

## Action Plan - Public Service Agreement - Education Sector

All Staff:	Paragraph of Agreement	Benefits	Timeframe
<p>Cooperation with implementation of the outcome of review of paid sick leave arrangements, absenteeism policies, annual leave arrangements, working hours, allowances and premium payments by the Department of Public Expenditure and Reform.</p> <p>Some or all of these measures are applicable to all staff across the entire Education sector.</p>	1.4	Maximise efficiency and productivity in the use of resources.	<p>Review of annual leave arrangements at central level is completed and will be implemented in the Education sector on the same timeline as the Local Government sector to ensure that a harmonised approach is adopted.</p> <p>Review of allowances and premium payments to be completed by end February 2012.</p> <p>Review of working hours – It is our intention to mirror the approach in Local Government in respect of this issue.</p>
<p>Co-operation with numbers reductions, Employment Control Frameworks, reduced resource allocations and other budgetary efficiency measures as required.</p> <p>These measures are applicable to all staff across the entire Education sector.</p>	1.5	Flexibility on re-deployment, improved efficiencies in delivery of services and improved productivity through revised work practices and other initiatives. This will ensure that the service delivered is maintained or enhanced while the targeted reduction in public service numbers is realised.	Co-operation is being delivered in the sector and examples of this include the increased delivery of hours by teachers; increased flexibility in organisation of working time provided by SNAs and academic staff; agreement of re-deployment schemes for various grades across the sector and the

			increase in student numbers attending third level while staffing numbers are reduced in line with ECF targets and the merger of LIT and Tipperary Institute.
<p><i>PMDS</i>: Revision of PMDS systems to bring in line with comparable grades across the public service. Identification and implementation of policies to manage and address underperformance.</p> <p>These measures are especially applicable to staff in the following areas:</p> <ul style="list-style-type: none"> <li>• VEC Staff (other than teachers and SNAs);</li> <li>• IOT academic and non-academic staff;</li> <li>• University academic and non-academic staff.</li> </ul> <p>A pilot PMDS system is in place in Co. Clare VEC for non-academic staff.</p> <p>A PMDS system exists in IOTs for Academic &amp; non-academic staff.</p> <p>University management have identified as a key priority the requirement for co-operation from all staff with enhanced approaches to performance management and development in the context of the evolving challenges facing higher education in a national and international context.</p>	1.4 to 1.14 & 3.6	The benefit of this will be more effective organisational performance and talent management supporting the effective delivery of all of the institutions' missions.	<p>A review and evaluation of the VEC pilot PMDS system is taking place in Q2 2012 and depending on the result of this evaluation the Department may look at rolling out this system nationally across all VECs.</p> <p>In the IOT sector it is envisaged that a review of the PMDS system will take place during the term of the <i>Agreement</i> with a view to identifying and implementing policies to manage and address underperformance in the sector.</p> <p>In the University sector this is an ongoing requirement for the lifetime of the <i>Agreement</i>.</p>
Cooperation with implementation of initiatives in the area of property management.	1.5	Maximise efficiency and productivity in the use of resources.	Q3 2012.
<b>Teachers:</b>	<b>Paragraph of Agreement</b>	<b>Benefits</b>	<b>Timeframe</b>

<p>Teacher numbers:</p> <p>A number of Budgetary measures will result in a reduction in teaching posts of 700 from September 2012. These measures are:</p> <ul style="list-style-type: none"> <li>• Post-primary schools to manage guidance provision from within their existing Pupil Teacher Ratio allocation of 19:1</li> <li>• 1 point increase in Pupil Teacher Ratio for fee-charging post-primary schools, from 20:1 to 21:1</li> <li>• Phased adjustment to staffing schedules in 1,2,3 and 4 teacher primary schools, by raising the minimum number of pupils required for allocation of teaching posts</li> <li>• Abolition of the Modern Languages in Primary Schools Initiative</li> </ul> <p>The effective implementation of these measures and realisation of associated savings will require full cooperation with agreed redeployment arrangements. Similar redeployment levels will be required to manage the measures set out above as well as dealing with demographic and demand changes.</p>	<p>1.5 &amp; 1.7</p>	<p>The saving associated with a 700 post reduction is €35 million.</p> <p>Re-deployment of teachers at both primary and post-primary level operated very successfully in 2011.</p> <p>Redeployment procedures at primary level effectively redeployed some 950 surplus teachers with an estimated full year saving of €50M.</p> <p>The new redeployment procedures for post-primary teachers resulted in the effective elimination of a surplus of some 200 teachers with an estimated full year saving of €12M.</p>	<p>From September 2012</p> <p>Re-deployment of teachers at both primary and post-primary levels is functioning effectively and delivering tangible savings.</p> <p>The post-primary re-deployment scheme was reviewed by the independent external consultants last year and commented positively upon.</p>
<p>Capping of qualification allowances at honours degree level both for new teachers and existing teachers who obtain further qualifications.</p> <p>This measure will result in an alleviation in the cost of qualification allowances in the order of €18 million over the next 4 years.</p> <p>Furthermore, a complete public service wide review of allowances and premium payments is taking place in early 2012. Co-operation will be required with this review which is currently under way and with the implementation of the Budget measures in respect of</p>	<p>1.4</p>	<p>Scale of upward pressures on allowance payments is alleviated</p>	<p>This has been implemented with effect from December 2011.</p> <p>The review of allowances and premium payments is due to be completed by end February 2012.</p>

qualification allowances.			
Embed the revised procedures in relation to professional competence of teachers in the system.	1.13	A key development in addressing performance issues for teachers was the agreement of revised procedures for suspension and dismissal of teachers and Principals. The procedures have two strands - one relating to professional competence and one relating to conduct. The new procedures are the first such systematic approach to dealing with underperformance in the teaching area.	The procedures are now fully operational with cases being processed under the new procedures.
Continued implementation of reform agenda: <ul style="list-style-type: none"> <li>working an additional hour per week</li> <li>greatly improved flexibility in the re-assignment of duties to post of responsibility holders</li> <li>improved redeployment scheme at primary level</li> <li>new redeployment scheme at post-primary</li> <li>availability of teacher for three class periods per week under Supervision &amp; Substitution scheme</li> </ul>	1.7 & 3.2	<p>More effective operation of schools, reduced school closure, reduced disruption to parents and improved delivery of tuition time to students. Improved efficiency, flexibility and responsiveness in the Education sector.</p> <p>These measures have thus far delivered enabled teachers to work an aggregate of 2 million additional hours per annum in addition to facilitating the suppression of over 6,000 posts of responsibility to date at a saving of €36 million. This is in addition to the redeployment of teachers as mentioned previously.</p>	<p>The reform agenda is agreed and operating in all schools.</p> <p>The Department's Inspectorate is incorporating into its whole school evaluation and inspection programme a verification of the utilisation of the additional time in schools.</p> <p>Schools also certify the use of the additional time to the school community.</p>
<b>Special Needs Assistants (SNAs)</b>	<b>Paragraph of Agreement</b>	<b>Benefits</b>	<b>Timeframe</b>
Implementation of restated/ revised employment terms and conditions including: <ul style="list-style-type: none"> <li>duties to include support of visually or hearing impaired pupils;</li> <li>greater flexibility – replacement of 12 days used</li> </ul>	1.4, 1.10 & 3.3	Cost effectiveness and an improved utilisation of existing resources.	This is now operational in schools following the issuing of two Circulars by this Department in December 2011 for

<p>outside normal school year by 72 hours for use at management discretion;</p> <ul style="list-style-type: none"> <li>• clear recognition and understanding that SNA duties are assigned at the discretion of the Principal or another senior person acting on behalf of the Board of Management;</li> <li>• clear recognition and understanding that an SNA does not have to work at all times under the direct supervision of the Principal or a teacher once they are assigned appropriate duties in line with their contract;</li> <li>• Grievance and Disciplinary Procedures.</li> <li>• revised sick leave arrangements;</li> <li>• revision of the Brief Absences arrangements;</li> <li>• introduction of an occupational health strategy;</li> <li>• Flexible deployment of Special Needs Assistants within schools to respond to urgent work demands and to cover for periods of absences by SNA colleagues.</li> <li>• Where work demands arise during non-instruction days, school management will continue to have discretion to deploy staff to appropriate SNA duties.</li> </ul>			<p>immediate implementation in schools.</p> <p>The Department's Inspectorate is incorporating into its whole school evaluation and inspection programme a verification of the utilisation of the 72 hours in schools.</p>
SNA numbers are now operating within an overall cap. Implementation will require flexibility in assignment of duties and deployment at school level.	1.5	Saving in consequence of restricting growth in number of SNAs in the system.	This requires liaison with all of the various stakeholders and active management of issues as they emerge.
<b>Vocational Education Committees (Other than teachers and SNAs)</b>	<b>Paragraph of Agreement</b>	<b>Benefits</b>	<b>Timeframe</b>
<p>A significant programme of restructuring and rationalisation of the VEC sector has commenced.</p> <p>This will involve turning the existing 33 VECs into 16 Education and Training Boards (ETBs) and an integration of the Further Education sector following the establishment of SOLAS.</p>	3.4	<p>The restructuring of VECs will result in entities of greater critical mass and effectiveness with consequential savings.</p> <p>Streamlining delivery of service, cost efficiencies based on economies of</p>	<p>A specific CEO re-deployment scheme has been agreed.</p> <p>The general scheme of the Bill has been developed and the estimated date of</p>

<p>In the first instance, the CEOs of VECs will be assigned to the new merged entities.</p> <p>A major piece of consolidating legislation has been initiated with a view to enactment in the current year.</p> <p>Discussions in relation to the future deployment of VEC staff have commenced with staff representatives and an IR forum has been set up to address IR issues that may arise during the rationalisation process.</p>		<p>scale.</p> <p>Estimated saving €1.86M in 2013 rising to €3.2M in a full year.</p>	<p>enactment for the Bill is July 2012 with implementation to follow enactment of the Bill.</p> <p>Identification of CEOs designate for 16 new ETBs - Q2 2012.</p> <p>Formal establishment of 16 ETBs / Replacement of 33 VECs - Q4 2012</p>
<b>Institutes of Technology (Academic Staff):</b>	<b>Paragraph of Agreement</b>	<b>Benefits</b>	<b>Timeframe</b>
<p>Engage in review of matters relevant to lecturing as provided for in LRC document of January 2011, having regard to the following objectives of the Institutes:</p> <ul style="list-style-type: none"> <li>• The continued requirement of Institutes for increased efficiency and quality of delivery;</li> <li>• Implementation of the Higher Education Strategy;</li> <li>• Enhancing capacity to respond flexibly to requirements for course delivery to atypical student cohorts and groups (e.g. re-skilling for unemployed persons);</li> <li>• Emerging issues about supporting the transition of students from second to third level;</li> <li>• Issues relating to the underutilisation of capital resources.</li> </ul>	1.4 & 3.5	Improved service delivery	This review is currently in process and once this has been completed the outcome of the review will be implemented with effect from the commencement of the next academic year in September 2012.
The putting in place of re-deployment arrangements for academic staff in Institutes.	3.5	Efficient deployment of academic staff where surplus to requirements.	Discussions on a re-deployment protocol for academic staff are at an advanced stage under the auspices of the LRC. The Department's objective is to

			reach agreement and put a scheme in place at the earliest possible date.
<p>Dealing with increased student throughput in the context of staff reductions under the Employment Control Framework.</p> <p>It is projected that full-time undergraduate and post-graduate student numbers in the higher education sector will increase by a further 12% by the commencement of the 2014/15 academic year while the decrease in staffing numbers will continue.</p>	1.5	<p>Maximise efficiency and productivity in the use of resources.</p> <p>Since the end of the 08/09 academic year full-time undergraduate and post-graduate student numbers in the higher education sector have increased by 14.9% while staff numbers reduced by 7.3% in the same period.</p> <p>This has contributed to an overall improvement of the magnitude of 3.3% in the staff to student ratio in Institutes of Technology based on a snapshot of the ratio in December 2011 as against the respective numbers taken in December 2009.</p>	Delivery in line with all ECF targets as set out for the sector.
Flexible delivery of new courses specifically targeted at unemployed individuals. This is designed to facilitate the return to education and re-skilling of unemployed persons and associated labour force activation measures.	3.5	Improved flexibility and responsiveness in the current difficult economic climate.	This will be delivered as specific needs are identified.
<p>Continued implementation of reform agenda:</p> <ul style="list-style-type: none"> <li>• implement and maximise utilisation of the increased lecturing time flexibility as provided for in LRC document, which provides for an additional two hours lecturing per week.</li> <li>• improved quality assurance and academic workload management, including the availability of student feedback information to management;</li> <li>• enhanced and structured student access to academic staff.</li> </ul>	3.5	<p>Greater efficiency in the operation of Institutes of Technology with consequent benefits for students.</p> <p>This additional time has already resulted in the delivery of in excess of 110,000 additional lecturing hours annually.</p>	Implementation commenced in September 2011 and is being monitored and verified by the Education Sector Implementation Group (ESIG). Individual institutions are being invited to attend the ESIG for this purpose.

<b>Institutes of Technology (non-academic staff)</b>	<b>Paragraph of Agreement</b>	<b>Benefits</b>	<b>Timeframe</b>
Institutes will review and where necessary revise work practices and arrangements.	1.4 to 1.10	Improved service delivery, effect economies of scale and greater efficiency in operation.	Introduction of electronic attendance recording systems by mid-2012.
Continued implementation of re-deployment protocol for grades represented by IMPACT, SIPTU and UNITE.	3.5, 1.7 & 1.8	Efficient deployment of non-academic staff where surplus to requirements. Improved cost effectiveness	Re-deployment of non-academic staff is operational in the system and has for example been utilised during the merger process between Tipperary Institute and LIT to facilitate the successful re-deployment of staff to other public service employers thus delivering tangible savings.
<b>Universities and other Higher Education Institutes</b>  The material below summarises those elements of the Action Plans common to all Universities. In addition, individual institutions have put in place their own action plans which deal with matters specific to these institutions. These action plans have been submitted to the Education Sector Implementation Group, which will oversee their implementation.			
<b>Universities and other Higher Education Institutes (Academic and non-academic staff)</b>	<b>Paragraph of Agreement</b>	<b>Benefits</b>	<b>Timeframe</b>
The employment contract for academic staff has been reviewed in the following areas and implementation has commenced: <ul style="list-style-type: none"> <li>• Duties,</li> <li>• flexibility and co-operation,</li> <li>• external activity,</li> <li>• academic freedom,</li> <li>• professional development and performance management, attendance and hours of work,</li> <li>• salary progression,</li> <li>• annual leave,</li> </ul>	1.4 to 1.14 & 3.6	Improved service delivery and greater flexibility and efficiency in operation.	Implementation commenced in September 2011 and is being monitored and verified by the Education Sector Implementation Group (ESIG). Individual institutions are being invited to attend the ESIG for this purpose.



<ul style="list-style-type: none"> <li>discipline and tenure.</li> </ul>			
<p>Managing to the greatest extent possible, increased student throughput in the context of staff reductions under the Employment Control Framework with due regard to the maintenance of quality.</p> <p>It is projected that full-time undergraduate and post-graduate student numbers in the higher education sector will increase by a further 12% by the commencement of the 2014/15 academic year while the decrease in staffing numbers will continue.</p> <p>This will require continued implementation of the re-deployment protocol for grades represented by IMPACT, SIPTU and UNITE.</p>	1.5	<p>Maximise efficiency and productivity in the use of resources.</p> <p>Since the end of the 08/09 academic year full-time undergraduate and post-graduate student numbers in the higher education sector have increased by 14.9% while staff numbers reduced by 7.3% in the same period.</p> <p>This has contributed to an overall improvement of the magnitude of 6.9% in the staff to student ratio in Universities based on a snapshot of the ratio in December 2011 as against the respective numbers taken in December 2009.</p>	Delivery in line with all ECF targets as set out for the sector.
<p>Co-operation with redeployment/ re-organisation/ rationalisation arising from the review of Higher Education strategy (published in January 2011) and changing economic and social circumstances.</p> <p>In this regard Universities are seeking continuing cooperation with the development of organisational structures and functions appropriate to the evolving environment in which universities operate.</p>	1.4 to 1.14 & 3.6	<p>Stronger and more responsive institutions and more effective deployment and utilisation of staff resources.</p> <p>Improved cost effectiveness.</p>	Delivery in line with implementation of the Higher Education strategy and in line with specific items as identified in local implementation plans.
<p>Continued implementation of the reform agenda for academic staff:</p> <ul style="list-style-type: none"> <li>working an additional hour per week;</li> <li>implementation of Workload allocation models;</li> <li>implementation of the Full Economic Costing initiative.</li> </ul>	1.4 to 1.14 & 3.6	Improved service delivery and greater flexibility and efficiency in operation.	Implementation commenced in September 2011 and is being monitored and verified by the Education Sector Implementation Group (ESIG). Individual institutions are being invited to attend the ESIG for this purpose.

### Shared Services and shared procurement in the Education sector -

Where savings are not readily identified in this aspect of the action plan, Institutions have been asked to provide detailed costings of the savings to be generated from the projects on hand/planned and these will be provided in future iterations of the plan. The Education Sector will work in consultation with the Shared Services Transformation Unit in the Department of Public Expenditure & Reform on driving forward the shared services agenda in the sector.

Sector and Project	Paragraph of Agreement	Benefits	Timeframe
<p><b>VEC Sector - Student Universal Support Initiative (SUSI):</b></p> <p>The 66 separate student grant awarding bodies are being replaced by a single grant authority in City of Dublin VEC. This will provide a one-stop shop to improve the effectiveness of services to students applying for grants.</p> <p>Furthermore, there is now one universal grant scheme which has replaced the 4 separate schemes that existed up to now.</p>	3.4	<p>Single application process for students</p> <p>SUSI will result in a reduction of 105 in the number of staff processing grant payments.</p> <p>As a result of the SUSI operation there will be cost savings on student grant administration including pay and non-pay costs in both the VEC and Local Authority sectors as they will no longer be dealing with new student grant applications.</p> <p>Initially, during the transition period, costs will exceed savings for years one and year two. However, for the years 2013, 2014 and 2015 there will be an estimated saving on the overall cost of grants administration in the region of €2.4 m, €5.5m and €5.6m respectively.</p>	<p>Single student grant scheme will be in place in time for start of 2012/13 academic year. Transfer of functions from existing agencies to Single Grant Awarding Authority will take place on a phased basis over a period of 3 to 4 years.</p> <p>The implementation plan with CDVEC was finalised in Q4 2011.</p> <p>Service Level Agreement, Systems development &amp; Staff training - Q1 2012 Applications from new students and online helpdesk go live Q2 2012.</p> <p>Assessment of new applications and payment of awards by Authority Q3 2012.</p> <p><i>Adherence to the timeframes is contingent on the successful re-deployment of staff to the single agency.</i></p>

<p><b>VEC Sector - Procurement and purchasing:</b></p> <p>Implementation of projects aimed at maximising economies of scale in procurement and purchasing in co-operation with the National Procurement Service. VECs will participate in national competitions for fuel, janitorial supplies, managed print services and ICT consumables</p> <p>Development and implementation of shared VEC procurement service</p>	3.4	<p>Maximising economies of scale in procurement and purchasing by taking advantage of the leverage provided by public service wide tender arrangements.</p> <p>Estimated saving of €300K in 2011 in energy costs &amp; offset of 20% price increase.</p> <p>Streamlining of Procurement process</p>	<p>VEC participation in National Competitions for Janitorial Supplies, Managed Print Services, ICT Consumables is due to commence in Q1 2012.</p> <p>VEC participation in National Competitions for Fuel is due to commence Q2 / Q3 2012.</p> <p>Development and implementation of Shared VEC procurement service is due to commence Q2 / Q3 2012.</p>
<p><b>VEC &amp; IOT Sectors – Pensions:</b></p> <p>Roll out of assumption of responsibility for pension services in VECs by PMG Pensions Section, Department of Public Expenditure and Reform from 33 Local authorities.</p> <p>The pension functions of the VECs and IOTs remain unchanged under the new arrangement.</p>	3.4	<p>More efficient service and associated cost savings based on economies of scale.</p> <p>Heretofore, 33 local authorities have paid pensions to former VEC and IOT employees. Under the new arrangement this role is being undertaken by PMG Pensions.</p>	<p>The implementation process commenced in September 2010 and as of January 2012 PMG Pensions had assumed responsibility for the pension payment function in all but 5 local authorities. It is expected that the remaining 5 will be transferred by end Q1 2012.</p>
<p><b>Universities and Institutes of Technology – Reduction in Non pay expenditure</b></p> <p>The drive to improve shared services and shared procurement has contributed to a significant overall reduction in the order of 10.3% in non-pay expenditure in Universities and IOTs in the 2 years up to the end of the 2010/2011 academic year.</p> <p>The figure for the 2008/2009 academic year on non pay expenditure was in the region of €329.7Million whereas for the 2010/2011 academic year the equivalent figure was €295.7Million.</p> <p>Broken down the figures demonstrate that the reduction was of the magnitude of 10.1% in Universities and 10.6% in IOTs.</p> <p>The following are example of where the current focus lies on improving shared services and shared procurement in Universities and IOTs.</p>			

<b>Universities – Procurement:</b>  Continued roll-out of collaborative procurement contracts on a rolling basis (as contracts expire) Q3 2011 – Q4 2014 <ul style="list-style-type: none"> <li>• National frameworks</li> <li>• Collaboration into other sectors where appropriate</li> <li>• On-going liaison with NPS</li> <li>• Development of a strategy for collaborative procurement by Q1 2013</li> </ul> Development of e-procurement	1.10	Efficiencies based on economies of scale.  To date this has achieved estimated savings in the region of €18 Million in the following areas: <ul style="list-style-type: none"> <li>• Advertising</li> <li>• Purchasing of Journals</li> <li>• Photocopiers</li> <li>• Lab Gases</li> <li>• Travel</li> <li>• Electricity</li> <li>• Lab Supplies</li> <li>• Waste Management</li> <li>• Computers</li> </ul>	Continued roll-out of collaborative procurement contracts on a rolling basis (as contracts expire) Q3 2011 – Q4 2014  Development and roll out of e-procurement (linked to shared services study) Q1 2013  Increased focus on Contract management – Ongoing process Q3 2012 – Q4 2014
<b>Universities - Shared services:</b> Shared services feasibility study addressing back office functions such as finance, HR, IT, procurement and student related activities.	1.10	More integrated and efficient back office functions across the sector.	Award of contract – Q 1 2012.  Shared service model proposed and outlined – Q 4 2012.
Provision of cloud computing services on a centralised basis to the Education & Research sector (Education & Research Cloud) – shared resources, software, and information provided to computers over the Internet.	1.10	Shared services efficiencies, cost savings and technological advances	Establish Cloud Compute proof of concept with a small number of higher education institutions – Q2 2012. Define strategy and scope of an Education & Research Cloud Compute offering - Q4 2012.
National Data Centre for Education & Research Sector –sharing of resources to deliver consolidated and dedicated data research facilities to the sector	1.10	Shared services efficiencies and cost savings	Initial planning for provision of a dedicated high-capacity data centre for the education and research community – Q1 2012.

HEA-net Schools 100 Mbits High-Speed Programme for post-primary schools - delivery of high-speed broadband to post-primary schools cost effectively using the pre-existing HEA-net network backbone.	1.10	Delivery of cost effective high-speed broadband to post-primary schools	Run mini-competitions for second, third and fourth roll out phases – Q1 2012 to Q1 2014.
Continued roll out of Bluebrick.ie programme – one-stop portal which allows students to compare and apply for various part-time and flexible learning courses	1.10	Shared services efficiencies	Continued roll out during 2012. DCU to join programme during 2012.
<b>IOT Sector - Shared Services:</b> Co-operation with the introduction of shared services in areas such as payroll, pensions, procurement and purchasing, ICT and HR management commencing with the prioritisation of “baselining” of current performance levels and the establishment of key performance indicators in this context.	1.10	Shared services efficiencies and cost savings.	To commence in Q2. 2012
Electronic Documents Systems (EDS) project – secure, on-line delivery of documents across the sector. This project enhances this innovative method of delivery and reduces printing and posting costs to Institutes of Technology delivering student exam results. Students have electronic self-service access to the EDS system to deliver electronically signed documentation of their grades online to potential employers.	1.10	Streamlining service delivery, improved use of resources including reduced printing and posting costs.	Modularised Institutes live with EDS by Q1 2012
Modularisation Online Services – centrally hosted shared online services capability for: <ul style="list-style-type: none"> <li>• Streamlining of student admission and registration process;</li> <li>• Reduction in effort and resources required to administer student applications and registrations;</li> <li>• Early receipt of payments by IOTs to improve cash flow;</li> <li>• More efficient, streamlined &amp; faster exam boards.</li> </ul>	1.10	Shared services efficiencies and cost savings	Online Admissions & Registration capability delivered to the Modularised Institutes of Technology by Q3 2012  Online Payments capability delivered to the Modularised Institutes of Technology by Q3 2012
<b>IOT Sector - Procurement:</b>  An Chéim Information Technology Services – project	1.10	Delivery of more cost effective IT	Identify specification and requirements, publish revised tender documents –

for procurement in relation to IT projects across the sector		infrastructure	Q1 2012 Evaluate tenders and award contracts – Q2 2012 Sign contracts – Q3 2012
<b>IOT Sector - Procurement:</b> Renegotiate the support and maintenance contract for the Agresso Finance Management system that is provided in a shared environment to the IOT sector.	1.10	Delivery of more cost effective infrastructure	Negotiation of costs and levels of support and signoff Q1 2012.