University College Dublin

Periodic Quality Review

UCD Commercial Office

June 2010

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1. Introduction and Overview of UCD Commercial Office

Introduction

1.1   This Report presents the findings of a quality review of UCD Commercial Office, at University College Dublin. The review was undertaken in June 2010.

The Review Process

1.2   Irish Universities have collectively agreed a framework for their quality review and quality improvement systems, which is consistent with both the legislative requirements of the Universities Act 1997, and international good practice. Quality reviews are carried out in academic, administrative and support service units.

1.3   The purpose of periodic review is to assist the University to assure itself of the quality of each of its constituent units, and to utilise learning from this essentially developmental process in order to effect improvement, including :

- To monitor the quality of the student experience, and of teaching and learning opportunities

- To monitor research activity, including: management of research activity; assessing the research performance with regard to: research productivity, research income, and recruiting and supporting doctoral students.

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

- To provide a framework within which the unit can continue to work in the future towards quality improvement

- To identify shortfalls in resources and provide an externally validated case for change and/or increased resources

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

- To provide public information on the University's capacity to assure the quality and standards of its awards. The University's implementation of its quality review 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.

1.4   Typically, the review model comprises four major elements:

- Preparation of a Self-assessment Report (SAR)

- A visit by a Review Group (RG) that includes UCD staff and external experts, both national and international. The site visit normally will take place over a two or three day period.

- Preparation of a Review Group Report that is made public

- Agreement of an Action Plan for Improvement (Quality Improvement Plan) based on the RG Report's recommendations; the University will also monitor progress against the Improvement Plan

Full details of the review process can be found on the UCD Quality Office website: www.ucd.ie/quality.

1.5   The composition of the Review Group for the UCD Commercial Office was as follows:

- Professor Thomas Bolger, UCD School of Biology and Environmental Science (Chair)

- Ms Áine Galvin, UCD Teaching and Learning (Deputy Chair)

- Mr Malcolm Brown, Loughborough University

- Mr Richard Kington, University of Edinburgh

- Dr Bill Tinley, NUI Maynooth

1.6   The Review Group visited the UCD Commercial Office from 8-11 June 2010 and had meetings with Unit staff and students, as well as with staff from other units within the University, including: the UCD Vice-President for Finance/Bursar; service users of catering and residence services (students, academic and administrative staff), UCD Human Resources, UCD Buildings, UCD Alumni, UCD International and UCD Corporate and Legal Affairs.

1.7   In addition to the Self-assessment Report, the Review Group considered documentation provided by the UCD Commercial Office and the University. The Review Group also requested further information and documentation from the University and the UCD Commercial Office.   The site visit schedule is attached as Appendix 1.

Preparation of the Self-assessment Report

1.8   The UCD Commercial Office set up a Self-assessment Co-ordinating Committee (SACC) in accordance with the UCD Quality Office Guidelines. The SACC elected to facilitate each department to undertake their own self-assessment exercise. The report format and methodology was agreed by the SACC in advance and involved each department undertaking customer feedback exercises; updating existing Standard Operating Procedures; benchmarking operational statements against SOPs and other performance indicators; setting out summary evaluations and on-going quality review statements; undertaking a service strengths, weaknesses, opportunities and threats exercise; providing supporting documentary evidence of statements made. The Co-ordinating Committee met frequently to review progress between June 2009 and the review site visit.

The University

1.9 University College Dublin (UCD) is a large and diverse university whose origin dates back to 1854. The University is situated on a large, modern campus, about 4km to the south of the centre of Dublin.

1.10 The current University Strategic Plan (to 2014) states that the University's Mission is:

"to advance knowledge, pursue truth and foster learning, in an atmosphere of discovery, creativity, innovation and excellence, drawing out the best in each individual, and contributing to the social, cultural and economic life of Ireland in the wider world".

The University is organised into 35 Schools in five Colleges;

- UCD College of Arts and Celtic Studies
- UCD College of Human Sciences
- UCD College of Life Sciences
- UCD College of Engineering, Mathematical and Physical Sciences
- UCD College of Business and Law

1.11 As one of the largest universities on the island of Ireland, UCD supports a broad, deep and rich academic community in Science, Engineering, Medicine, Veterinary, Arts, Celtic Studies and Human Sciences. There are currently more than 24,000 students (15,400 undergraduates, 6,900 postgraduates and 1,900 Occasional and Adult Education students) registered on University programmes, including over 4,600 international students from more than 120 countries.

UCD Commercial Office

1.12 The Commercial and Conference Office, now known as the UCD Commercial Office, was created in 1994 and its primary focus was to manage and direct the activities of the student residences, and to develop the business of attracting academic conferences to UCD.

1.13 The key UCD Commercial Office activities have grown since 1994 and now encompass:

- Residences – responsible for the management of 2,721 student residence bed spaces and related commercial activities

- Conferences – manages the University's Events and Conferencing business, primarily through O'Reilly Hall, but also includes commercial room bookings across the campus during the summer period

- Catering – responsible for the operational and strategic management of the University's in-house catering facilities, including the main restaurant and related coffee shops (for example, Roebuck Castle)

- UCD Commercial Office – has an overarching responsibility for Residences, Events & Conferencing and Catering, whilst managing the University's commercial related functions, including licensee agreements

1.14 The UCD Commercial Office, including its sub-sections, employs 42.25 full-time equivalent (FTE) staff and management, the majority of which are full-time. The shortest tenure of employment is 2 years whilst the majority have at least 15 years of service.

1.15 The Commercial Manager reports to both the Vice-President for Finance/Bursar and, as part of the University's governance structure, he also reports to the Mapleview Ltd. Board.

2. Planning, Organisation and Management

2.1 The mission of the UCD Commercial Office, as stated in the Report, is to support the development of the student experience by providing support services to students and staff of UCD of the highest quality and at the lowest economical price. The maximisation of income generating opportunities and the maintenance of strong cash flows to support the various services is an equally important element of the brief though, through economic necessity, income generation has been prioritised.

2.2 Taking this mission into account, the UCD Commercial Office should state how it works toward achieving relevant points within the University Strategic Plan through business objectives and KPIs. Currently there appear to be no KPI's in use to allow proper monitoring of the performance of the business itself, from financial, quality, customer satisfaction perspectives or against University strategic priorities.

2.3 Referring to the UCD Strategic Plan the following key initiatives are amongst those that should be included:

1.1.1 Education
Ensure that the UCD environment and its curriculum prepare graduates for life and work across international borders

1.1.2 Developing UCD's profile
Growing and developing graduate education particularly through the expansion of the taught masters portfolio and the development of doctoral programmes so that by 2014 one-third of our student body will be graduate students

Attracting greater numbers of international students with the ultimate objective of 25% of our students being international students

1.1.5 Finance
UCD will expand revenue from academic (graduate and international) commercial and philanthropic areas and thereby lessen reliance on state funding sources

1.1.6 Human Resources
UCD will build on the initial investment the University has made in staff performance and development through the UCD Performance Management

Development System (PMDS) process and leadership and mentoring programmes.

1.1.7 Campus Infrastructure
Refurbishment and expansion of student residences

2.4 The Review Group found that the ambitions and strategic objectives expressed by the UCD Commercial Office did not align exactly with those of the Vice-President for Finance. There is a substantial attenuation of the core message, to the extent that the CO seems at times to be working almost contrary to those goals. For example, it was stated by senior members of the team that the O'Reilly Hall was only expected to break even while the Bursar had an expectation of it maximising its commercial business. This despite the statement in 2.1 above. There is a need for the UCD Commercial Office and the University, along with other important stakeholders, such as the UCD International Office, to convene in order to clarify the message and bring those expected to deliver the goals together in a spirit of shared enterprise.

2.5 The organisational structure presented in the Report shows the units operating essentially independently with the UCD Commercial Office providing overall management, financial service and advice. Arising from this structure, it is clear that the individual units operate to local priorities and there appears to be little sense of a commitment to an agreed shared mission across the UCD Commercial Office. Indeed, while the overall style of the various sections of the Self-assessment Report were similar, they were produced independently by each of the units and displayed very different styles and degrees of engagement.

2.6 The fact that all groups are physically isolated from each other further exacerbates this situation.

2.7 While budgets are set by the financial administrator in the UCD Commercial Office, planning for each unit appears to take place separately. In addition, with so much of the budget setting apparently being driven from the top down, this misses important opportunities to engage key stakeholders more effectively in its compilation, gain fully from their knowledge and expertise and so ensure better buy in.

2.8 The term Commercial Office is used in multiple contexts which does not fully reflect the totality of the operations. The reality is that the core services provided by the organisation are student and staff facing and also essential in supporting the University. The current name does not therefore properly reflect the fact that most of the activities and focus are centred on these core services. The UCD Commercial Office needs to sit under a more collegiate heading and all business elements, whether student or commercial related, should operate under a more inclusive and student-focused name. There are a number of options for the University to consider; one option, outlined below, is a possible suggestion:

'UCD Residential, Catering & Events'

Under this would sit:

UCD Student Accommodation
UCD Conference & Events

UCD Summer Accommodation
UCD Catering

2.9 The necessity to have Summer at UCD and Conference & Events as separate, distinct entities is not clear. They are certainly less distinct within the UCD Commercial Office than, for example, student accommodation. Events and reservations activities are strands of a central service. Summer at UCD is essentially a marketing strategy and not a separate unit and should lie with the Conference and Events unit. Integrating these two areas more effectively will lead to improvements in efficiency and from that increased sales.

2.10 Clarification is required on the matter of recruitment to new posts. Senior UCD management told the Review Group that approval can be gained if supported by a robust business case. New opportunities are currently not being taken forward due to belief within the UCD Commercial Office that no recruitment is possible. This is to the detriment of some critical student facing services.

Training, Development and HR Issues

2.11 It is recognised that there are historic issues, however these should not be allowed to stand in the way of developing business.

2.12 Opportunities for training in leadership, coaching and team building appear to be available through UCD HR and should be availed of to a greater extent.

2.13 Training needs should be linked to a business plan and objectives so as to maximise benefit for individual staff and the unit as a whole.

2.14 Better liaison with HR, perhaps along the lines of the HR Partner model already in place for Colleges, would be of significant benefit to the UCD Commercial Office and its ongoing development.

Communications

2.15 There is a clear need to keep teams better informed of plans and opportunities and where possible, to involve them in the decision-making process.

2.16 Regular senior team meetings must be re-introduced.

2.17 The output from the above meetings needs then to be cascaded effectively through the organisation. Ways in which this can be better achieved should be reviewed and outcomes formalised

2.18 The UCD Commercial Office needs to work much more closely with others delivering support and information to students. Examples include UCD Registry, Student Advisers, UCD International Office, Clubs and Societies and UCD Student's Union.

2.19 Need to inform customers, particularly students, of improvements, works and best practice to maintain living environment. More wide ranging customer consultations should be included in the planning process for any refurbishment or new build projects.

Recommendations

2.20 The title UCD Commercial Office should be discontinued. Consideration should be given to changing the title of the Commercial Manager, without any change in responsibilities or seniority, to something like 'Director of UCD Residential, Catering and Events'.

2.21 Integrate all the senior team and administrative support into one physical location – this should include, as a minimum, those currently referred to as the UCD Commercial Office, O'Reilly Hall (in future Conference & Events), Summer at UCD and Catering (inc. Restaurant).

2.22 There is a need for structured regular meetings of the 'UCD Commercial Office' with the head of each of the units at which specific action points are identified and achievements assessed.

2.23 Information from the regular meetings above needs to be cascaded to staff in a way appropriate to their needs/location. Ways in which staff can feed information into the senior team should also be made clear.

2.24 Best practice HR mechanisms should be introduced, i.e. management of sickness and absence, PMDS reviews and monitoring of probation periods.

2.25 The various operations within UCD Residential, Catering and Events need to know and agree unit objectives and trading plans set against budget. Linked to this KPIs need to be established to reflect both the business objectives (local and linked to University strategic plan) and the customer service objectives of the units.

2.26 Develop robust business plans to support opportunities for recruitment. Not doing this is currently to the detriment of some critical student-facing services.

2.27 Budgeting process needs to be more inclusive and driven more by stakeholders. This is important in order to establish ownership but also to realise opportunities for development rather than adopting the status quo.

2.28 Stronger emphasis needs to be given to the production of timely and more detailed finance information, to allow budget holders to monitor and allow them to assess performance against budget. Ideally these reports would be issued on a monthly basis and contain much more detail on revenue streams and the manageable costs, e.g. labour, utilities, food etc.

2.29 As a priority, establish closer relationships with key colleagues in other areas of the University providing student services. The UCD Commercial Office should review on a regular basis, ways in which improved support can be delivered to students through better integration. Such services would include UCD Buildings, UCD Students' Union, Security, UCD Registry and UCD International Office.

3. Functions, Activities and Processes

3.1 UCD Restaurant

3.1.1   UCD Catering Services is the leading provider of Food & Beverage facilities on campus. The Restaurant Building comprises catering facilities on three levels, with the opportunity to provide catering services for up to 1,400 customers at any given time. As the campus has expanded over the years, so too has the need for catering services, and the number and variety of food outlets provided has been in keeping with demand during this time. The Main Restaurant itself has gone through many changes and upgrades in keeping with the trends and demands of the hospitality industry over the years.

3.1.2   The Restaurant Building continues to be UCD's primary on-campus catering facility, and the building comprises three levels as follows:

- The main entrance and common spaces being occupied by "An Post" and "Cafe Infusion".

- The upper floor containing the Main Self-Service Restaurant, which provides catering with seating for up to 650, serving hot food and snacks from 8.00am until 7.00pm. The Carvery is also located on the top floor that provides a private area for lecturers, staff of UCD and guests.

- The lower ground floor boasting the Rendezvous Room, which provides recreational seating area for students during term, together with a vending catering service. This area is also used for any functions, conferrings and summer schools. This lower ground level also contains the "Norah Green Room", which is used for meetings and functions.

3.1.3   The Main Restaurant, Rendezvous Room, and Norah Green Room also cater for functions ranging from corporate events through to conferrings and private parties, and also offer an on-campus catering delivery service which is also promoted by "Fresh Ideas", a purpose-designed in-house catering delivery service.

3.1.4   As stated in 3.1.1, the Restaurant has gone through many changes and face lifts to keep up with the trends and demands of the hospitality industry. However, in comparison with current trends elsewhere, it now offers a style of catering that is less flexible than required and lacking in appeal to many existing and potential customers.

3.1.5   UCD's Catering Services mission is to create and offer catering services that contribute to a more pleasant way of life for people, wherever and whenever they come together. This applies not only to customers, but equally to employees and the various on-campus communities that are served. In this regard, there is a commitment to the provision of high quality catering services to students, staff, and internal and external clients alike.

Commendations

3.1.6   Following a period of negotiation, the employment of a Catering Manager is generally welcomed within the unit. The employment of a manager appears to already have increased morale and engagement of all staff to enhance and

develop the catering services in order to improve service to customers and return the unit to profitability.

3.1.7　This spirit of progress is described explicitly in the Self-assessment Report: "*Our business is to serve others, and in the course of this service we must continuously strive for improvement. This means being continuously open to providing innovative ways to serve our customers through regular product and service reviews.*"

3.1.8　This spirit of progress is accompanied by a staff training programme and the UCD Performance Management Development System (PMDS) which is a framework that supports staff development in a structured and informed way. It fosters clear, two-way communication between colleagues that will identify and address development needs within the context of the University's goals.

3.1.9　An outline business plan is being developed to bring the unit back to profitability.

3.1.10　Expectation that new business will be driven into the Restaurant, although there is limited evidence currently available to show where this business will come from, and so the future potential.

3.1.11　The staff to whom the Review Group spoke were anxious and eager that the Catering Services would succeed in their ambitions.

3.1.12　The proposed new UCD International Office facility within the Restaurant building should reduce overhead costs to catering by taking over responsibility for part of the lower ground floor.

3.1.13　Plans are being advanced to revamp the main restaurant food service areas and to move part of the current offering to a new facility on the lower ground floor where some kitchen facilities already exist. A budget of circa 250,000 euros has been identified to make these changes with some additional funds resulting from the move of the UCD International Office that will be used to upgrade the lower floor kitchens.

3.1.14　The "Fresh Ideas" initiative is a good one and has further potential

Recommendations

3.1.15　Continued improvement in communication within the unit. For example, the Review Group were surprised that Catering Services were not involved in discussions about whether they could deliver the catering in Roebuck 2. It is understood that this has been contracted out but the responsibility for the risk on ensuring adequate business levels lies with the University.

3.1.16　With Roebuck 2 there is concern that an apparent reliance within the model upon lunchtime trade is overly optimistic given the remote location of the facility from the rest of the main campus buildings. Given that the resource appears to be currently available in-house to provide the core service, a review of the plans for this building, even at this late stage, would be advised.

3.1.17　The view of the Review Group is that the planned new food court is in principle a good idea. However, a great deal of work and attention to the layout is critical as well as validation of expected benefit from the investment.

There should be independent oversight of the final plans and critically the evidence that supports the expected growth before final approval given. It is vital that the development of the food court goes together with the upgrading of the seating area to provide a more modern arrangement. Extensive staff and student customer surveys and focus groups will be important to validate Management plans.

3.1.18 The proposed upgrading of the kitchen facilities on the lower ground floor is welcomed, but further development of this floor is recommended only when the effects of changes to the first floor have been evidenced or experience gained. The 'Carvery' element that appears to form a major element of this new lower ground floor facility could easily be incorporated within the planned food court upstairs. A detailed feasibility should be produced to support the expenditure proposed.

3.1.19 Re-launch the *Campus Fresh Ideas* and use local leaflets/UCD intranet as well as interactive marketing of product – take around product, invite users to sample product, etc.

3.1.20 Utilise the capability of the existing catering team in O'Reilly Hall and other venues, where appropriate i.e. UCD Restaurant should become the third catering provider for O'Reilly Hall. [see 3.3.14].

3.1.21 Better liaison with academic units would serve to highlight how student timetabling changes might affect the delivery of catering services and also generate other catering opportunities, e.g. retirement parties, local gatherings, lunch-time seminars/meetings.

3.1.22 The University is introducing chip-enabled university card. It is understood that a number of uses of such a card have been identified but, as yet, no unit has been identified to lead such a project. The possibility of using the card for cashless catering provides a real opportunity for Catering and should be explored urgently with a view to establishing a project to take forward in the short term.

3.1.23 Labour costs are high in relation to sales, these need to be brought into line with industry norms and there is an opportunity to reduce casual staff costs through carefully monitoring.

3.1.24 Market research should be introduced to consider what weekend services are required now and into the future with the expansion of on campus accommodation.

3.2 UCD Residences

3.2.1 UCD Residences was first established as the Accommodation Office in 1989 when Roebuck Castle was purchased and the accommodation wing converted into student residences. In 1990 Pierse Contracting entered into a 20 year investment agreement to build and manage the Belgrove Residence. Ever since, there has been continued expansion to the current 2,524 beds.

3.2.2 UCD is still in a position where demand greatly exceeds supply. The University has a strategic goal to double the number of bed spaces to 5,000 in total. With a further 134 beds currently under construction for September 2010, Roebuck Hall Phase 2 is the first step of the long term master plan to

provide the extra planned beds, along with a Residential Village and improved social facilities.

3.2.3   In order to increase bed spaces in the period intervening, off-campus apartments, close to UCD were leased for a two-year period.   The Beechwood complex is managed by the University and provides an additional 42 bed spaces depending on apartment configuration.

3.2.4   In addition to the student bed spaces there are 4 staff spaces available in the Merville Student Residence.

3.2.5   As the Residences have developed over the years so have the needs and expectations of the students. In order to drive change to meet these needs, a new position was created in 2007, and a Manager of Residential Services was appointed to take over from the more traditional role of the Accommodation Officer, who retired in 2009.

Commendations

3.2.6   The Manager of Residential Services displays an energetic and hands on approach to his duties.

3.2.7   Spread across five main locations, local service is provided through a Residence Support Centre located in each complex. Each Support Centre has a full-time member of staff who is responsible for the running of the Support Office and acts as a Residential Team Leader to three teams of Residential Assistants (RAs). The RAs are students who provide out of hours support in each location in return for free accommodation during the academic year. With a localised approach to day-to-day support, there is an over-arching centralised approach to policies and procedures, to try and ensure consistency in service delivery.

3.2.8   UCD Residences provides a centralised online room-booking system. Customer support is provided through a centralised office which gives general advice, technical support, and help desk facilities for on-campus queries, and an office that provides walk-in and online support to students seeking off-campus accommodation.

3.2.9   Specialist contractors carry out planned maintenance.   In addition, replacement and upgrade works are planned as minor works, programmed over eight year periods to ensure the fabric of the buildings, and the fixtures and fittings always keep pace with wear and tear.

3.2.10 Some building stock is 20 years old and has only received reactive maintenance since it was first built. As a result a major capital refurbishment programme is currently in place to upgrade the buildings and approximately 100 beds are now being refurbished every summer.

3.2.11 It has been identified that there are different levels of response to maintenance issues and different interpretations on the urgencies of a customer's request. This has partly been the result of local contracts with maintenance service providers each offering different standards of service, and long established approaches in each location on how to respond.

3.2.12 Wireless IT services were rolled out in the Residences five years ago. The service is now standard in new builds.

3.2.13 Planning a 'Residence Life' Programme has commenced. Traditionally the Residences and UCD Commercial Office have had a social fund available to students wishing to organise events that would enhance the social aspect to living on campus. In addition the role of the RAs appears to be changing to support this type of initiative.

3.2.14 A training programme for RAs involving both staff from the residences and other parts of UCD is in place and constantly under review and development.

3.2.15 The UCD brand is recognised as a valuable resource. Accommodation on the UCD Campus provides students and parents with a wide range of benefits. There is a heightened sense of security, not just physically, but often emotionally, especially for parents sending their children to University in first year. In addition there are benefits not always factored into the equation, including time management benefits (proximity to campus facilities including library, classes as well as substantial savings in commuting etc), free broadband, social infrastructure, cost savings from commuting, etc.

Recommendations

3.2.16 A review of Management and Support is required to manage more effectively the development of the residential estate and the student experience.

3.2.17 It was recognised that there is a need to strengthen the management team of the UCD Residences to address retirement and contract completions, and also to ensure effective growth over the immediate and coming years. A business model which proposes a new structure that not only provides for growth and efficiencies, but reduces the overall staffing costs per bed as the residences grow, associated with a staffing plan, should be developed and submitted for review by the UCD Bursar's Office.

3.2.18 Review the current method of providing student residence support (RAs) and put forward a business case that will provide a full-time professional (live-in) member of staff to manage the RAs and develop a more efficient, effective and inclusive programme of service delivery to students. This will allow a critical enhancement of the Residence Life support provided and so enhance the student residential experience. It is probable that this could be achieved at no increase in cost, when the considerable value of free accommodation provided to RAs is taken into account (advice is offered from UK models and in particular that operated by the University of Edinburgh). This will in turn provide more justification for the perceived higher rents.

3.2.19 Review the provision of an accommodation guarantee. The Review Group strongly recommend introducing accommodation guarantees for international students. These are universal amongst most key competitors and essential for UCD to be competitive in international student recruitment. This could easily be achieved through greater flexibility in the operation of the allocation and offer systems. It will also require proactive engagement and consultation with the UCD International Office. This should be in place in time for recruitment into academic year 2011/12.

3.2.20 Widen the rent ladder. An option might be to better reflect difference between refurbished and new (emphasis value and annual rents). Consider some limited development of twin accommodation to provide lower entry price point, and other ways of providing some more affordable accommodation.

3.2.21 It was suggested by some students that the payment of rent in just two instalments was too onerous. Availability of more staged payments should be considered, and this work should include consultation and research with students.

3.2.22 Lack of common rooms/spaces in the residences is a problem – consideration should be given to providing some such spaces even if this involves sacrificing an apartment in each complex until, through future developments, other solutions can be found. This will benefit the student experience and create more 'value' within the cost of the accommodation.

3.2.23 More consultation with students on developments and refurbishments is recommended. An apparent lack of consultation appears in part to have led to problems in recent builds/refurbishments, for example, the lack of an oven, insufficient fridge and freezer capacity and lack of common room space, [see 5.5] even in Roebuck 2. Some institutions actually build model apartments which can be visited and commented on by stakeholders before plans are signed off.

3.2.24 There is a concern about the target of increasing bed spaces irrespective of student demand or student experience. Robust research, consultation and a business plan is an essential precursor and it would be important to continually review and test the validity of the strategic plan objective in this respect.

3.2.25 A much more thorough inspection of new builds following handover is required in order to identify problems that may lead, in a relatively short time, to major remedial expenditure, for example, the ventilation issue in the Glenomena complex. This latter issue appears to have major financial implications and far greater visibility needs to be given to such areas of risk to the business.

3.2.26 Customer feedback from students is quite extensive but no obvious conclusions arising from the feedback are presented, and no agreed action plan to take forward areas where improvement may be needed. These need to be established with timescales for review within an agreed time following publication of any survey.

3.2.27 Maintenance is a major area of concern, with no obvious plan to address it. This may link in to the past failure to appoint a Maintenance Manager. Alternative methods of delivering maintenance services should be explored. One possible option might be to provide some funds to UCD Buildings who would provide maintenance service directly or provide access to their sub-contractors. Residence management may well be duplicating processes/activities already happening as a matter of course within UCD Buildings. This option may still require some dedicated Residence maintenance resource to coordinate activities locally. The Review Group supports the view that a better service may be provided by having maintenance assistance within Residence but liaising closely with Buildings. The current Manager of Residential Services happens to have a maintenance

background and this is currently of great benefit. However, such reliance is unlikely to be sustainable in the long term.

3.2.28 This current approach can only lead to inefficiencies and importantly distract Residence management from other important activities. It is believed unreasonable for Residence management to be expected to continue with the current arrangement. Critically, despite best efforts, the feedback results clearly show that measures in place are not working as well as they need to.

3.2.29 Concerns were raised about the lack of student advocacy in discipline situations. There was also a concern that students were not being informed of their right to appeal a discipline decision. Student rights in these situations should be agreed and clearly communicated, based on best practice and in consultation with residents, UCDSU and UCD Student Advisers. Accommodation web pages need to be developed to ensure such information is available.

3.2.30 At a time when University rents are perceived to be higher than the private sector it is important that the benefits derived from the 'full package' are made much clearer, so that more appropriate like-for-like comparisons can be made on cost. Additionally, there are many other benefits of living on campus that could be better highlighted – annual rental comparisons with the private sector are helpful in such comparisons.

3.3 UCD Conference and Events

3.3.1 The Mission statement as included in the Self-assessment Report is that *'The Conference and Events Office will promote the use of the hall to all sectors and in particular to the University Academic fraternity. The Office will give priority to the needs of the University and ensure that all events undertaken with the facility are in keeping with the ethos and raison d'être of the University.'*

3.3.2 The Conference and Events Office also manages *'all aspects of events taking place in O'Reilly Hall, the Conference & Events Office also manages all enquiries relating to Commercial Room Bookings on campus along with being a consultative and guidance office for all academics involved in attracting International Conferences to UCD.'*

Commendations

3.3.3 O'Reilly Hall is a first-class facility and the building, which is in an excellent leafy green academic campus location, ensures flexibility for a variety of set ups. It can accommodate smaller conferences for 100 guests, up to larger events for as many as 1,062 guests.

3.3.4 The staff of the Conference and Events Office are anxious for the enterprise to succeed and work hard towards this end.

3.3.5 The staff have good links locally with organisations that can support them in their efforts.

3.3.6 The University has identified the importance of the role and function of the Conference and Events Office and is open to suggestions about how they could be of support.

3.3.7 The O'Reilly Hall has a greater than proportional share of the market for the services it provides as a Conference Centre.

3.3.8 High proportion of repeat business.

Recommendations

3.3.9 Clarify mission statement and put in place one cost centre for O'Reilly Hall and all other event facilities (under new heading of 'Conference and Events').

3.3.10 Develop a joined-up UCD Conference programme alongside campus events.

3.3.11 Maximise the attraction of the venue for UCD-related conferences through improved provision. An important element of such an offer would be the development of a C&E one-stop-shop service so that customers do not have to deal with multiple service providers. This applies also to external customers where almost all competitors provide such a service, indeed, it is expected by all customers.

3.3.12 Currently all the focus is on O'Reilly Hall. The Review Group was surprised to find that activities organised in other University spaces produced reasonable income, but this was being subsumed within the UCD Commercial Office. Putting all Event services under one unit as suggested above, will provide much needed clarity and ultimately better focused use of profits achieved by this part of the organisation.

3.3.13 Work with UCD Catering Services to help them develop so that the in-house catering team could be introduced as the third panel provider for O'Reilly Hall, providing a more cost-effective option for some customers, internal and external [See 3.1.20]. The cost of catering is an issue for some customers, certainly internal but possibly also external. The in-house team has the capability of providing a mid-priced product that will appeal to some customers and provide greater profit for the business. Their services can be developed over time as confidence in their abilities grows.

3.3.14 The centralisation of the Events team will also be of major benefit. It will be the case that some time will need to be spent around conference venues when in use but that should not prevent the recommendation of co-locating units being actioned.

3.3.15 Marketing and Sales needs should be brought together to ensure that the best use is made of limited resource across the business.

3.3.16 Ensure that UCD continues to position itself as a national venue for conferences and events.

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3.3.18 Review the rules currently in place that restrict the team from taking commercial bookings because of the need to accommodate important internal activities. It is recognised that many of these have to take priority; however, it was felt that it should be possible to relax some restrictions. In addition,

publishing the dates of key University activities, requiring the use of the O'Reilly Hall, should be completed earlier than is currently the case. Any increase in the ability of the team to accept longer lead business will be financially advantageous to the University.

3.4 Summer at UCD

3.4.1 This area was not included in the self-assessment process on the basis that it is a very new area. That it is "currently developing its own methodologies, culture and ethos in conjunction with preserving and growing the summer business…".

3.4.2 This approach does illustrate the view formed that the business as a whole is operating as individual units and not as part of a coordinated entity. There is tremendous opportunity for income growth and the manager responsible is clearly a very knowledgeable, highly motivated and energetic individual. Even though in post for a comparatively short period, income has increased for 2010 and the opportunities for future years look very good.

Commendations

3.4.3 At an individual level the unit is very focussed, with a clear idea on direction, and already encouraging results are flowing through for the summer

Recommendations

3.4.4 It is important that, as with other units, this area is brought together as part of the wider team.

3.4.5 Centralising staff will aid this process, and will improve communication with all other areas that are needed to ensure the success of this summer business. That specifically includes Events, Catering and Residences.

3.4.6 More regular meetings, between all those engaged in delivering services should be introduced, perhaps on a weekly basis during the season and pre-season.

3.4.7 Measurable targets need to be agreed with the Commercial Manager and form part of a regular review process.

3.4.8 Marketing and Sales should be brought together, to ensure best use is made of limited resource across the business.

4. Management of Resources

4.1 Much of what might be covered in this section has been dealt with under the commentaries on individual units and will not be repeated here. However, the Review Group wish to comment on resource management in relation to licenses.

Commendations

4.2   Granting of licences appears to be managed well and these provide a valuable income stream. It is not clear whether there is a robust mechanism for monitoring in place, to ensure that the individual licensees are providing services to the levels expected to meet the terms of the licence, and satisfying customer demand. It is also unclear what consideration is given to how new licensees fit in with the current provision and customer needs/expectations.

Recommendations

4.3   Ensure monitoring process is in place to ensure licensees are delivering the levels of services expected of them, at the times required.

4.4   Ensure some regard of customer need/expectation is taken into account before granting new licences.

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4.6   Re-launch new services - brand and make better use of web internally and externally.

4.7   Produce an annual Marketing and Sales plan alongside the budget that encompasses the needs of all business areas. Where possible, measurable income targets must be linked to expenditure

5. Quality Review/Enhancement Processes

Commendations

5.1   Customer feedback has been gathered by all of the units as part of the self-assessment process. The Residences have undertaken a more extensive consultative process, which included online survey, focus groups with residents and meetings with user groups/stakeholders.

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5.2   Gathering customer feedback is an important first step in ongoing quality enhancement.   However, greater emphasis needs to be placed on interpreting and drawing conclusions from the feedback, framed as part of an action plan for service enhancement, with a clearly specified timeline for delivery and review.

5.3   In the case of any significant new planned development (e.g. food court), extensive consultation should be undertaken with all user groups to gather views, test concepts and validate management plans for the new development.

5.4   Based on feedback from students, there seems to be an inconsistency between the services provided by different residence offices. A common

minimum set of services should be provided at each Residence Office, and availability of these services should be clearly communicated at each site.

5.5   Further consultation with students on the development and refurbishment of residences is recommended. An apparent lack of consultation appears, in part, to have led to problems in recent builds/refurbishments, for example the lack of an oven, insufficient fridge and freezer capacity and the lack of common room space [see 3.2.23].

5.6   Greater use should be made of the website, intranet and other communications channels to extend communications and consultation opportunities with staff and students.

5.7   Continue the work that has already begun on formulating Standard Operational Procedures (SOP), ensuring that they are in place for all aspects of the business and are used as part of regular quality monitoring and enhancement.

6. Analysis of Strengths, Weaknesses, Opportunities and Threats

Strengths

- Staff who are ambitious for the success of the operation.

- O'Reilly Hall Facility.

- Facilities around Campus.

- National and international profile of UCD as a platform for attracting events.

- Increased control over UCD's own stock of accommodation.

- Move towards on-line booking of residences.

- Existence of Residents' Life Team and its apparent change to a more student engagement focus.

- Developments around 'Summer at UCD'.

- Current financial situation in Residences.

- Employment of catering manager.

- Centralisation of licensing agreements.

Weaknesses

- No evidence of written and well articulated business plans linked to business objectives and KPIs.

- Distinct lack of Key Performance Indicators for each business unit.

- Poor communications.

- Continuing HR challenges.

- O'Reilly Hall being sold as individual entity.

- Lack of sufficient visibility of other campus event spaces.

- Incompleteness of self-assessment report and absence of key elements.

- Lack of integration within report.

- Lack of any common spaces in residences.

- Lack of one stop shop for conferences or other events.

- Limited engagement with other services and units across University, in particular UCD Student Support Services, UCD Sports, UCD Registry, UCD International Office.

- Current websites disjointed and inward looking.

- Insufficient involvement of key stakeholders in budgeting process.

- Distinct lack of timely and detailed financial information.

- Poor external marketing of facilities and services.

Opportunities

- Engagement with broader HR functions including training in staff development, leadership and team building
.
- Refocusing and awareness of whole operation.

- Significant opportunity arising from alignment of unit with UCD Strategic Plan.

- Better utilisation of in-house catering in Conference and 'Summer at UCD' operations.

- Redevelopment of Restaurant Building.

- UCD International Office moving to Restaurant Building.

- Better packaging and explanation of benefits of On-Campus Accommodation.

- Improved support for those in the Campus Sports Facility to help bring more events to UCD.

- Improved financial information available to units, including the rollout of e-Financials and InfoView reporting to all units.

- Develop a Conference and Events one-stop-shop service supported by changes in organisational structure.

- Introduction of Smart Cards.

- Develop Alumni links.

- Development of on-line marketing both internally and externally.

- Senior members to actively engage with professional university organisations, e.g. the Association of College and University Business Officers (CUBO).

- Liaison with Fáilte Ireland's Business Tourism Unit in order to support academic conferences.

- Seed funding for academic conferences.

- Provide better support to UCD International Office growth targets through international accommodation guarantees.

Threats

- Potentially growing disparity with external suppliers of accommodation in terms of price or quality.

- Downturn in Conference and Corporate Dinner markets.

- Failure to adequately involve customer base in catering and new student accommodation.

- Roebuck 2 catering.

- The absence of adequate post-build inspection. For example, the cost of addressing the ventilation issue in Glenomena is very significant.

7. Summary of Commendations and Recommendations

a. Planning, Organisation and Management

Recommendations

2.20   The title UCD Commercial Office should be discontinued. Consideration should be given to changing the title of the Commercial Manager, without any change in responsibilities or seniority, to something like 'Director of UCD Residential, Catering and Events'.

2.21   Integrate all the senior team and administrative support into one physical location – this should include, as a minimum, those currently referred to as the UCD Commercial Office, O'Reilly Hall (in future Conference & Events), Summer at UCD and Catering (inc. Restaurant).

2.22   There is a need for structured regular meetings of the 'UCD Commercial Office' with the head of each of the units at which specific action points are identified and achievements assessed.

2.23 Information from the regular meetings above needs to be cascaded to staff in a way appropriate to their needs/location. Ways in which staff can feed information into the senior team should also be made clear.

2.24 Best practice HR mechanisms should be introduced, i.e. management of sickness and absence, PMDS reviews and monitoring of probation periods.

2.25 The various operations within UCD Residential, Catering and Events need to know and agree unit objectives and trading plans set against budget. Linked to this KPIs need to be established to reflect both the business objectives (local and linked to University strategic plan) and the customer service objectives of the units.

2.26 Develop robust business plans to support opportunities for recruitment. Not doing this is currently to the detriment of some critical student-facing services.

2.27 Budgeting process needs to be more inclusive and driven more by stakeholders. This is important in order to establish ownership but also to realise opportunities for development rather than adopting the status quo.

2.28 Stronger emphasis needs to be given to the production of timely and more detailed finance information, to allow budget holders to monitor and allow them to assess performance against budget. Ideally these reports would be issued on a monthly basis and contain much more detail on revenue streams and the manageable costs, e.g. labour, utilities, food etc.

2.29 As a priority, establish closer relationships with key colleagues in other areas of the University providing student services. The UCD Commercial Office should review on a regular basis, ways in which improved support can be delivered to students through better integration. Such services would include UCD Buildings, UCD Students' Union, Security, UCD Registry and UCD International Office.

3. Functions, Activities and Processes

3.1 UCD Restaurant

Commendations

3.1.6 Following a period of negotiation, the employment of a Catering Manager is generally welcomed within the unit. The employment of a manager appears to already have increased morale and engagement of all staff to enhance and develop the catering services in order to improve service to customers and return the unit to profitability.

3.1.7 This spirit of progress is described explicitly in the Self-assessment Report: "*Our business is to serve others, and in the course of this service we must continuously strive for improvement. This means being continuously open to providing innovative ways to serve our customers through regular product and service reviews.*"

3.1.8 This spirit of progress is accompanied by a staff training programme and the UCD Performance Management Development System (PMDS) which is a framework that supports staff development in a structured and informed way.

It fosters clear, two-way communication between colleagues that will identify and address development needs within the context of the University's goals.

3.1.9 An outline business plan is being developed to bring the unit back to profitability.

3.1.10 Expectation that new business will be driven into the Restaurant, although there is limited evidence currently available to show where this business will come from, and so the future potential.

3.1.11 The staff to whom the Review Group spoke were anxious and eager that the Catering Services would succeed in their ambitions.

3.1.12 The proposed new UCD International Office facility within the Restaurant building should reduce overhead costs to catering by taking over responsibility for part of the lower ground floor.

3.1.13 Plans are being advanced to revamp the main restaurant food service areas and to move part of the current offering to a new facility on the lower ground floor where some kitchen facilities already exist. A budget of circa 250,000 euros has been identified to make these changes with some additional funds resulting from the move of the UCD International Office that will be used to upgrade the lower floor kitchens.

3.1.14 The "Fresh Ideas" initiative is a good one and has further potential

Recommendations

3.1.15 Continued improvement in communication within the unit. For example, the Review Group were surprised that Catering Services were not involved in discussions about whether they could deliver the catering in Roebuck 2. It is understood that this has been contracted out but the responsibility for the risk on ensuring adequate business levels lies with the University.

3.1.16 With Roebuck 2 there is concern that an apparent reliance within the model upon lunchtime trade is overly optimistic given the remote location of the facility from the rest of the main campus buildings. Given that the resource appears to be currently available in-house to provide the core service, a review of the plans for this building, even at this late stage, would be advised.

3.1.17 The view of the Review Group is that the planned new food court is in principle a good idea. However, a great deal of work and attention to the layout is critical as well as validation of expected benefit from the investment. There should be independent oversight of the final plans and critically the evidence that supports the expected growth before final approval given. It is vital that the development of the food court goes together with the upgrading of the seating area to provide a more modern arrangement. Extensive staff and student customer surveys and focus groups will be important to validate Management plans.

3.1.18 The proposed upgrading of the kitchen facilities on the lower ground floor is welcomed, but further development of this floor is recommended only when the effects of changes to the first floor have been evidenced or experience gained. The 'Carvery' element that appears to form a major element of this new lower ground floor facility could easily be incorporated within the planned

food court upstairs. A detailed feasibility should be produced to support the expenditure proposed.

3.1.19 Re-launch the *Campus Fresh Ideas* and use local leaflets/UCD intranet as well as interactive marketing of product – take around product, invite users to sample product, etc.

3.1.20 Utilise the capability of the existing catering team in O'Reilly Hall and other venues, where appropriate i.e. UCD Restaurant should become the third catering provider for O'Reilly Hall. [see 3.3.14].

3.1.21 Better liaison with academic units would serve to highlight how student timetabling changes might affect the delivery of catering services and also generate other catering opportunities, e.g. retirement parties, local gatherings, lunch-time seminars/meetings.

3.1.22 The University is introducing chip-enabled university card. It is understood that a number of uses of such a card have been identified but, as yet, no unit has been identified to lead such a project. The possibility of using the card for cashless catering provides a real opportunity for Catering and should be explored urgently with a view to establishing a project to take forward in the short term.

3.1.23 Labour costs are high in relation to sales, these need to be brought into line with industry norms and there is an opportunity to reduce casual staff costs through carefully monitoring.

3.1.24 Market research should be introduced to consider what weekend services are required now and into the future with the expansion of on campus accommodation.

3.2 UCD Residences

Commendations

3.2.6 The Manager of Residential Services displays an energetic and hands on approach to his duties.

3.2.7 Spread across five main locations, local service is provided through a Residence Support Centre located in each complex. Each Support Centre has a full-time member of staff who is responsible for the running of the Support Office and acts as a Residential Team Leader to three teams of Residential Assistants (RAs). The RAs are students who provide out of hours support in each location in return for free accommodation during the academic year. With a localised approach to day-to-day support, there is an over-arching centralised approach to policies and procedures, to try and ensure consistency in service delivery.

3.2.8 UCD Residences provides a centralised online room-booking system. Customer support is provided through a centralised office which gives general advice, technical support, and help desk facilities for on-campus queries, and an office that provides walk-in and online support to students seeking off-campus accommodation.

3.2.9 Specialist contractors carry out planned maintenance. In addition, replacement and upgrade works are planned as minor works, programmed over eight year periods to ensure the fabric of the buildings, and the fixtures and fittings always keep pace with wear and tear.

3.2.10 Some building stock is 20 years old and has only received reactive maintenance since it was first built. As a result a major capital refurbishment programme is currently in place to upgrade the buildings and approximately 100 beds are now being refurbished every summer.

3.2.11 It has been identified that there are different levels of response to maintenance issues and different interpretations on the urgencies of a customer's request. This has partly been the result of local contracts with maintenance service providers each offering different standards of service, and long established approaches in each location on how to respond.

3.2.12 Wireless IT services were rolled out in the Residences five years ago. The service is now standard in new builds.

3.2.13 Planning a 'Residence Life' Programme has commenced. Traditionally the Residences and UCD Commercial Office have had a social fund available to students wishing to organise events that would enhance the social aspect to living on campus. In addition the role of the RAs appears to be changing to support this type of initiative.

3.2.14 A training programme for RAs involving both staff from the residences and other parts of UCD is in place and constantly under review and development.

3.2.15 The UCD brand is recognised as a valuable resource. Accommodation on the UCD Campus provides students and parents with a wide range of benefits. There is a heightened sense of security, not just physically, but often emotionally, especially for parents sending their children to University in first year. In addition there are benefits not always factored into the equation, including time management benefits (proximity to campus facilities including library, classes as well as substantial savings in commuting etc), free broadband, social infrastructure, cost savings from commuting, etc.

Recommendations

3.2.16 A review of Management and Support is required to manage more effectively the development of the residential estate and the student experience.

3.2.17 It was recognised that there is a need to strengthen the management team of the UCD Residences to address retirement and contract completions, and also to ensure effective growth over the immediate and coming years. A business model which proposes a new structure that not only provides for growth and efficiencies, but reduces the overall staffing costs per bed as the residences grow, associated with a staffing plan, should be developed and submitted for review by the UCD Bursar's Office.

3.2.18 Review the current method of providing student residence support (RAs) and put forward a business case that will provide a full-time professional (live-in) member of staff to manage the RAs and develop a more efficient, effective and inclusive programme of service delivery to students. This will allow a

critical enhancement of the Residence Life support provided and so enhance the student residential experience. It is probable that this could be achieved at no increase in cost, when the considerable value of free accommodation provided to RAs is taken into account (advice is offered from UK models and in particular that operated by the University of Edinburgh). This will in turn provide more justification for the perceived higher rents.

3.2.19 Review the provision of an accommodation guarantee. The Review Group strongly recommend introducing accommodation guarantees for international students. These are universal amongst most key competitors and essential for UCD to be competitive in international student recruitment. This could easily be achieved through greater flexibility in the operation of the allocation and offer systems. It will also require proactive engagement and consultation with the UCD International Office. This should be in place in time for recruitment into academic year 2011/12.

3.2.20 Widen the rent ladder. An option might be to better reflect difference between refurbished and new (emphasis value and annual rents). Consider some limited development of twin accommodation to provide lower entry price point, and other ways of providing some more affordable accommodation.

3.2.21 It was suggested by some students that the payment of rent in just two instalments was too onerous. Availability of more staged payments should be considered, and this work should include consultation and research with students.

3.2.22 Lack of common rooms/spaces in the residences is a problem – consideration should be given to providing some such spaces even if this involves sacrificing an apartment in each complex until, through future developments, other solutions can be found. This will benefit the student experience and create more 'value' within the cost of the accommodation.

3.2.23 More consultation with students on developments and refurbishments is recommended. An apparent lack of consultation appears in part to have led to problems in recent builds/refurbishments, for example, the lack of an oven, insufficient fridge and freezer capacity and lack of common room space, [see 5.5] even in Roebuck 2. Some institutions actually build model apartments which can be visited and commented on by stakeholders before plans are signed off.

3.2.24 There is a concern about the target of increasing bed spaces irrespective of student demand or student experience. Robust research, consultation and a business plan is an essential precursor and it would be important to continually review and test the validity of the strategic plan objective in this respect.

3.2.25 A much more thorough inspection of new builds following handover is required in order to identify problems that may lead, in a relatively short time, to major remedial expenditure, for example, the ventilation issue in the Glenomena complex. This latter issue appears to have major financial implications and far greater visibility needs to be given to such areas of risk to the business.

3.2.26 Customer feedback from students is quite extensive but no obvious conclusions arising from the feedback are presented, and no agreed action

plan to take forward areas where improvement may be needed. These need to be established with timescales for review within an agreed time following publication of any survey.

3.2.27 Maintenance is a major area of concern, with no obvious plan to address it. This may link in to the past failure to appoint a Maintenance Manager. Alternative methods of delivering maintenance services should be explored. One possible option might be to provide some funds to UCD Buildings who would provide maintenance service directly or provide access to their sub-contractors. Residence management may well be duplicating processes/activities already happening as a matter of course within UCD Buildings. This option may still require some dedicated Residence maintenance resource to coordinate activities locally. The Review Group supports the view that a better service may be provided by having maintenance assistance within Residence but liaising closely with Buildings. The current Manager of Residential Services happens to have a maintenance background and this is currently of great benefit. However, such reliance is unlikely to be sustainable in the long term.

3.2.28 This current approach can only lead to inefficiencies and importantly distract Residence management from other important activities. It is believed unreasonable for Residence management to be expected to continue with the current arrangement. Critically, despite best efforts, the feedback results clearly show that measures in place are not working as well as they need to.

3.2.29 Concerns were raised about the lack of student advocacy in discipline situations. There was also a concern that students were not being informed of their right to appeal a discipline decision. Student rights in these situations should be agreed and clearly communicated, based on best practice and in consultation with residents, UCDSU and UCD Student Advisers. Accommodation web pages need to be developed to ensure such information is available.

3.2.30 At a time when University rents are perceived to be higher than the private sector it is important that the benefits derived from the 'full package' are made much clearer, so that more appropriate like-for-like comparisons can be made on cost. Additionally, there are many other benefits of living on campus that could be better highlighted – annual rental comparisons with the private sector are helpful in such comparisons.

3.3 UCD Conference and Events

Commendations

3.3.3 O'Reilly Hall is a first-class facility and the building, which is in an excellent leafy green academic campus location, ensures flexibility for a variety of set ups. It can accommodate smaller conferences for 100 guests, up to larger events for as many as 1,062 guests.

3.3.4 The staff of the Conference and Events Office are anxious for the enterprise to succeed and work hard towards this end.

3.3.5 The staff have good links locally with organisations that can support them in their efforts.

3.3.6 The University has identified the importance of the role and function of the Conference and Events Office and is open to suggestions about how they could be of support.

3.3.7 The O'Reilly Hall has a greater than proportional share of the market for the services it provides as a Conference Centre.

3.3.8 High proportion of repeat business.

Recommendations

3.3.9 Clarify mission statement and put in place one cost centre for O'Reilly Hall and all other event facilities (under new heading of 'Conference and Events').

3.3.10 Develop a joined-up UCD Conference programme alongside campus events.

3.3.11 Maximise the attraction of the venue for UCD-related conferences through improved provision. An important element of such an offer would be the development of a C&E one-stop-shop service so that customers do not have to deal with multiple service providers. This applies also to external customers where almost all competitors provide such a service, indeed, it is expected by all customers.

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Appendix 1: Site Visit Timetable

Schedule for Review Visit to

UCD Commercial Office

8-11 June 2010

Tuesday, June 8 - Pre-Visit Briefing Prior to Site Visit

17.30-19.00   Review Group and Director of Quality *only* meet at hotel to review preliminary issues and to confirm work schedule and assignment of tasks for the review.

Day 1: Wednesday, June 9
Venue: Norah Green room (Restaurant building)

09.00-9.30   Further consideration of the Self-assessment Report and associated documentation by the Review Group.

9.30-10.30   Review Group meets with Self-assessment Co-ordinating Committee

10.30-11.00   Review Group break

11.00-12.00   Review Group meet Head of Unit

12.00-13.00   Visit to core facilities of the Unit

                - Conference and Events

                - Licensees

                - Residential Services

                - Catering Services

13.00-14.00   Working Lunch – Review Group only

14.00-14.45   Review Group meet Vice-President for Finance/Bursar

14.45-15.15   Review Group meet Catering and Residences Service Users (Students), Residence Assistants and Students' Union representatives

15.15 – 15.45   Review Group meet Service Users (Academic Staff)

15.45-16.00	Tea/coffee break – Review Group only
16.00-17.00	Review Group meet Service Users (Administrative Staff)
17.00-17.30	Review Group meet representative from UCD Human Resources
17.30-18.30	Private meeting of the Review Group
18.30	RG depart

Day 2: Thursday, June 10
Venue: Norah Green room (Restaurant building)

09.00-09.50	Private meeting of the Review Group
09.50-10.15	Review Group meets with Assistant Buildings Officer
10.15-10.30	Review Group Break
10.30-11.00	Meeting with Head Chef
11.15-11.30	Review Group Break
11.30-12.00	Meeting with Financial Administrator, UCD Commercial Office
12.00-12.30	Alumni Relations Manager - Alumni Events
12.30-13.00	Meeting with Conference and Events Manager
13.00-14.00	Working Lunch – Review Group only
14.00-16.00	Review Group meet with Stakeholders

	14.00-14.30	UCD Corporate Secretary, UCD Corporate and Legal Affairs Secretary's Office
	14.30-15.00	UCD Director of International Affairs, UCD International Office
	15.00-16.00	Summer at UCD

16.00-17.00	Review Group meet with staff from the individual unit sections – Commercial, Catering, Residences, Conference and Events
17.00-18.00	Review Group meet with Commercial Manager

Day 3: Friday, June 11
Venue: Norah Green room (Restaurant building)

09.00-09.30	Review Group Meet
09.30-10.15	Meeting with individual staff / groups -10 minute sessions

10.15-10.30	Review Group meet with academic stakeholder
10.30-11.30	Tour of Glenomena residence and O'Reilly Hall
11.30-12.45	Preparation of draft Report and exit presentation continues – Review Group only
12.45-14.30	Working lunch for Review Group, preparation of draft Report and exit presentation continues
14.30-15.00	Exit presentation to all available staff of the Unit, Norah Green room
15.15	RG depart