

Introduction and Context

UCD IT Services underwent a quality review in 2014-2015. The site visit took place from Monday 2nd, to Thursday 5th February 2015. The Review Group prepared a Report which included commendations on good practice and recommendations for improvement. This Quality Improvement Plan (QIP) sets out how UCD IT Services plans to address each of the Review Group's recommendations for improvement. Parallel to the preparation of the QIP, the UCD University Management Team and UCD Governing Authority are considering the final Review Group Report, after which the Review Group Report will be published on the UCD Quality Office website.

The UCD IT Services Quality Improvement Committee comprised of all members of IT Services Senior Management Team, i.e. Seamus Shaw; Shaun Kennedy; Mark Lande; Genevieve Dalton; Kate Griffin; Ciara Acton; David Coughlan; Maria McDonald; Brian Morrissey; Fred Clarke; Trish Mountjoy.

The draft QIP was circulated to the IT Services Work Programme Group for their input and feedback, the membership of which includes Ciara Acton; Kate Griffin; David Coughlan; Maria McDonald; Trish Mountjoy; Fred Clarke; Brian Morrissey; Helen Guerin; Bronwyn O'Callaghan; Bridin Walsh; Paul Kennedy; Sinead O'Rourke; Paul Barry. The Work Programme Group will have responsibility for implementing the QIP. Amendments were added and the QIP was finalised and submitted to the UCD Quality Office in July 2015.

A. Highlights and key achievements				
Recommendations	Action	ITS PM	Category	Timeline
1. Increase the frequency of meetings between members of the Executive Team and their respective divisions.	The Executive Team have already started to increase the frequency of meetings with their respective units.	S.Shaw	N/A	Recommendation already implemented and ongoing
2. Inform all staff of decisions in regard to strategic priorities that have been made at team level.	Following the weekly meeting of the Executive Group, each Member shall inform their staff of strategic decisions taken at their meetings.	ITS Exec.	N/A	Recommendation already implemented and ongoing
3. Consolidate more divisions (for example, Media Services) across two locations – Computer Centre and Daedalus Building.	The Media Services Team have now moved to the Computer Centre in order to develop a more cohesive Group to support UCD's Teaching & Learning IT.	T.Mountjoy	N/A	Recommendation already implemented and ongoing
4. Organise a series of focus groups to determine customer views on services provided by IT Services.	The IT Relationship Management Team (ITRM) are actively meeting our customers to seek their views on services offered by IT Services. ITRM are also developing a Service Catalogue which will detail the many services offered, and supported, by IT Services. This is being done to ensure that the services we offer are those which are the ones that our customers want, and if this is not the case, then our services will be adapted accordingly. The outcomes of this will be communicated via the IT Services website.	C.Acton	N/A	Recommendation to be implemented within one year and will become an ongoing process to feed into IT Services annual Work Programme
5. Develop the capacity to analyse and use data more effectively.	Management Services have a project on the IT Services 2015 work programme to implement a set of metrics that will measure the performance of IT Services.	M.McDonald	N/A	Phase 1 of this project to be delivered by end 2015/early 2016, with further phases to follow

B. Planning, Organisation and Management				
Recommendations	Action	ITS PM	Category	Timeline
6. UCD should develop an IT governance framework, within the wider University governance, with appropriate structures and processes. This should be linked to year-on-year planning and resource allocation. The structure should enable engagement from units, roles, and levels across the University (though not an exhaustively representative sample in all groups), and provide transparency of plans/commitments to Schools/Departments. Examples are readily accessible through other university websites or direct conversation with CIOs.	IT Governance will form part of the IT Strategy IT@UCD and, as suggested, the examples of good IT governance in other University's will be taken in account when developing the appropriate structures and processes. IT Governance will be managed by a central IT Group, consisting of senior UCD faculty and staff and chaired by a member of the UMT. This will be an ongoing process and this Group will approve IT Services year-on-year planning and resource allocation. IT Services has asked UMT to sponsor its IT governance framework in order that staff participation is given appropriate high priority. All decisions taken by the IT Group will be communicated on IT Services website.	S.Shaw/ K.Griffin	UMT to sponsor, as representation is required from many areas of UCD	Recommendation to be implemented within one year and will become an ongoing process to feed into IT Services annual Work Programme
7. The Review Group recommends more frequent multi-level meetings within MSU, along with more one-to-one time for staff with the Director.	The Chief Applications Officer notes the recommendation and will action as suggested. Actions that have already been taken include the following: (1) weekly standup meeting attended by all staff members in the group; (2) continuation of the weekly managers meeting (all staff at Team Lead and above); (3) all staff at P2 and P1 level have been assigned within a team managed by a Team Lead and each of these teams meets once per month; (4) Chief Applications Officer available for individual meetings as required.	M.Lande	N/A	Recommendation already implemented and ongoing
8. Provide sufficient cross-training to reduce the risk of over-reliance on a single individual with comprehensive knowledge of the InfoHub architecture.	A team lead in Management Services has been assigned to develop a plan for a series of workshops to be run during 2016 which will concentrate on spreading InfoHub knowledge across the team. A key deliverable from each of these workshops will be a set of training materials that can be accessed by all staff. In addition, more I-DO's (Inter-unit Development Opportunities) will be considered to reduce the risk of over-reliance on one staff member and in an effort to reduce 'one man risk' around InfoHub.	M.Lande	N/A	Recommendation to be implemented within one year
9. In partnership with UCD Teaching and Learning, develop an eLearning "community of practice" including colleges and IT Services. The goal should be to maximise opportunities for collaboration, communication, understanding, reduce duplication, and ensure optimal resources are applied to the educational mission of UCD.	IT Services currently host community meetings for UCD Education Technologists (central and school based). IT Services with UCD Teaching & Learning plan to add more structure around the meetings, by using agreed agendas, circulating notes/actions, considering specific topics at each meeting, etc. This would allow for opportunities and commonalities to emerge and give greater visibility to TEL activities across the different disciplines. It is also envisaged that Google+ will be used to create a shared space for collaboration amongst the Ed Tech Community in UCD and the Central IT & Teaching & Learning Units.	T.Mountjoy	This will be done in partnership with UCD Teaching & Learning. It should be noted that there may be some budget implications relating to this development	Recommendation to be implemented within two years

<p>10. Assess UCD's broad needs for a course management system and evaluate products (including new versions of Blackboard that have improved usability) to set an IT architectural direction for the next 3-5 years.</p>	<p>This will become a headline project in IT Services 2016 Work Programme.</p>	<p>T.Mountjoy</p>	<p>Depending on the outcome of the product evaluation, there could be very significant budget implications for both a new product and the associated training of the UCD community should a new product be introduced</p>	<p>Recommendation to be implemented by December 2016</p>
<p>11. In the short-term, IT Services should review Blackboard with a view to making some minor developments that would enhance its effectiveness as a tool for academic staff end-users.</p>	<p>ITS Teaching & Learning IT Unit will look at the possibility of more integrations between Blackboard and other systems such as Web PA, Mahara, Ubcast which would address some of the systems short comings.</p>	<p>T.Mountjoy</p>	<p>N/A</p>	<p>Recommendation will be implemented by August 2016</p>
<p>12. Meanwhile, gather feedback from school educational technologists and academic staff directly about shortcomings (this could be one or two half-day workshops) and develop a short-term roadmap to address the critical problems while the larger review is underway.</p>	<p>A meeting is held with education technologists approximately every 6 weeks during term time. These meetings always encompass some time to discuss Blackboard and issues that need addressing or developments that could be considered and adopted. IT Services will also broaden the discussions to include Faculty.</p>	<p>T.Mountjoy</p>	<p>Input from Education Technologists in Schools and T&L Unit</p>	<p>Ongoing currently</p>
<p>C. Functions, Activities and Processes</p>				
<p>Recommendations</p>	<p>Action</p>	<p>ITS PM</p>	<p>Category</p>	<p>Timeline</p>
<p>13. IT Services should continue ITIL process adoption across the Unit, with encouragement in the short-term to focus on the Service Catalogue (and the associated cost understanding per service) and on strengthening Incident Management and escalation processes.</p>	<p>The adoption of ITIL processes will be piloted within the IT Relationship Management Team (ITRM) and Customer Services Team in the first instance. Some training of staff will be required. Upon completion of the pilot, a review report will be prepared by the Head of Customer Services for discussion with IT Services Executive. Pending the outcome of those discussions, a decision will be made on whether and how to rollout the processes. The Service Catalogue is already under development and will be launched with the new IT Services Web site but will be a work in progress in relation to costs per service etc.</p>	<p>C.Acton</p>	<p>N/A</p>	<p>Recommendation to be implemented within one year</p>

<p>14. A review of infrastructure operations should be undertaken, to consider the opportunity of bringing together the network, server, storage, data centre operations consoles into a shared area – thereby enabling a holistic, connected oversight of service delivery, and enabling more responsiveness for incident management.</p>	<p>IT Services will undertake a review to consider this option, and issues with physical locations that currently prevent networks and Server/storage teams being located in a shared area will be taken into consideration.</p>	<p>D.Coughlan</p>	<p>N/A</p>	<p>Review will be undertaken within one year</p>
<p>15. The IT risk register should be expanded to include information security and cyber risks. It may be appropriate to increase the security team resources, and to undertake a cyber-self-assessment (e.g. the UK's FTSE 350 Questionnaire). It may also be appropriate to review the security protections for sensitive information on mobile devices (e.g. email downloading, where this could include personal information), including provision of additional advice for end-users.</p>	<p>A number of actions are currently ongoing and being considered: (1) Provide additional advice to end users on security of sensitive data. (2) Review security protections for sensitive data on mobile devices. (3) Assess the requirement to increase the security team resources as there are currently only two dedicated staff posts handling security incidents, managing various protection and detection technologies, setting IT Security policy as well as providing user education and training in the area of IT Security. (4) Assess the benefit of undertaking a cyber self-assessment.</p>	<p>G.Dalton</p>	<p>A request for additional resources would require approval by UMT</p>	<p>Ongoing and noted</p>
<p>16. With very limited HPC staff resources, IT Services will struggle to support any expansion of HPC use in other schools or using other software platforms. Any step change growth in HPC use by academics may need to be accompanied by associated additional technical staff resources in IT Services – possibly funded through research grants.</p>	<p>This recommendation is endorsed by IT Services but it should be noted that additional headcount are outside of our control but will be requested as and when there is change growth in HPC use by academics. IT Services will be communicating this to Schools, Colleges and the Research Office so that when grant applications are being prepared this should be taken into consideration/included in the application.</p>	<p>F.Clarke</p>	<p>A request for additional funding or technical resources would require approval by UMT</p>	<p>Noted</p>
<p>17. Recognising the increasingly global nature of university activities and expansion of the 'working day' for staff and students beyond the normal Monday to Friday 9-5 operation, IT Services should keep under review its hours of service and increase from 6 am – 12 pm, 364 days per year (for the front-facing helpdesk services). Users generally seemed satisfied with the timing and frequency of scheduled maintenance windows.</p>	<p>This recommendation is endorsed by IT Services but it should be noted that additional headcount are outside of IT Services control. It may be considered in line with the development of the next IT Strategy.</p>	<p>C.Acton</p>	<p>A request for additional resources would require approval by UMT</p>	<p>Recommendation to be implemented within two years</p>

<p>18. The wider external market for IT staff means there is a heightened possibility of staff departing. For a number of areas, the levels of documentation appear to be insufficient to ensure that divisions are protected from 'knowledge-loss' should staff members leave. This is particularly a risk for application development (MSU). The creation and maintenance of up-to-date documentation should be made part of normal development and service processes, with every project and every technical change resulting from an incident/request being required to complete its documentation before formal closure.</p>	<p>All Units in IT Services will ensure that their documentation is produced and updated. Heads of Service in ITS will direct their staff to keep all documentation updated in response to this recommendation. All procedures and documentation will be pulled together into one format and IT Services Heads of Service Group will monitor this implementation on an ongoing basis.</p>	<p>ITS SMT</p>	<p>N/A</p>	<p>Recommendation to be implemented within one year</p>
<p>19. As UCD continues its 'brokering services' strategy and adopts more and more cloud services, IT Services should explore with its 3rd-party helpdesk provider how it can interact directly (on UCD's behalf) with other service providers to optimise the response to incidents and requests.</p>	<p>The IT Relationship Management Team (ITRM) and Customer Services Group (rather than the 3rd party helpdesk provider) will develop this recommendation further and then update the SLA's given to the 3rd party helpdesk provider.</p>	<p>C.Acton</p>	<p>N/A</p>	<p>Recommendation to be implemented within one year</p>
<p>20. The option of providing a 'managed desktop' service for staff should be explored again – allowing the provision of 'zero touch' (by IT Services) of new devices, and the remote software provision to, and diagnosis and repair of standard machines. Initially this may be targeted at central services users rather than academic users.</p>	<p>IT Services will undertake a cost benefit analysis to see if offering this recommendation to central services users (initially, as per suggestion) will produce benefits and drive down support costs.</p>	<p>S.Shaw</p>	<p>A request for additional funding and resources would require approval by UMT</p>	<p>Noted</p>

D. Management of Resources				
Recommendations	Action	ITS PM	Category	Timeline
<p>21. Increase and expand IT Services’ efforts in talent management in order to develop a better mix of contemporary skills and roles for the IT challenges of today and tomorrow.</p> <p>21.1. Create a community involving the full cohort of IT professionals such as “IT@UCD”, deepening links between IT Services and staff associated with other units who are engaged in providing IT service.</p> <p>21.2. Consider the development of an IT career framework that reflects the specific needs of UCD but which can be modelled on similar frameworks at other universities.</p> <p>21.2. Invest in leadership skills (so called “soft” skills) for more IT staff.</p> <p>21.3. Develop and maintain a current listing of all IT and IT-related staff at UCD, no matter where their home unit.</p>	<p>In an effort to create an IT community within UCD, ITS will develop a talent management & career development framework, and this will include the full cohort of IT staff in UCD. IT Services will ask UCD HR to identify non IT Services IT staff in UCD so that this cohort of staff will also benefit from a talent management framework. This project will consist of two elements; with the first element concentrating on IT Services staff and the second element will include all non IT Services IT staff in UCD. It should be noted that ensuing training needs identified will have budget implications.</p>	K.Griffin	IT Services would need assistance from UCD HR to identify non IT Services IT staff in UCD. A request for additional funding for training would require approval by UMT	Recommendation to be implemented within five years, with part one being delivered by December 2016
<p>22. Integrate the Media Services division into the mainstream of other staff and groups involved in eLearning developments. Review and update the division’s mandate in light of contemporary approaches to media development and support.</p>	<p>IT Services management continue to integrate the Media Services division into the mainstream of other staff and groups involved in eLearning developments. As part of the IT Strategy IT@UCD, Media Services mandate will be reviewed and updated in light of contemporary approaches to media development and support.</p>	S.Shaw/ T.Mountjoy	N/A	Recommendation to be implemented within one year
<p>23. Continue to pursue, evolve, and learn from the pilot A/V booths in partnership with college-based educational technologists in order to optimise value and minimise the cost and space requirements.</p>	<p>IT Services recently opened a dedicated Media Creation Suite in the Daedalus building. This Suite offers the opportunity to create audio and video for learning, teaching and research using various options to allow staff to create and complete content.</p>	S.Shaw/ T.Mountjoy	N/A	Recommendation to be implemented within one year
<p>24. It is important that UCD leadership recognise the increasingly urgent need for capital investment in critical infrastructure.</p>	<p>A request for additional capital investment has been submitted to UCD UMT for their consideration and approval, and the criticality of this requirement is endorsed by the Registrar.</p>	S.Shaw	A request for additional funding would require approval by UMT	Being requested and noted

25. Continue to explore as the preferred option, moving the work currently done in the on campus data centres, to cloud infrastructure-as-a-service offerings.	IT Services service development principle is 'Cloud First' to provide access to systems anytime/anywhere and from any device (outside in)	ITS SMT	N/A	Ongoing strategy within IT Services
E. User Perspective				
Recommendations	Action	ITS PM	Category	Timeline
26. In updating the website and other communications, IT Services need to provide real clarity for end-users on the services offered, and also those that are not offered.	The IT Relationship Management Team (ITRM) are currently developing a Service Catalogue which will detail on our Website the services offered, and supported, by IT Services. By virtue of detailing the services we support, we will make it clear that any service which do not appear on the Service Catalogue are not supported and we will give instruction on who to contact to discuss the requirement around support in this instance.	C.Acton	N/A	Recommendation will be implemented within one year
27. The role of IT Relationship Manager should be reviewed when it is fully established and, if appropriate, extended as resources allow.	This recommendation forms part of the IT Strategy 2020 and is fully supported by IT Services. It should be noted that extending the role would incur additional headcount and budget, both of which are outside of IT Services control.	C.Acton	A request for additional headcount and funding would require approval by UMT	Noted
28. IT Services should continue to develop and improve communications with the wider UCD community.	A number of different avenues are being planned in an effort to develop and improve communications with the wider UCD Community. A World Café for all IT Services staff to discuss face-to-face communications is planned for 25th June in an effort to capture people's thoughts and to provoke ideas. Other ideas being scoped at the moment include the possibility of introducing a mobile IT Centre to UCD, and organising an IT Fair.	G.Dalton	N/A	Noted and will be continually developed and improved
29. In order to facilitate career and skills development within the IT community at UCD, IT Services should expand their existing I-DO (inter-unit development opportunities) to U-DO (university development opportunities) for cross-unit staff mobility and exchange.	We are currently running a U-DO with a Computer Science staff member and would look to expand this whenever possible. Once non IT Services IT staff in UCD are identified, more U-DO's will be offered to these staff in an effort to develop more staff mobility and exchange.	K.Griffin	IT Services would need assistance from UCD HR to identify non IT Services IT staff in UCD	Noted and will be continually developed and improved
30. IT Services should aim to provide greater clarity in planning and prioritisation, as part of a broader reshaping of IT governance. It would be helpful to develop a mechanism to ensure that academic users and smaller support units have a clear and formal mechanism for participation in the development of strategy and annual plans.	ITS plans to enhance its governance, as set out in response to recommendation 4 above. Also, as part of the IT Relationship Management project, which is already underway, ITS will consider appropriate mechanisms to facilitate input from individual academics and smaller support units.	S.Shaw/ K.Griffin	UMT to sponsor, as representation is required from many areas of UCD	Recommendation to be implemented within one year

<p>31. IT Services should incorporate the recommendations of the Research Foresight report into the IT Strategy, and where such recommendations are not adopted, should provide clear feedback on this.</p>	<p>From the Research Foresight Report, recommendations 1-3, are currently being addressed by IT Services website redevelopment. Recommendation 4, will be addressed by IT Strategy. Recommendation 5, we will continue to support School and College initiatives. Recommendations 6-7, are complete. Recommendation 8, we will continue to work with National initiatives. Recommendation 9, we will continue to work with UCD Library on this.</p>	F.Clarke	Working with the Library to implement recommendation 9	Recommendation already partially implemented and ongoing
<p>32. Where there are linkages between IT Services divisions or with other organisational units, the service should be configured in such a way that the user is not aware of the joins. This applies, for example, to the services provided to staff by Teaching and Learning IT, Media Services and UCD Teaching and Learning. In a similar manner, the delivery of services to students should be integrated as tightly as possible, so that rather than seeing services as belonging to the Library or to IT Services or to Timetabling, a single view is presented. UCD Mobile would be one mechanism whereby this could be achieved.</p>	<p>The development of the new IT Strategy 2020 (IT@UCD) will focus on adding value by seeking to map out the user journey so the configuration of services are seamless to the user community. The user journey will be supported by a variety of service units and IT Services will aim to facilitate these conversations, where IT is a key touch point, so the seamless delivery of services can be achieved.</p>	S.Shaw	Working with key units to achieve the seamless delivery of services where IT is a key touch point	Recommendation to be implemented over the lifetime of the new IT Strategy 2020
<p>33. The Laptop loan service is appreciated and should be expanded, where resources allow. IT Services should work in conjunction with the Library to provide an integrated scheme that offers the best of both current schemes.</p>	<p>Customer Services have begun a review of our current laptop loan out service. We have also commenced dialogue with the Library on providing the optimal service from both providers to all customers of this service</p>	C.Acton	N/A	Recommendation will be implemented within one year
<p>34. Students welcomed the mix of facilities available to them – labs, SUAS (Stand Up and Surf) and laptop loan and expect their needs for all 3 to persist, even though ownership of laptop and other devices is high and is expected to grow even higher. IT Services should work closely with the Library and other relevant units to ensure that any reduction in facilities has minimal impact.</p>	<p>A project group has convened and is comprised of the Library, UCD Estates (Room Bookings) IT Services and users of all open access facilities. The purpose of the project is to assess usage of all IT Facilities before any decisions are taken to reduce. The decision to reduce labs has been signed off by UMT. ITS will be providing schools and colleges with the option to purchase their own but remain under our support and management. This is not just a financially driven project; some labs are seriously under-utilised and this needs to be addressed.</p>	C.Acton	N/A	Recommendation will be implemented within six months
<p>35. The IT Strategy and plans should ensure that there continues to be adequate provision of appropriate HPC solutions.</p>	<p>Continuation of adequate provision of appropriate HPC solutions will form part of the IT Strategy IT@UCD.</p>	S.Shaw	N/A	Recommendation to be implemented within one year

<p>36. IT Services should work with UCD Research to seek to achieve a satisfactory solution to the issue of IT Storage for researchers.</p>	<p>IT Services will assess services and initiatives in other Universities and vendor offerings. We will engage with the Research community and UCD Research.</p>	<p>F.Clarke</p>	<p>UCD Research</p>	<p>Recommendation will be implemented within two years</p>
<p>37. As UCD continues to develop as a global university, the need for support and services outside of standard 9-5 Dublin working days is increasing. This need was articulated in meetings with the Review Group and in the surveys preceding the site visit. IT Services should work with stakeholders to assess the levels of need, to identify particular priority areas and to develop creative solutions, perhaps involving the deployment of casual staff/students in specific instances.</p>	<p>IT Services support of UCD's global university will form part of the IT Strategy IT@UCD. While IT Services service development principles allow for the development of creative solutions, it is noted that some will have budget implications which would require the approval of UMT</p>	<p>S.Shaw</p>	<p>A request for additional headcount and funding would require approval by UMT</p>	<p>Noted</p>
<p>38. Improve training of front-line desk regarding Blackboard support to ensure that issues can be escalated appropriately in a timely manner.</p>	<p>Blackboard Call Data will be analysed to establish highest priority/volume queries that could be dealt with by front line support personnel. Once these have been identified the training can be developed and delivered based on these.</p>	<p>C.Acton/ T.Mountjoy</p>	<p>N/A</p>	<p>Recommendation to be implemented by August 2016</p>
<p>39. Analytics, especially Learning Analytics, was identified by users as an area to be developed by IT Services, with a need for greater provision and more formal tools.</p>	<p>Management Services have already delivered a first phase in learning analytics reporting, and have committed to further phases of work in this area.</p>	<p>M.McDonald</p>	<p>N/A</p>	<p>Initial progress on this recommendation to be implemented by end 2016</p>
<p>40. There may be scope for more efficient central purchasing of software licenses. For example, the development of 'IT@UCD' would enable a more complete picture of the University's real licensing position to be determined and therefore the opportunity to replace local purchasing with central purchasing on better terms.</p>	<p>IT Services constantly seek value for money, regardless of purchase, while adhering to the stringent rules and regulations enforced by the Office of Government Procurement (OGP).</p>	<p>ITS SMT</p>	<p>N/A</p>	<p>Noted and ongoing</p>
<p>41. One user identified an issue whereby changes to one system impacted on another system which had not been identified in testing. Documentation improvements, as identified elsewhere, will help address this.</p>	<p>As per recommendation 18 above, all Units in IT Services will ensure that their documentation is produced and updated.</p>	<p>ITS SMT</p>	<p>N/A</p>	<p>Recommendation to be implemented within one year</p>

<p>42. While the user community praised the Helpdesk and staff in the IT Centres, it was acknowledged that hardware issues were generally outside their scope and that users had at times received poor support from the hardware partners. While not directly a responsibility of IT Services, the unit should consider whether there are any opportunities to improve the user experience for example by recommending enhanced warranties.</p>	<p>In relation to hardware partners, we are restricted to using certain providers due to implementation of the ICT Framework by the OGP. We do however work closely with the OGP in recommending optimal SLA's and warranty's with all purchases by staff. UCD IT Services are the current chair of the IUA Service Delivery Group and will be feeding information again into the next OGP ICT framework which is being run end of May 2015.</p>	<p>C.Acton</p>	<p>N/A</p>	<p>Recommendation will be implemented within six months</p>
<p>43. The user experience in some off-site locations (particularly hospitals) is not uniformly good and improved training of first-level support will allow issues to be addressed more promptly.</p>	<p>Customer Services will begin a project in summer 2015 to launch a mobile IT Centre. This IT Centre will be located in all areas of UCD including hospitals at key times throughout the coming year. We will also be reviewing all information currently with the Helpdesk to ensure all first level support staff are appropriately trained on all locations.</p>	<p>C.Acton</p>	<p>N/A</p>	<p>Ongoing strategy within IT Services</p>

PRIORITISED RESOURCE REQUIREMENTS

At this time, it would not be possible for IT Services to give any sort of estimate of the resources required; rather we would anticipate having this information within the next 12/18 months; so would aim to have this scoped for inclusion in the 2016/17 budget preparation cycle. Further, we hope that, once non IT Services IT staff are identified, it may be possible to reduce any resource requirement through the creation of a more inclusive IT Staff Community within UCD.