**QIP Implementation Summary Report**

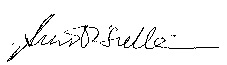
**Unit: Buildings and Estates**

**Head of Unit: Robert Reidy**

1. Review Dates: 2nd to 5th March 2020
2. Date on which QIP received from QSU: 10th March 2020
3. Date on which unit met to discuss and ratify the QIP: 2nd April 2020
4. Date on which QIP progress was presented to Quality Committee: 5th May 2021
5. Date on which implementation review meeting was held: 12th December 2022

**Summary status of recommendation implementation**

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| **Rec no. (level)** | **Recommendation** | **Closed** | **Open** | **Commentary** |
| 1 (1) | Commission an external expert provider to deliver a condition survey of the UL estate. | **√** |  |  |
| 2 (1) | Develop a systematic and programmatic approach to the capital funding of the existing estate for all programmes of work, minor and major. |  | **√** | The Framework for Physical Development is to be presented to Governing Authority for approval in  2023. |
| 3 (1) | Review current procedures and arrangements for the funding, delivery and prioritisation of minor works and small projects, adopting an annual planning and prioritisation approach. | **√** |  |  |
| 4 (1) | Review the newly established governance structure associated with oversight of the planning and development of the physical estate, to ensure that it delivers the expected level of effectiveness. | **√** |  |  |
| 5 (1) | Consider forming a dedicated team to deliver the planned significant city campus development. | **√** |  |  |
| 6 (1) | Work with senior management to ensure that the knowledge and expertise of B&E are fully reflected in decisions by the Executive on strategic asset management aligned to the academic strategy. | **√** |  |  |
| 7 (1) | Invest in a Computer Aided Facilities Management (CAFM) system. | **√** |  |  |
| 8 (1) | As a matter of urgency, consider the appointment of two assistant directors for project management and estates operations. | **√** |  |  |
| 9 (1) | Work with senior management to address skill gaps identified during the review, in particular:  An additional internal project manager  An Environmental Manager to support separation of sustainability from energy management  A Senior Space Manager whose responsibilities will include CAFM  A CAFM Admin Manager/ Asset Manager  A CAFM project/implementation manager  A Health and Safety Manager |  | **√** | Environmental Manager appointment outstanding. |
| 10 (1) | Work with the University to ensure that the B&E webpage has prominent visibility on the UL website to improve communication of B&E key functions and services | **√** |  |  |
| 11 (1) | Develop and maintain a communication procedure to increase transparency around planning, expectation and delivery of any ongoing minor work, possibly through a CAFM system. | **√** |  |  |
| 12 (1) | Establish a dedicated communication stream for the UL community regarding ongoing capital projects on campus. | **√** |  |  |
| 13 (1) | Explore the use of flexible service delivery contracts that would enable the draw-down of minor works projects at short notice. | **√** |  |  |
| 14 (2) | Ensure that key stakeholders understand and share ownership of the capital programme development, governance and oversight. | **√** |  |  |
| 15 (2) | Review the current key performance indicators (KPIs) for the estate to ensure compliance with best practice. | **√** |  |  |
| 16 (2) | Adopt a carbon-neutral target as a specific goal of the Framework for Physical Development. | **√** |  |  |
| 17 (2) | Explore the option of capitalising the cost of the project management team. |  | **√** | This item is still being considered. |
| 18 (2) | At University level, review the process for commercial management of property. | **√** |  |  |
| 19 (2) | Utilise technological opportunities for enhanced communication, including:  Circulation of a soft copy of the B&E annual report to the UL community  Use of visual displays around campus  News items on the B&E webpage  Quarterly email updates on key projects/activities | **√** |  |  |
| 20 (2) | Investigate the adoption of an enterprise solution for a B&E service desk via a digital front door. | **√** |  |  |
| 21 (2) | Commence a project to develop an estate terrier – a single repository of vital estate data. | **√** |  |  |
| 22 (2) | Continually update the quality improvement plan (QIP) with all action items to provide effective tracking of the handling of identified opportunities/issues. | **√** |  |  |
| 23 (2) | On receipt of a service request, share with the requesters the respective processes and categorisation relevant to their request, and update this information until the issue is closed. | **√** |  |  |



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Director of Quality Date : January 2023