Action Plan - Public Service Agreement - Education Sector			
All Staff:	**Para. of Agreement**	**Benefits**	**Timeframe**
Allowances - The Department of Education and Skills will shortly issue Circulars giving effect to the Government decision on allowances for new entrants/beneficiaries. The Department of Public Expenditure and Reform has recently directed that line Departments should open negotiations with individual union groups in relation to the removal of certain allowances from current beneficiaries. This process is to be approached on a prioritised basis and will initially involve a subset of those allowances in the Education sector which, following the above Government Decision, will no longer be payable to new beneficiaries.	1.8	The estimated initial yearly saving from the removal of allowances for new entrants/beneficiaries is approximately €3M. The overall effect of the changes will see annualised savings of approximately €293M once the changes have been fully blended into the system. Of this, €290M is in the teaching area. Savings from the removal of allowances from current beneficiaries are not quantifiable until the negotiation process has been completed.	Circulars giving effect to the Government decision on the removal of allowances from new entrants/beneficiaries will issue to all areas of the Education sector in November 2012. The timeframe is dependent on the outcome of negotiations and whether or not recourse to dispute resolution procedures is required.
Pursue measures to accelerate a reduction in staff numbers across the public service. In consultation with D/PER, offer the terms of the	1.5	Targeted reduction in public service numbers with associated savings.	Sanction is awaited from D/PER in respect of the offering of the terms of the collective agreement to staff declared surplus in the

recently announced collective agreement on redundancy on a voluntary basis to staff declared surplus to requirements in the sector who have a right to re-deployment under this Agreement. Furthermore, the Government is now considering the introduction of a targeted Voluntary Redundancy (VR) Scheme in parts of the Public Service. Details of how the scheme will operate in particular sectors and public service employments are still being worked out and will be announced in due course when final decisions are made. There are currently no specific proposals for how the scheme will be made operational and further announcements will be made when all policy and operational matters have been finalised.		Initial up-front cost of paying redundancy to any staff member who accepts the offer with this cost being off-set over a 12 to 24 month period. Saving to be generated entirely dependent on the number of staff who accept the offer.	sector. Details of the VR scheme are still being worked out. Once details have been finalised the scheme will be rolled out, where applicable, in the Education sector.
Implementation of revised sick leave arrangements for public servants.	1.4	Maximise efficiency and productivity in the use of resources. Savings are not quantifiable until final proposals have been implemented in the sector. Following the recent labour court	Circulars giving effect to the new arrangements for self certified sick leave will issue to all staff in November 2012. Subject to Labour Court recommendation LCR 20335 revised arrangements on certified

		determination savings can only arise in the period following full implementation of proposals in the sector.	sick leave, critical illness cover and rehabilitation pay will take effect from 1 January 2014.
Implementation of revised annual leave arrangements for public servants.	1.4	Maximise efficiency and productivity in the use of resources. It is not anticipated that this measure will deliver any cost savings. However, it will deliver extra productivity in the sector based on the implementation of the new arrangements.	Review of annual leave arrangements at central level is completed and will be implemented in the Education sector in Q4 2012. Thus far, the matter has been examined in conjunction with the Local Government and Health sectors to ensure that a harmonised approach is adopted.
Seek an increase in weekly minimum hours of attendance for non-academic grades in the Education sector.		Any savings will be determined following consultation with employers in the sector who will be affected by this measure, however, it is not anticipated that this measure will deliver any significant cost savings. Instead, implementation of this measure would deliver extra	Proposals in respect of this matter will be tabled with the various Unions in Q4 2012/Q1 2013.

		productivity in the sector and also allow employers in the sector to continue to deliver the same or additional services with less resources.	
Link performance management systems in Universities, IOTs and VECs to the awarding of increments/incremental progression. This will involve the implementation of policies to manage and address underperformance in the sector. These measures are especially applicable to staff in the following areas: • VEC Staff (other than teachers and SNAs); • IOT academic and non-academic staff; • University academic and non-academic staff. University management have already 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.	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.	Systems to be adapted / put in place in advance of the commencement of the 2013/2014 academic year with link to incremental progression to be in place in advance of the commencement of the 2014/2015 academic year.

Co-operation with numbers reductions, Employment Control Frameworks, reduced resource allocations and other budgetary efficiency measures as required. These measures are applicable to all staff across the entire Education sector.	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. In addition to re-deployments mentioned elsewhere in specific aspects of the document the Agreement has facilitated the re-deployment of in excess of 95 surplus staff across 39 organisations in this sector.	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.
The re-structuring of initial teacher education provision. At present 19 state funded providers of ITE (and three non-state funded) deliver 40 college programmes in primary and post-primary teaching.	1.5	This restructuring will result in entities of greater critical mass and effectiveness with consequential savings. Streamlining delivery of service, cost efficiencies based on	The HEA has conducted a feasibility study and is now consulting with the various colleges with a view to presenting an implementation plan to the Minister in Q4 2012/Q1 2013.

		economies of scale.	This implementation plan will contain details on costings, estimated savings and projected time-frames which will then be reflected in future iterations of this plan.
Cooperation with implementation of initiatives in the area of property management.	1.5	Maximise efficiency and productivity in the use of resources.	Q3 2012.
Vocational Education Committees (Other than teachers and SNAs)	**Para. of Agreement**	**Benefits**	**Timeframe**
A significant programme of restructuring and rationalisation of the VEC sector has commenced. This will involve the formal establishment of 16 Education and Training Boards (ETBs) which will replace the 33 existing VECs. In addition to this, the transfer of the FÁS training function to the ETBs must be completed. This is a very complex and challenging change programme. Discussions in relation to the future deployment of VEC staff have commenced with staff representatives	3.4	The restructuring of VECs will result in entities of greater critical mass and effectiveness with consequential savings. Streamlining delivery of service, cost efficiencies based on economies of scale. Initial savings will arise from the reduction in CEO positions. Estimated saving €1.86M in 2013 rising to €3.2M in a full year.	A specific CEO re-deployment scheme has been agreed and designated CEOs of VECs have been assigned to the new entities. Legislation to provide for the rationalisation of the VEC sector was published in early October. Implementation will follow enactment of the Bill. Legislation to establish SOLAS is still being drafted.

and an IR forum has been set up to address IR issues that may arise during the rationalisation process.		Ultimately this measure will facilitate savings to be derived from the implementation of ECF policies following the rationalisation process and the integration of SOLAS. As these have yet to be determined it is not yet possible to quantify potential further savings.	Formal establishment of 16 ETBs / Replacement of 33 VECs – Q1 2013.
Institutes of Technology (Academic Staff):	**Para. of Agreement**	**Benefits**	**Timeframe**
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: • The continued requirement of Institutes for increased efficiency and quality of delivery; • Implementation of the Higher Education Strategy; • Enhancing capacity to respond flexibly to requirements for course delivery to atypical student cohorts and groups (e.g. re-skilling for unemployed persons); • Emerging issues about supporting the transition	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 2013.

of students from second to third level; • Issues relating to the underutilisation of capital resources.			
The putting in place of re-deployment arrangements for academic staff in Institutes.	3.5	Efficient deployment of academic staff where surplus to requirements. This is a measure to facilitate the garnering of savings from the full implementation of ECF policies in the third level sector and as such will not generate additional savings beyond that envisaged and budgeted in the ECF savings. Any such savings are obviously entirely dependent on the number of staff who are declared surplus in the sector to meet ECF targets and dependent upon their successful re-deployment to other areas of the public service.	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.
Governance for Public Service Reform			

Sector and Project	Para. of Agreement	Benefits	Timeframe
Centrally driven, enhanced governance and management arrangements are being established to drive, manage and monitor implementation of the Education and Training Sector Reform programme.		The education sector reform plan comprises a series of large-scale interdependent projects. Strong, coordinated, central governance will be a key driver in the successful implementation of the Education and Training sector reform programme and will ensure that the development of shared services etc are built into major structural reform projects.	Finalisation of new governance arrangements Q4 2012. Implementation of new arrangements will commence in Q1 2013 and are expected to be operational by end Q2 2013.

Shared Services and shared procurement in the Education sector -

Where estimated savings / cost reductions are not currently available for projects in this section of the Plan, Institutions will be asked to provide further data as it becomes available for future iterations of the plan. **The following provide details on some of those projects and also list some areas where new shared services and/or procurement arrangements are planned and where existing shared services and/or procurement arrangements are going to be modified, developed or expanded.**

Sector and Project	Para. of Agreement	Benefits	Timeframe
Development of a shared service plan for the Education sector.		Prioritised, costed set of shared service projects to be progressed across the education sector. Upfront investment is likely to be required to implement	Development of the plan is being progressed in context of a number of large scale projects including the

		shared services with savings being achieved over time. Estimates of pay and non-pay savings will be included in the plan. The focus of the plan will be in the following areas: centralised procurement for the schools sector, shared services for the new ETBs & Solas and further rollout of shared services in the higher education sector.	establishment of ETBs and SOLAS and implementation of the higher education strategy. Outcomes of shared service feasibility study in the university sector will be available in Q1 2013.
Development of an external service delivery plan for the Education sector.		Further use of external service delivery models and collaboration on external service delivery initiatives across the public sector, will be progressed in consultation with relevant bodies across the education sector and the Commercial Delivery Manager in D/PER. Estimates of pay and non-pay savings will be included in the plan.	This plan will be progressed in context of a number of large scale projects including the establishment of ETBs and SOLAS and implementation of Higher Education strategy.
We are working on aggregating and centralising procurement for schools. This is a complex task given the fact that we have 4,000 individual schools which are privately owned and managed.	3.4	Cost reductions and savings for schools. Estimate of savings to be achieved in 2013 is €3 million rising to €8 million in 2014.	Proposals for new resources and structures required to support this initiative will be finalised by end 2012. Setup of new arrangements

		Compliance with national and EU procurement rules.	to be completed by end Q1 2013 with work programme for Q2 to Q4 2013 agreed. Rolling programme of work thereafter.
Rollout of high speed broadband to all second level schools.	1.10	Cost effective rollout of high speed broadband service for second level schools to underpin innovations in teaching and learning; sharing of resources and online collaboration across schools, with other education institutions; facilitates the use of video conferencing and use of Skype and other online low-cost communication tools and facilitate increased use of digital textbooks and digital content.	HEAnet is on track to provide 202 post-primary schools in 14 county areas with 100Mbit/s broadband by the end of October 2012. HEAnet announced awards under their latest round of procurement for the Schools 100Mbit/s Programme in July 2012. A further 200 schools are scheduled to be connected in 2013 with the remaining 250 schools connected in 2014.
Introduction of web based advertising for teaching appointments in the post primary sector from June 2012. Elimination of hard copy advertising for post primary teaching posts across VEC and post primary schools from 1st Jan 2013.	1.10	More efficient service and associated cost savings. Cost saving in 2012 estimated at €30,000 with annualised cost saving estimated to be in the region of €100 - €150K.	Post-Primary implemented with effect from June 2012 with further measures to come into effect with effect from January 2013.

VEC Sector - Student Universal Support Initiative (SUSI): 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. Furthermore, there is now one universal grant scheme which has replaced the 4 separate schemes that existed up to now.	3.4	Single application process for students SUSI will result in a reduction of 105 in the number of staff processing grant payments. 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. 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.	A single student grant scheme has been put in place in time for start of 2012/13 academic year. This is now dealing with all new student grant applications. Further 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. The majority of the initial staffing, training, building acquisition and IT systems and fit-out issues were addressed and resolved by May 2012. In addition, the outsourced elements of the project, including help desk and document management

			services had been procured following the implementation of appropriate tender processes. A temporary procurement to in-source 24 staff not currently available from the PAS redeployment panel was put in place in May 2012. The new online grant application process went live on 11 June 2012. A significant element of the customer service strategy has been the outsourced "SUSI Support Desk" which deals with email and telephone queries in relation to the application process and grant scheme.

VEC Sector - Procurement and purchasing: Implementation of projects aimed at maximising economies of scale in procurement and purchasing in co-operation with the National Procurement Service.	3.4	Maximising economies of scale in procurement and purchasing by taking advantage of the leverage provided by public service wide tender arrangements. Compliance with national and EU procurement rules. Estimated savings in 2013 €1 million. Estimated savings in 2014 €1 million.	VECs participating in NPS tender for Bulk Liquid Fuels – data submitted to NPS in September 2012. VECs participating in NPS tender for waste management - VEC data submitted to NPS for tender in Q3 2012. Development and implementation of the first VEC-run sectoral mini-competition within a national framework underway with commencement of contract(s) expected in Q1 2013.
Centralised Procurement for 12 institutes in the Higher Education sector through Shannon Consortium Procurement Network (SCPN).	3.4	Cost savings through aggregated procurement. Savings data is not available for current tenders but will be provided in future reports.	There is a rolling programme of procurement by SCPN. Major tenders currently being run by

			SCPN for these organisations include security, cleaning, library journals and periodicals, PCs and internal audit for IoT members.
Universities – Procurement: Continued roll-out of collaborative procurement contracts on a rolling basis (as contracts expire)	1.10	Cost savings through aggregated procurement. Savings data is not available for current tenders but will be provided in future reports. To date this has achieved estimated savings in the region of €18 Million in the following areas: • Advertising • Purchasing of Journals • Photocopiers • Lab Gases • Travel • Electricity • Lab Supplies • Waste Management • Computers	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) Increased focus on Contract management – Ongoing process Q3 2012 – Q4 2014
Universities - Shared services: Shared services feasibility study addressing back office functions: Finance, IT, HR, Procurement, Registry and	1.10	More integrated and efficient back office functions across the sector.	Site visits and workshops are underway as part of Phase 2 of the project which

some aspects of the Estates function.		Potential cost savings and headcount reductions which could arise as part of a shared services project will be identified by the study.	involves assessing current operations. This phase will be followed later in the year by detailed cost benefit analysis and business cases for possible options from the chosen short list of options at that point.
Modularisation Online Services – centrally hosted shared online services capability for: • Streamlining of student admission and registration process; • Reduction in effort and resources required to administer student applications and registrations; • Early receipt of payments by IOTs to improve cash flow; • More efficient, streamlined & faster exam boards.	1.10	This has led to a reduction of bespoke software from 51% to 13%, which makes a reduction of 30% in maintenance costs achievable. This supports rising demand of 8% extra students each year within current staff level. Has improved cash flow for institutes with earlier collection of fees through online payments now being made by students.	A new on-line system to support student admissions, registration, payment and exam management has been rolled out in 12 Institutes of Technology. To further institutes are considering rolling out the system and fit/gap assessments are being carried out.

Ongoing Action Items for the Education Sector under the Agreement:

Teachers:	**Para. of Agreement**	**Benefits**	**Timeframe**
Teacher numbers: A number of Budgetary measures resulted in a reduction in teaching posts of 700 from September 2012. These measures are: • Post-primary schools to manage guidance provision from within their existing Pupil Teacher Ratio allocation of 19:1 • 1 point increase in Pupil Teacher Ratio for fee-charging post-primary schools, from 20:1 to 21:1 • 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 • Abolition of the Modern Languages in Primary Schools Initiative	1.5 & 1.7	The saving associated with a 700 post reduction is €45 million. New redeployment procedures for second level teachers were implemented in advance of the 2011/2012 school year resulting in the elimination of a surplus of some 262 teachers thus far with an estimated full year saving of €17.3M. Redeployment procedures at primary level were implemented in advance of the 2011/12 school year with some 1,413 surplus	Implemented with effect from September 2012 Re-deployment of teachers at both primary and post-primary levels is functioning effectively and delivering tangible savings. The post-primary re-deployment scheme was reviewed by the independent external consultants last year and commented positively upon.

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.		teachers re-deployed thus far with an estimated full year saving of €90.43M.	
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: • working an additional hour per week • greatly improved flexibility in the re-assignment of duties to post of responsibility holders	1.7 & 3.2	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 reform agenda is agreed and operating in all schools. The Department's Inspectorate has incorporated this matter into its whole school evaluation and

• improved redeployment scheme at primary level • new redeployment scheme at post-primary • availability of teacher for three class periods per week under Supervision & Substitution scheme		the Education sector. These measures have thus far enabled teachers to work an aggregate of 2 million additional hours per annum. Furthermore it has facilitated 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.	inspection programme in schools. Schools also certify the use of the additional time to the school community. Furthermore, a verification exercise in all schools (approximately 4,000 schools) is currently being conducted by the Department's Inspectorate and results are expected in Q4 2012. The results of this verification exercise will be provided to the Implementation Body once they are available.
Implementation of significant efficiencies by the State Examinations Commission on examination service delivery. • Change in the approach to paying superintendents in special centres (individual examination centres for candidates with special needs in the examinations) from a daily rate to a sessional rate; • Many 2 day Leaving Certificate marking	1.10	We are currently assessing the cost saving involved in these measures in total, but it is of the order of €1.5 to €2M annually.	These efficiencies were achieved in 2012 and will continue into the future.

conferences were scheduled to commence at 11am on the first morning, thereby saving an overnight subsistence payment on the evening before the conference began; • Appeal examiners did not have to attend appeal marking conferences, rather they were briefed by their advising examiners by phone, thereby saving T&S and a daily conference fee; • A particular focus was brought to the assignment of superintendents to main examination centres from the perspective of obviating the need to pay overnights in so far as possible.			
Special Needs Assistants (SNAs)	**Para. of Agreement**	**Benefits**	**Timeframe**
Implementation of restated/ revised employment terms and conditions including: • duties to include support of visually or hearing impaired pupils; • greater flexibility – replacement of 12 days used outside normal school year by 72 hours for use at management discretion; • clear recognition and understanding that SNA duties are assigned at the discretion of the	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 immediate implementation in schools. The reform agenda is agreed and operating in all schools. The Department's Inspectorate has incorporated this matter into

Principal or another senior person acting on behalf of the Board of Management; • 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; • Grievance and Disciplinary Procedures. • revised sick leave arrangements; • revision of the Brief Absences arrangements; • introduction of an occupational health strategy; • Flexible deployment of Special Needs Assistants within schools to respond to urgent work demands and to cover for periods of absences by SNA colleagues. Where work demands arise during non-instruction days, school management will continue to have discretion to deploy staff to appropriate SNA duties.			its whole school evaluation and inspection programme in schools. Schools also certify the use of the 72 hours to the school community. Furthermore, a verification exercise in all schools (approximately 4,000 schools) is currently being conducted by the Department's Inspectorate and results are expected in Q4 2012. The results of this verification exercise will be provided to the Implementation Body once they are available.
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.
Institutes of Technology (Academic Staff):	**Para. of Agreement**	**Benefits**	**Timeframe**

Dealing with increased student throughput in the context of staff reductions under the Employment Control Framework. 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.	1.5	Maximise efficiency and productivity in the use of resources. 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. 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.	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.

Continued implementation of reform agenda: • 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. • improved quality assurance and academic workload management, including the availability of student feedback information to management; • enhanced and structured student access to academic staff.	3.5	Greater efficiency in the operation of Institutes of Technology with consequent benefits for students. To date, this additional time has resulted in the delivery of in excess of 150,000 lecturing hours annually. Based on the most conservative figures for hourly pay rates, the total cost if we had to pay for those hours would be €13.25 million annually.	Implementation commenced in September 2011 and this has been verified by the Education Sector Implementation Group (ESIG) for the Agreement. Individual institutions were invited to attend the ESIG and give presentations to demonstrate the implementation and effects of these measures.
Institutes of Technology (non-academic staff)	**Para. of Agreement**	**Benefits**	**Timeframe**
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.
Universities and other Higher Education Institutes 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.			
Universities and other Higher Education Institutes (Academic and non-academic staff)	**Para. of Agreement**	**Benefits**	**Timeframe**
The employment contract for academic staff has been reviewed in the following areas and implementation has commenced: • Duties, • flexibility and co-operation, • external activity, • academic freedom, • professional development and performance management, attendance and hours of work, • salary progression, • annual leave, • discipline and tenure.	1.4 to 1.14 & 3.6	Improved service delivery and greater flexibility and efficiency in operation.	Implementation commenced in September 2011 and all Universities All Universities have confirmed to the Education Sector Implementation Group (ESIG) for the Agreement that these revised contractual terms now apply to all academic staff members. It is noted that the implementation of this matter in respect of some university academic staff may be the subject of a referral to dispute resolution by SIPTU.

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. 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. This will require continued implementation of the re-deployment protocol for grades represented by IMPACT, SIPTU and UNITE.	1.5	Maximise efficiency and productivity in the use of resources. 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. 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.	Delivery in line with all ECF targets as set out for the sector.
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.	1.4 to 1.14 & 3.6	Stronger and more responsive institutions and more effective deployment and utilisation of staff resources.	Delivery in line with implementation of the Higher Education strategy and in line with specific items as identified in local implementation plans.

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.		Improved cost effectiveness.	
Continued implementation of the reform agenda for academic staff: • working an additional hour per week; • implementation of Workload allocation models; • implementation of the Full Economic Costing initiative.	1.4 to 1.14 & 3.6	Improved service delivery and greater flexibility and efficiency in operation. To date, this has resulted in the delivery of in excess of 100,000 lecturing hours annually. Based on the most conservative figures for hourly pay rates, the total cost if we had to pay for those hours would be €8 million annually.	Implementation commenced in September 2011 and this has been verified by the Education Sector Implementation Group (ESIG) for the Agreement. Individual institutions were invited to attend the ESIG and give presentations to demonstrate the implementation and effects of these measures.
Shared Services and shared procurement in the Education sector - Existing Initiatives			
We already have significant shared services in place in the Education sector some details of which are as follows: **Shared Services – Existing:** • **School Teaching and non-teaching staff and retired staff payrolls in Athlone** - This service has been shown to be one of the most cost effective shared payroll operations in the public sector. It is also the largest payroll in the State with in the region of 100,000 staff and pensioners being paid from this payroll. (In the region of 25 - 30% of serving and retired public servants being paid from this shared service operation.) • **Pensions** shared service- We also have a centralised pension calculation and lump-sum payment service for teaching and non-teaching staff (excluding VECs).			

- The Higher Education sector has a strong track record in establishing shared services and some of these are now well established brands – including HEAnet and the CAO.
- HEAnet in particular has grown considerably and now provides internet services to the entire higher education sector (over 60 client organisations) as well as providing the schools broadband programme for all primary and second level schools. They are also providing some services to individual VECs.
- An Chéim provides IT and application management and contract management services to most of the IoT sector. In the 4 year period to 31 December 2011, An Chéim has negotiated savings of €5.7million. In 2012, has continued to build on its previous savings by securing further savings on support and maintenance contracts, reductions in professional service rates and better terms and conditions on contracts.

Procurement – Existing:

- We have put arrangements in place to centralise and aggregate procurement across the VEC sector. Work to-date includes centralised procurement of electricity, gas, stationery and janitorial supplies. Estimated saving of €300K in 2011 in energy costs & offset of 20% price increase. Those VECs who were in long-standing roll-over arrangements with suppliers have made estimated savings of 20%-30%. In addition to savings made through 2011 contracts, estimated saving from new contract this year is 5%+.
- In recent years, the Universities and IoTs have also come together to engage in a range of collaborative procurement projects for a range of goods and services (e.g. electricity, gas, lab chemicals & consumables, cleaning, advertising, travel, ICT equipment).
- For example, the contract for the main electricity supply to 4 Universities/Institutes achieved a 40% reduction in the unit cost of electricity in 2010. Savings for TCD alone within that tender were €1m. Savings of up to 36% were achieved for the industrial gases in a tender involving nine third level institutions.
- The Shannon Consortium Procurement Network (SCPN) has now expanded from four member organisations (UL, LIT, MIC, IoT Tralee) to include a further eight IoTs in 2012.

External Service Delivery:

We already outsource a range of services in the Education sector including

- the school building programme;

- school transport;
- support services for teachers & SNAs,;
- back office type functions have also been outsourced and include functions like facilities management and services such as canteen facilities for students and staff;
- ICT related functions including hosting, database management, systems development;
- Elements of the new student grant system, SUSI, have also been outsourced.

Scope for further implementation of external service delivery models in the Education sector, and collaboration on external service delivery initiatives across the public sector, will be progressed in consultation with relevant officials and the Commercial Delivery Manager in D/PER.

VEC & IOT Sectors – Pensions: 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. The pension functions of the VECs and IOTs remain unchanged under the new arrangement.	3.4	More efficient service and associated cost savings based on economies of scale. 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.	This measure has now been successfully completed.

Universities and Institutes of Technology – Reduction in Non pay expenditure

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.

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.

Broken down the figures demonstrate that the reduction was of the magnitude of 10.1% in Universities and 10.6% in IOTs.

The following are example of where the current focus lies on improving shared services and shared procurement in Universities and IOTs.

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.	HEAnet Cloud Storage Offering 'EduStorage' launched and a number of clients already availing of the service.
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 and technology advances	A shared facility located in Waterford IT has been kitted out with rack space and additional fibre connectivity has been provisioned. Service available for HEAnet clients.
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	Improved customer service and efficiencies in provision of online application process.	Continued roll out during 2012. DCU to join programme during 2012.
IOT Sector - Procurement: 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	Renegotiation of annual support & maintenance fee completed with 11% reduction in cost. Travel expenses capped at levels below the public body guidelines. Improved contractual terms and improved performance.	New contract now in place.