



PLASSEY CAMPUS CENTRE LTD.
UNIVERSITY OF LIMERICK

QUALITY MANUAL

PLASSEY CAMPUS CENTRE

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1. INTRODUCTION

1.1 Brief Outline of the Division

Plassey Campus Centre was established in 1985 to develop residential social and recreational facilities for the University of Limerick on a self-funding basis. It has been developed as an autonomous entity trading as a company limited by guarantee and reports to its own Board of Directors. The mission of Plassey Campus Centre is to support the University by delivering an excellent and distinctive campus experience and by establishing and sustaining an outstanding campus environment.

While the company's primary role has been in the area of developing and managing residential accommodation on a self-funding basis, it has been given the remit by the University of taking responsibility for the development of outsourced retail services, restaurant cafés, club bars and the main campus catering contract.

The company is required to be innovative and dynamic in the funding mechanisms for capital projects and entrepreneurial in the generation of additional revenue to support facilities and services under its management. While operating under strict financial controls, the company is driven by market forces and has a strong customer focus.

The primary activities of Plassey Campus Centre include:

- **Student Residences:** Management of student residences
- **Residential Life Development:** Develop vibrant and distinctive student living experience
- **Summer Conference and Events:** Promote UL as a premier meetings and events venue
- **Capital Projects Development:** Financial planning and management for UL capital projects
- **Catering Services Development:** Manage outsourced catering and club bar concessions
- **Retail Services:** Develop and manage retail developments on campus
- **Financial Management Services:** Financial management services of subsidiary companies such as UL Sport, University Concert Hall and Unijobs

1.2 Our Commitment to Quality

This Quality Manual demonstrates the Company's commitment to maintaining a high level of quality and strong customer focus, while striving to continually improve the level and quality of service we provide to our customers. Quality is an integral part of our business operation. Changes to any processes outlined in this manual, and to our key business processes are controlled using the company's **Documentation Control Process**.

The role of the quality team, in conjunction with the Company's management team, is to lead the Plassey Campus Centre through the implementation of its Quality Management System.

1.3 Quality Policy

The **Quality Policy** of Plassey Campus Centre was created with a mindfulness of the core principles of **Quality within UL**. It aims to provide a succinct message of our function, ethos, accountability and

intent to continually serve and improve. Accordingly, amendments to the **Quality Policy**, and all Company documentation, will be made via the Division's **Document Control Process**.

The **Quality Policy** is controlled as its own document and is displayed in prominent locations at PCC Offices throughout the campus and on the Company website.

The **Quality Policy** is reviewed annually as part of the formal QMS review process.

2. CUSTOMER FOCUS

Plassey Campus Centre has a strong customer focus. Our primary aim is to be student centred and we are committed to providing an outstanding student experience through the development of our facilities and services. As a self-funding University subsidiary company, we generate additional income through innovative use of our facilities outside of term time and promote the University as a conference and events destination in the Mid-West Region. Plassey Campus Centre also leads the development of catering and retail services at University of Limerick which aims to provide high quality social and recreational facilities for the campus community.

Our customers are categorised into three groups:

- Students in residence and their families
- Summer guests
- The campus community

Customer Charter

Our **Customer Charter** is a controlled document and is available in prominent locations throughout PCC Offices and is available on the Company website.

PCC ensures that customer requirements and applicable statutory and regulatory requirements are determined and met. Details of how this is achieved are outlined in our **Customer Feedback and Complaints Process**. This process demonstrates a clear two way communication mechanism. Risks and opportunities that can affect service and delivery and the ability of PCC to enhance customer satisfaction are determined and addressed using our **Continual Improvement Process**.

PCC carries out extensive customer surveys and on an ongoing basis takes feedback on services provided. Through the use of the **Management Communications Process** key performance indicators in this area are monitored on a weekly, monthly and annual basis. Appropriate actions are initiated, completed and verified. Records associated with each of the processes mentioned above are maintained as evidence of overall customer satisfaction achievement.

3. LEADERSHIP

Plassey Campus Centre is committed to developing good leadership within the organisation. In an effort to achieve this a key activity of the Company is to develop a strategic plan approximately every five years which sets out a clear roadmap for the future. The plan outlines clearly the company's mission, vision and values with associated goals which collectively aim to deliver an excellent campus experience for our customers in the upcoming timeframe. The strategic plan is developed in line with University requirements.

Typically, our strategic plan identifies four enabling themes considered critical to the company's ability to deliver its strategic objectives.

- People
- Quality
- Resources
- Communication

The strategic plan highlights quality as a priority in order to achieve our future objectives. A tangible objective to support a culture of continuous improvement is consistent theme.

As mentioned above, the Board of Directors are responsible for the overall running of the company. On a day to day basis, the Management Team operating the QMS ensure adherence to best practice while attaining the objectives set and agreed with the Board. A detailed organisational chart is available in the Main Office at PCC and on the Company website.

On behalf of the Chief Operating Officer, the General Manager at Plassey Campus Centre is assigned responsibility for overseeing the QMS. The General Manager has enlisted the help of staff representing each area to be part of the Company Quality Team. On behalf of their respective sections, this team is responsible for:

- Supporting QMS development and deployment
- Planning/reviewing annual audits
- Preparing self-assessment reports
- Reviewing Improvement activities and Customer Feedback trends.

The Quality Team at Plassey Campus Centre represents each area of activity in the company. The team meets regularly with a primary remit to develop and improve the QMS in the company. Details of how the team operates are outlined in the ***Management Communications Process***.

3.1 Planning

Extensive planning takes place throughout the organisation. As outlined earlier, the company determines a strategic plan. The strategic planning process involves engagement of the Company Staff and Board in planning the future that involves each area of activity. Each strategic goal has specific associated targets and deadlines which enables progress measurement. The document details a firm implementation plan to ensure its success of which will need to be monitored and reviewed on a regular basis.

Each strategic goal is developed into an operational plan by staff associated with each area of activity. The operational plan devolves the strategic goals into divisional targets and associated KPI's

for success. The company produces an Annual Report which gives an overview of the company's year of activity.

Infrastructure and resource planning is completed in an appropriate manner for each service provided by the division. In all cases, the management team ensure that the correct resource level and experience are in place to support any of these planning structures.

3.2 Management Review Process

Management review the Quality Management System at planned intervals to ensure its continuing suitability, adequacy and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the QMS, including the quality policy and quality objectives.

Specifically, the **Management Communications Process** outlines the mechanism used to manage the QMS on a day to day basis. It explains the meetings that take place, the staff that are involved, the agendas, trends, data analysis, actions and decisions taken to achieve this.

Further, the **Self-Assessment Process** details the system used to specifically review the QMS on a regular basis. In maintaining and changing the Quality Management System, the regulatory and statutory requirements, such as University's Act, Purchasing, Finance and HR policies, are communicated and accommodated within the system.

3.3 Annual Management Review Process

As outlined above the management review the performance of the Business / Quality system on a regular basis as part of the **Management Communications Process**. However, at least annually, a specific QMS review will be undertaken.

At the QMS review meeting the team adhere to the agenda outlined below. Input from any staff member is sought prior to the meeting and key plans and decisions are communicated after the meeting on the Company shared drive.

The agenda for the annual review includes the following:

- Key metrics review and actions
- Quality Improvement Plan (QIP) status
- Self-Assessment and external audit scheduling, results and actions
- Customer Satisfaction, feedback and corrective action trend summaries
- Review of previous minutes
- Resource, training and infrastructure or work environment requirements including the appointment of additional Internal Auditors
- Discussion on the overall effectiveness and recommendations for improvement of the existing system as a result of the discussion on each topic above
- Manual, policy and procedure review and upgrade requirements
- Communication process and plans
- Discussion of existing quality objectives and determination of any new quality objectives required

These meetings are minuted with decisions and action items recorded for each topic. Specifically, improvements in the QMS, customer required service changes and resource requirements are noted. Minutes are available on the Company shared drive.

The aim of these reviews is to ensure that Plassey Campus Centre continually improves the effectiveness of the QMS through the use of the quality policy, objectives, audit results, analysis of data, corrective and preventive actions and the reviews themselves.

4. ENGAGEMENT OF PEOPLE

Plassey Campus Centre strives to support and encourage staff performance by providing:

- Open-door policy between staff and all line managers
- Opportunities for training and development within the role
- A systematic multi-layer meetings and communications structure
- An annual performance review and development process
- A safe work environment for all employees
- Annual company workshop day
- A fair, transparent and effective recruitment process
- An informative induction programme

The company is committed to the development of our people to achieve excellent service delivery for our student residents, summer guests and the campus community. We recognise the importance of empowering our staff to fulfil their potential to support the overall mission of the organisation. The company aims to be inclusive of all staff and to offer them support to develop within their role.

Teamwork is actively encouraged. Although several teams exist around functions, they are fluid and come together to support each other for project initiatives and as required to manage the processes of the company.

HR policies for the company are detailed in the **PCC Staff Handbook**. HR Policies are very much aligned with those of the University. The company **Recruitment Process** ensures the fair and transparent selection process for vacant and new positions at Plassey Campus Centre while the **Training Process** aims to ensure that we encourage our people to be the best they can be and that the necessary competencies are in place in each role.

4.1 Responsibility and Authority

All staff have authority and responsibility to carry out any decisions and correspondence associated with their functions as per the job boundaries outlined in their individual job description and the detail in the QMS procedures. When personnel are absent, then the responsible line manager takes over or appoints a suitable deputy.

Job Descriptions for positions are defined under headings such as:

- Position title
- Job purpose
- Key accountabilities
- Key working relationships
- Work environment
- Job boundaries
- Knowledge, functional skills, experience and qualifications
- Behavioural competencies

A copy of the required job description is available to each staff member. As mentioned earlier, a detailed organisational chart is available in the PCC Main Office and on the Company website.

4.2 Staff Communication

Staff are encouraged to share their views and ideas in all areas of activity in the company (Ref **Management Communications Process**). The communications and meeting structure that exists encourages engagement of views for consideration. Staff views are taken into consideration when planning for significant projects where we set out to improve our facilities and services.

4.3 Training and Development

As detailed in the **Training Process** all staff at Plassey Campus Centre participate in an annual performance review with their line manager. At the review, a training plan for the year is agreed and the line manager takes on the responsibility to coordinate the training required. Training and development may include:

- Technical courses
- Management development programmes
- Development of personal effectiveness skills

Throughout the year with existing staff or when new staff come on board further training may be identified and agreed with the line manager.

Formal training records are held centrally on the employees file.

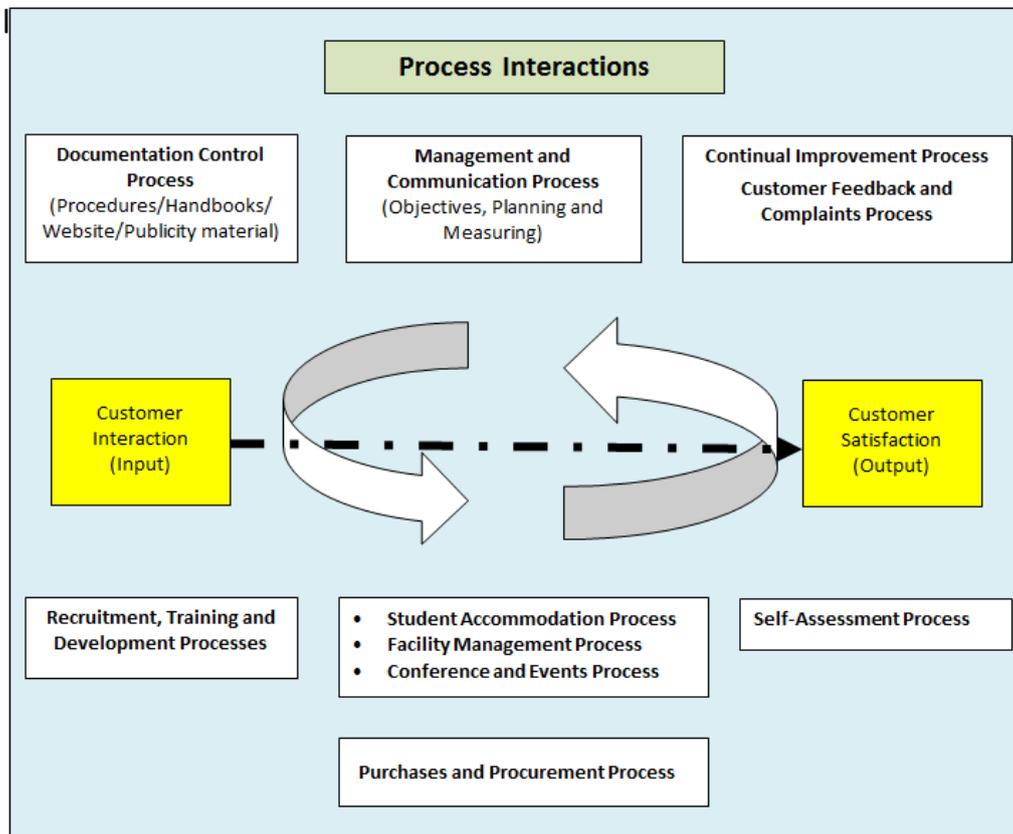
4.4 Work Environment and Infrastructure

We are fortunate to work on a beautiful campus environment. The range of facilities available to staff in terms of sport, the arts and social and recreational facilities are exceptional. The company monitors and maintains the appropriate infrastructure and work environment to achieve conformity to service requirements. Any issues that may arise are highlighted in one of the regular management communication meetings where appropriate action is taken.

All work areas are maintained in a clean and tidy manner to ensure that service is not adversely affected. As part of the introduction of any new processes, equipment or practices the planning for same will include a review of any implications on the work area. A workplace Health and Safety risk audit is completed annually and a risk register is maintained.

5. PROCESS APPROACH

The mapping of all Plassey Campus Centre business and QMS processes is an integral part of the company's QMS system so that we are delivering facilities and services of high quality to our customers. The figure below illustrates how our business and QMS process interact as part of our overall QMS.



5.1 QMS Processes / Activities

Our QMS processes, which are documented separately and available on the Company shared drive and on the Company website, are as follows:

1. Documentation Control Process
2. Management and Communication Process
3. Customer Feedback and Complaints Process
4. Continual Improvement Process
5. Recruitment Process
6. Training and Development Process
7. Self-Assessment Process
8. Procurement and Purchases Process

5.3 Key Business Processes

Our core business processes, which are documented separately and available on the Company shared drive and on the Company website, are as follows:

1. Student Accommodation Process
2. Facility Management Process
3. Conference and Events Process

5.4 A Systematic Approach to Management

As outlined in the figure above the interaction between the processes of the quality management system is shown. The diagram outlines the main processes/activities integral to our QMS. These processes/activities support our key business processes.

The planning of each process goes through the following stages:

1. Planning for each process is conducted with a cross-functional team
2. Consultation and review in meetings on the effectiveness and efficiency of the processes
3. Benchmark research of the processes elsewhere
4. Feedback analysis from customers, staff, suppliers and stakeholders
5. Implementation of the process
6. Continual process evaluation

Records of the development of the processes are available through the revision history which is maintained as part of the **Documentation Control Process**.

6. CONTINUAL IMPROVEMENT

Plassey Campus Centre is committed to delivering the best campus experience to its customers. Our team work hard to improve how we deliver the best possible service on a continual basis. To achieve this continuous improvement is crucial to the organisation. The Quality Improvement Plan (QIP) system detailed in the **Continual Improvement Process** is used to record all quality actions. The QIP ensures that we select opportunities for improvement that meet customer requirements and enhance customer satisfaction.

In general, items such as those listed below are utilised to identify improvement opportunities.

1. Continual improvement is a standing agenda item for all management meetings
2. Customer Feedback, such as survey results, customer feedback log analysis etc
3. Partner discussions
4. Audit feedback – internal and external
5. Staff input and suggestions
6. Key performance indicators

Additionally, the Company's **Self-Assessment Process** ensures continual implementation, maintenance and improvement of the company's QMS.

6.1 Quality Improvement Objectives

As outlined in 3.2.1 above, quality objectives are set annually, communicated to all staff and reviewed on a regular basis within the company.

7. EVIDENCE-BASED DECISION MAKING

Plassey Campus Centre ensures that decision-making is based on the analysis of facts and information derived from customers, market research, financial and operational data and business risk analysis. Collection and analysis of customer data is of great importance to ensure we deliver facilities and services that meet their needs and expectations.

7.1 Analysis of Data

Data and information used to assist decision making at Plassey Campus Centre derives from internal and external reports, logs generated in each area of activity, software systems, customer feedback mechanisms (surveys, customer feedback log and focus groups), the company risk register and CCTV footage.

Internal and external reports

A number of reports across all areas of activity which are issued and analysed at management meetings and contribute to decision making.

Internal reports include:

- Occupancy and revenue forecasts
- Student Residences activity report
- Conference and Events activity report
- Chief Operating Officers quarterly report
- Finance Directors quarterly report
- Finance activity report
- Monthly expenditure report
- Health and Safety internal risk assessment reports
- Internal financial audit reports
- Quarterly management accounts and projected outturn
- Project development updates

The objective of internal reporting is to ensure effective dissemination of information on core activity and developments in each area.

The company refers to external reporting when external industry trend analysis is required to assist both strategic and operational decisions aligned with best practice. External reporting can assist when carrying out feasibility studies on projects and development that directly affect our customer.

External reports include:

- Daft.ie regional rental reports
- Bespoke feasibility studies relating to student facilities and services
- Strategic plans of benchmark organisations and Universities
- Government publications of economic analysis
- Failte Ireland regional tourism development reports

Analysis of external reports contributes a greater and rounded view when making informed decisions. The study of benchmarks and industry trends contribute to all decisions regarding changes to services and the development of new facilities and services.

Regular logs

Information is gathered on a daily basis particularly in areas of front line activity. Information logged includes:

- Maintenance fault and repair logs
- Daily security report log in the residences
- Weekly Debtors Report
- Weekly Occupancy report
- Daily cash reconciliation report
- Housekeeping audit reports

Software system data

A number of software systems support the core activity at Plassey Campus Centre in the areas of student accommodation, conference and events and financial management.

Customer feedback data

A companywide ***Customer Feedback and Complaints Log*** records all feedback in a central repository for all areas of activity. The quality team at Plassey Campus Centre review this data monthly which directly contributed to the development of our ***Quality Improvement Plan (QIP)***.

Company Risk Register

The ***Plassey Campus Centre Risk Register*** outlines and sets out to address key risks identified by regular external and internal audit. The risk register is compiled in accordance with the University's risk management policy. The company risk register is designed to capture risks that could prevent the company from achieving its objectives. Risk is categorised into three areas namely: reputational, operational and financial. All departments participate in risk assessment activity and ongoing development is monitored in management team meetings.

Data Protection

The Company has a ***Data Protection Policy*** which is developed in accordance with the Data Protection Acts (1988 & 2003). The Company's Data Protection Policy affirms the Company's commitment to protecting the privacy rights of individuals in accordance with the Data Protection legislation. The policy sets out a range of areas of work in which data protection issues arise and outline best practice that employees should follow.

7.2 Strategic Review of Data by Management

As outlined in the ***Management Communications Process*** and in section 3.2.1, ***Annual Management Review*** above, the company management team use the output of data analysis to support their decisions strategically and operationally on an ongoing basis. Objectives are devolved from strategic plans and along with operational key performance indicators are monitored.

Examples of Key Performance Indicators include:

- Academic Year Occupancy
- Parameter results derived from end of term student survey
- Outstanding debtors report
- Summer occupancy

8. RELATIONSHIP MANAGEMENT

We view our relationship with stakeholders, suppliers and contractors as one that is strong, collaborative and important in meeting the needs and expectations of our customers. Our approach to building positive relationships with stakeholders, suppliers and contractors is centred around being:

- Customer-focused
- Demanding on service delivery
- Intent on problem-solving in partnership
- Willing to work in partnership to achieve outcomes
- Prompt on payment

8.1 Suppliers

The Company **Procurement and Purchasing Process** outlines how suppliers are sourced for the Company's activity. Our supplier list is aligned with that of the University and includes suppliers relevant to our service needs.

Review meetings are held regularly with contractors to monitor and review delivery of services.

8.2 Partners

Plassey Campus Centre has a strong relationship with the campus community as an important entity on campus through the development of services and working in partnership with other divisions and stakeholders on campus to the benefit of all parties. The company has close interaction with a number of departments and divisions with whom it has mutually beneficial relationships.

These include those listed below.

Department	Interaction
Buildings and Estates	<ul style="list-style-type: none">– Project Development– Property Management– Facility Management
International Education Division	<ul style="list-style-type: none">– Student residents– Scholarship place provided for international students
Student Services Access	<ul style="list-style-type: none">– Access Student Residence– Scholarship provided for Access students
Counselling Services	<ul style="list-style-type: none">- Support for students and village staff
Communications Department – President's Office	<ul style="list-style-type: none">– Exchange of support as needed– Co-operation on public events/press coverage
Cooperative Education	Recruitment of students on cooperative placement

UL Finance Division	<ul style="list-style-type: none"> – Capital Project Finance – UL Procurement and Supply Chain Office – Debtor/Creditor relationships – Internal and External audit liaison
Student Centre Management Committee	<p>Managing the affairs of the partnership</p> <ul style="list-style-type: none"> – Retail and Club Bar Services
UL Sport	UL Sport is a subsidiary of Plassey Campus Centre and we have a strong synergistic relationship with this important campus partner
University Concert Hall	UCH is a subsidiary of Plassey Campus Centre and we have a strong synergistic relationship with this important campus partner

In addition to strong liaison with departments and divisions across the campus, Plassey Campus Centre actively participates in the following University committees:

Committee	Purpose
UL Management Committee	Management forum for information exchange among senior officers of the University
UL Community Liaison Committee	Dialogue with local residents in the community, local police, campus security and university senior management
Environmental Committee	Progress environmental initiatives within UL
Visual Arts Committee	Advise on the University's Visual Arts policy
UL Green Campus Committee	Active participation as a stakeholder on this forum on attainment of the 'green campus' flag award

8.3 Community Relations

Plassey Campus Centre plays an active role in the tourism development of the region through its membership of Limerick Chamber of Commerce and Shannon Development Tourism Authority. Representatives regularly participate in regional project committees, and the company led an initiative to set up a regional conference bureau for the region, which is now a division within Shannon Development Authority. The company works closely with regional partners to secure large conference and events for the region.

8.4 Communication with Stakeholders

The Company's communication with all of our stakeholders is outlined in the relevant key business processes and other sections of this **Quality Manual** as appropriate.

9. APPROVALS AND REVISION HISTORY

Revision No.	Date	Approved by:	Details of Change
1	06.04.16	John O'Rourke	Initial Release