will provide a useful needs analysis and business case for the future development of management information.

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
				(See One Year Plan, Action 6 and Three year plan Action 4 for further information)	
9	P1	A/ U	<p>Strategic Alignment: Creation of an Information Manager role / post</p> <p>Undertake a review as to who could be responsible for the oversight of this critical buildings and system data, and whether this is something which can be integrated within a current role, or whether this could require a dedicated short term or permanent position.</p>	<p>Estates acknowledge and agrees with the recommendation and are currently reviewing a number of options, which will be further discussed as part of the gap analysis outlined in recommendation 8. Options could include integration into a current role or establishing a new post, subject to University agreement.</p> <p>(See One Year Plan, Action 6 and Three year plan Action 4 for further information)</p>	SMG is supportive of the Estates review of roles and responsibilities in the Estates Office to address this recommendation
10	P1	A	<p>Information Management: Develop a business case to enable investment into IT systems and Platforms to improve Information Management.</p> <p>Review the findings of the Estates Office IT structures gap analysis and present a proposal/ business case to DCU senior management group to seek investment into appropriate platforms and systems as required.</p>	<p>Estates acknowledge the value if this recommendation and feel that in order to proceed with this recommendation that recommendation 8 and 9 would need to be addressed in the first instance with recommendation 10 as a follow on action as part of the 3 year plan which will include seeking investment from Senior Management</p> <p>(See 3 Year Plan, Action 5 for further information)</p>	SMG acknowledges the vital role that fit-for-purpose management information plays in supporting the work of the Estates Office. SMG notes University's new strategic plan will see a renewed effort to build capacity in the effective management and use of our information; the management information and systems requirements of the Estates Office will be a vital component of that work.
11	P2	A	Communications & Provision of Information	Estates acknowledge and welcome the recommendation and propose consideration of the	SMG acknowledges the importance of strong and timely provision of information

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
			<p>Consider the provision of a resource who works with DCU Communications and Student Support and Development to ensure consistency and clarity of information and alignment with the University.</p>	<p>recommendation should be included as part of recommendation No.20, as part of the development of a written Estates Communications strategy which will include putting in place a process for liaising with DCU Communications & Marketing and Student Support and Development.</p> <p>(See One Year Plan, Action 7 for further information)</p>	<p>across the entire University. Protocols for the provision of timely and accurate information for major campus-wide critical events and incidents has greatly enhanced information provision to both staff and students (e.g. weather events, covid-related campus closures, significant campus events). This approach provides a strong basis for further development and enhancement of information provision and communication by the Estates Offices.</p> <p>SMG recommends the continued engagement with the university Communications and Marketing department to discuss and put in place further processes and standard operating practices for improved communication with staff and students.</p>
12	P3	A	<p>Staff Development: Create opportunities for staff socialisation</p> <p>Recommend Estates Office creates opportunities for socialisation for staff through for example a social committee. Engagement with "Our</p>	<p>Estates acknowledge and welcome the recommendation and have included encouraging attendance at DCU social events through the weekly operations meetings. The notes of the weekly meeting are sent to all Estates Staff on an ongoing weekly basis.</p>	<p>SMG welcomes this recommendation, and acknowledges the role of social activities to build team cohesion and to acknowledge and celebrate team effort and success.</p> <p>The Our DCU implementation provides a basis for university support for these</p>

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
			DCU” https://www.dcu.ie/hr/our-dcu could assist with this action. This would enhance opportunities for staff recreational events, share knowledge and experience, and network to build collegiate relationships which has been undermined by the Pandemic, remote working, and siloed teams at the different campus locations.	In addition, a staff night out was organised in April 2022 to recognise and thank Estate Staff for their efforts and contribution throughout the pandemic (See One Year Plan, Action 8 for further information)	initiatives. In addition to the Staff Experience survey in Q2 2022, the university will host an online staff consultation day in October 2022, to generate new ideas to build staff cohesion; this is likely to include opportunities for team and the University community more generally to come together in social settings in the future.
13	P1	A	Staff Development: Ensure all staff have a personalised training development plan Incorporate a training plan into the Estates operational plan that includes identified training needs. This should meet the requirements of the PRD but should be actioned in advance of the PRD roll out.	Estates agree with this recommendation note it will be included as part of the plan outlined in Recommendation 1 relating to staff training and development. (See One Year Plan, Action 1 for further information)	SMG welcomes this recommendation, and note that the implementation of the Performance Review and Development (PRD) process within Estates will provide a vehicle for progress on this recommendation.
14	P1	A	Staff Development: Highlight DCU’s Learning & Development Department to staff Notify EO staff of well-being workshops offered by DCU’s	Estates agree with this recommendation note it will be actioned as and when well-being workshops are offered by DCU’s Learning and Development Section, via the estates helpdesk email.	SMG welcomes the Area’s response to this recommendation and encourages colleagues to actively engage with the range of programmes and support available to support staff wellbeing. Information on upcoming programmes and courses are

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
			Learning and Development Department as and when they arise	(See One Year Plan, Action 8 for further information)	regularly communicated to staff by email, and are continually updated at on the HR Learning and Development website
15	P1	A	<p>Maintenance Service Contract: Review the findings and recommendations of the external reports</p> <p>Review how these can be incorporated into the new procurement process, identifying lessons learnt, and addressing key areas for improvement.</p>	<p>Estates acknowledge and agree with this recommendation and note an external FM consultant has been appointed in August 2022 for the development of the maintenance service model and specification of the next iteration of the maintenance service contract which will incorporate the findings and recommendations of the 2020 external report.</p> <p>(Note the consultancy company who carried out the review in 2020 were the successful tenderer in the FM consultancy services tender, and therefore will have a full understanding of the strategic review recommendations and how to incorporate these into the new procurement process which is provisionally scheduled to go to the market in Q1 2024)</p> <p>(See One Year Plan, Action 9 for further information)</p>	SMG notes the appointment of an external FM consultant to provide advice to the University on the scoping of the next iteration of a maintenance service model for the next service maintenance contract. In broad terms, the integrated FM model has been viewed as successful and the multiple learnings from the existing contract will be incorporated in the next tender for FM services.
16	P1	A	Maintenance Service Contract: Expand the review process to include all key stakeholders to help	Estates agree with this recommendation and as noted in Recommendation 15, an external FM consultancy firm has been appointed for the	SMG notes the appointment of an external FM consultant. Their work will contribute to scoping a revised maintenance service

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
			<p>implement a better contract in the future.</p> <p>Prior to writing the new maintenance service Contract tender, expand external reports to include the stakeholder / customer perspective and ensure this is reflected in new contract operational expectations, KPIs, etc.</p>	<p>development of the model and specification of the next iteration of the maintenance service contract. Commencing end of Sept 2022.</p> <p>Note: Full stakeholder engagement to capture all aspects of its user's views and needs has been included in the service delivery specification of the appointed consultant.</p> <p>(See One Year Plan, Action 9 for further information)</p>	<p>model, which will inform the university's requirements for the next service maintenance contract tender.</p> <p>This process will further consider feedback received from stakeholders as part of the self-assessment for this quality review, and further engagement with relevant stakeholders as part of establishing University requirements for the new procurement process</p>
17	P1	A/ U	<p>Strategic Alignment: Creation of a Finance Support Officer Post</p> <p>Recommend a dedicated post for managing financial information to act as the point of contact and have the relevant autonomy and knowledge to resolve time critical queries.</p>	<p>Estates Acknowledge and welcome this recommendation and propose Estates explore the development the recommendation further during Yr1 with a view to potentially combining a financial support officer role with quantity surveyor experience.</p> <p>This would also support recommendations contained in the PRG report relating to achieving Value for Money and initial quotation compilation without the need for external design consultancy appointments at project initiation stage. Note this would be subject to University and budget committee approval.</p>	<p>SMG notes the response of the Estates Office to this recommendation. Where resourcing gaps are identified by the area following, in this case creating new capacity for both financial information provision and quantity surveying, the proposal can be progressed through an application to DCU Resource Committee.</p>

Rec	Priority	Addressee	PRG Recommendation	Area Response	SMG Response
				(See One Year Plan, Action 10 for further information)	
18	P1	A	<p>Maintenance Service FM Contract: Review communications with stakeholders</p> <p>Review the current Maintenance Service FM contract (in-scope assets, KPIs, threshold value for breakdowns) so that expectations for both sides are understood and there is a greater level of detail</p>	<p>Estates agree with this recommendation note it will be included as part of the plan outlined in Recommendations 15 & 16</p> <p>(See One Year Plan, Action 9 for further information)</p>	<p>SMG notes this recommendation, and acknowledges the importance of the transparency of information to stakeholders in maintaining confidence in the university-wide FM contract while also balancing the resource requirement for detailed internal reporting.</p>
19	P2	A	<p>Communications: Write a communications strategy</p> <p>Develop a written communications strategy to identify critical messaging and the appropriate platform for its dissemination to each stakeholder group.</p>	<p>Estates acknowledge and agree with this recommendation and propose to develop an overall communication strategy for the Estates Office, and note an internal group has examined how this can be achieved and is moving ahead with a number of initiatives to improve communications which will include the development of a communications plan</p> <p>(See One Year Plan, Action 7 for further information)</p>	<p>SMG acknowledges the importance of strong and timely provision of information across the entire University as noted in this recommendation, and recommendation 11. SMG welcomes the establishment of an internal group to consider how best to improve communications by the Estates Office with its internal and external stakeholders.</p> <p>Where required, the Communications and Marketing department will provide support and advice for the effective implementation of these initiatives.</p>

3 Summary of the One Year Plan

	Action	Timeline	Lead
1	<p>Conduct a training needs analysis exercise in to ensure opportunities are identified to support staff well-being, unit business requirements and University strategic requirements, identifying priority training requirements</p> <p>(PRG Recommendations 1&13)</p>	March 2023	Gerard McEvoy Adolfo Rey Richard Kelly Stephen Toomey Coreen Malone
2	<p>Clarify the University's strategy for both walk-in and online helpdesks and the University wide data/digitalisation project</p> <p>(PRG Recommendation 2)</p>	January 2023	Gerard McEvoy
3	<p>Complete a review of the finance budgetary structure concerning the recharges for operational works completed</p> <ul style="list-style-type: none"> • Waste recharges amendments completed August 2022 • Reactive Maintenance Out Of Scope to be removed from recharges • Update Unit Risk register in relation to ongoing risks associated with recharges model <p>(PRG Recommendation 3)</p>	<p>October 2022</p> <p>January 2023</p> <p>February 2023</p>	Gerard McEvoy Stephen Toomey Coreen Malone
4	<p>Procurement of new online Helpdesk Platform</p> <ul style="list-style-type: none"> • Engagement with ISS • Carry out Gap Analysis / Market Review in tandem with development of hard services FM tender. • Implement local upgrades on existing helpdesk system <p>(PRG Recommendation 5)</p>	<p>January 2023</p> <p>October 2023</p> <p>March 2023</p>	Stephen Toomey
5	<p>Creation of IT systems Manager</p> <ul style="list-style-type: none"> • Review role requirements with ISS/COO • Agree where role sits • Agree Estates Budget submission date • Recruitment process <p>(PRG Recommendation 7)</p>	<p>November 2022</p> <p>Jan/Feb 2023</p>	Gerard McEvoy

6	<p>Undertake a gap analysis of the Estate Office Information Technology/ Management structures and systems.</p> <ul style="list-style-type: none"> • Carry out review including appointment of external facilitator • Benchmark with other similar Universities and organisations • Continue with phase 2 of the established Asset Information Management Strategy • development of a scope of needs, • develop an action plan <p>(PRG Recommendations 8 & 9)</p>	July 2023	Peter McDonnell
7	<p>Develop a Written Communications Strategy</p> <ul style="list-style-type: none"> • Review existing internal/external communications • Liaise with Comms/Marketing & Student support and development • Engage specialist consultant support • Update existing Estates Office web page <p>(PRG Recommendations 12 & 20)</p>	March 2023	Gerard McEvoy Coreen Malone Stephen Toomey
8	<p>Staff Development: Create opportunities for staff socialisation</p> <ul style="list-style-type: none"> • Notify Estates staff of upcoming social opportunities • Organise social gathering to recognise the efforts of staff during the pandemic • Notify EO staff of well-being workshops <p>(PRG Recommendations 12 & 14)</p>	Completed (and ongoing)	Completed
9	<p>Hard FM maintenance services contract renewal</p> <ul style="list-style-type: none"> • Appoint FM consultant to support next iteration of maintenance service delivery model and tender process (completed) 	Completed	Stephen Toomey Mark Tate

	<ul style="list-style-type: none"> Appointed FM consultant to incorporate recommendations of 2020 strategic review including review of stakeholders communications Appointed FM consultant to ensure stakeholder / customer perspective and is reflected in new contract operational expectations and KPI's <p>(PRG Recommendations 15,16 & 19)</p>	<p>Commencing Oct 2022 through 2023</p> <p>Commencing Nov 2022</p>	
10	<p>Explore opportunities to combine Finance officer support role with quantity surveyor experience</p> <p>(PRG Recommendations 18)</p>	<p>March 2023</p>	<p>Gerard McEvoy</p>

4 Summary of the Three Year Plan

	Action	Timeline	Lead
1	<p>Continue to review the recharges model and engage with University stakeholders looking at processes to remove bureaucracy and ensure quality, value, and appropriate controls</p> <p>(PRG Recommendation 3 and 6)</p>	<p>December 2023, annually</p>	<p>Gerard McEvoy</p>
2	<p>Develop a robust 5 year Estate Strategy that is aligned to the new overarching University Strategy</p> <p>(PRG Recommendation 4)</p>	<p>Commence during Q2 2023</p>	<p>Gerard McEvoy</p>
3	<p>Strategic review and alignment of Estates Information Management structures and systems digital information with university wide data visualisation project in the life of the next strategic plan 2022-2027 including Estates resource requirements</p> <p>(PRG Recommendation 8 & 9)</p>	<p>Commence during Q4 2023</p>	<p>Peter McDonnell</p> <p>Gerard McEvoy</p>
4	<p>Develop and present a proposal/ business case to DCU senior management group to seek investment into appropriate Estates IT platforms and systems</p> <p>(PRG Recommendation 10)</p>	<p>Commence during Q4 2023</p>	<p>Peter McDonnell</p> <p>Gerard McEvoy</p>

5 Appendices

5.1 Quality Committee (for the Self-Assessment Report)

- Alan Mangan, Project Manager
- Brian O'Toole, Facilities Officer
- Ger McEvoy (Chair), Directors of Estates
- Jane Barker, General Services Manager
- Linda Martin, Administrator
- Mark Argue, BMS Manager
- Mary Whelan, Space Planning Coordinator
- Ray Wheatley, Security Manager
- Stephen Toomey, Operations Manager
- Susan Long, Cleaning Coordinator

5.2 Peer Review Group members

- Mr. Michael Burke, Facilities Manager, DCU Faculty of Science and Health
- Mr. John Gibney, Independent Projects and Estates Consultant and former Director of Estates at NUIG
- Mr. Damien Kilgannon, Real Estate Director at Fine Grain Property, former Head of Capital and Investment Programme at HEA
- Ms. Rose Jenkins (Chair), Director of Estates and Campus Services at University of Dundee
- Ms. Nuala Lonergan, (Coordinating reviewer), Postgraduate Programmes Chair, DCU Open Education Unit
- Ms. Aoife Merrins-Gallagher, Postgraduate Research Student, DCU Institute of Education

5.3 Quality Committee (for the Quality Enhancement Plan)

- Gerard McEvoy, Director of Estates
- Stephen Toomey, Operations Manager
- Coreen Malone, Senior Administrator
- Peter McDonnell, Estates Project Manager
- Mark Tate, Technical Services Manager

5.4 Prioritised Resource Requirements

See document- “DCU- Quality Enhancement Planning Prioritised Resource Proposals” to complete this section

Guidelines for Prioritised Resource Requirements: *Prioritised resource requirements are funded through the University’s Quality Enhancement Fund which is administered by the Quality Promotion Committee (QPC). The Quality Enhancement Fund is limited, therefore funding proposals should be confined to once-off, short term projects. Proposals that contain large capital expenditure (e.g. new buildings) or long term commitments (e.g. staffing) go through the University’s Budget Committee.*

Areas can propose more than one project as long as the above criteria are fulfilled for

Title of project	
Reference to Peer Review Group Report	
Aim of project	
High Level Summary of Activities/ Milestones	
Expected impact on quality enhancement in Area and University	
Amount requested and financial summary	

Title of project	
Reference to Peer Review Group Report	
Aim of project	
High Level Summary of Activities/ Milestones	
Expected impact on quality enhancement in Area and University	
Amount requested and financial summary	

Title of project	
Reference to Peer Review Group Report	
Aim of project	
High Level Summary of Activities/ Milestones	
Expected impact on quality enhancement in Area and University	
Amount requested and financial summary	