

Cork Education and Training Board

SERVICE PLAN 2019



cetb

Bord Oideachais agus
Oiliúna Chorcaí
*Cork Education and
Training Board*

A Pathway for Every Learner

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1. Message from the Cathaoirleach of Cork Education and Training Board

It is with great pleasure that I introduce Cork Education and Training Board (Cork ETB) Service Plan 2019. The revised format of the Service Plan highlights the substantial work undertaken by the staff of Cork ETB and also how the priorities set out in the Strategy Statement continue to guide the organisation in the provision of services to the learners of Cork.

I would like to thank everyone who took time to contribute to the development of the Service Plan and to wish staff and learners every success as we work together to deliver on our objectives for 2019.



Cllr. Patrick Gerard Murphy
Cathaoirleach, Cork Education and Training Board

2. Foreword by the Chief Executive

Our core business in Cork Education and Training Board is to deliver quality services for learners, across all our services and the communities we serve. Preparing and presenting our Annual Service Plan provides the organisation with an opportunity to review, assess and plan for the year ahead to ensure that we are delivering appropriate services in an efficient, effective and timely manner. It provides us, as an organisation, with the opportunity to ensure that Vision, Mission, Values and Priorities set out in our Strategy Statement are directing and informing all our actions.

As Acting Chief Executive and Director of Further Education and Training, I am aware of the invaluable work and unstinting efforts of all our staff to ensure that the services delivered to the learners of Cork provide them with opportunities to develop their knowledge, skills, interests and aptitudes, so that they may be better placed and prepared to avail of opportunities personal and economic that they may encounter. I have no doubt that for many learners, the experience provided by engagement with Cork ETB's services is life changing. In developing this Service Plan, it is appropriate that we demonstrate the progress made in delivering on our Strategy Statement, which very clearly puts people at the heart of what we do.

I would also like to echo the sentiments of the Cathaoirleach in thanking all staff for their contribution to the development of this years' Service Plan and wish them every success in its implementation.



John Fitzgibbons
Acting Chief Executive

3. Profile of Cork Education and Training Board

Cork Education and Training Board (hereinafter referred to as Cork ETB) was established under the Education and Training Boards Act, 2013 and is responsible and accountable for the proper direction and control of its functions in the Cork City and Cork County Councils' local authority areas.

The Education and Training Boards Act 2013 was passed in May 2013 to take effect from 1st July 2013. The Act provided for the dissolution of Vocational Education Committees (VECs) and for the establishment of the 16 Education and Training Boards (ETBs) through a process involving the merger of some of the 33 existing VECs. Following the amalgamation of former County and City of Cork VECs, Cork Education and Training Board (Cork ETB) was established with responsibility for the delivery of primary, post primary and further education in line with their predecessor VECs.

The Further Education and Training Act 2013 was signed into law in July 2013. The Act established SOLAS (The Further Education and Training Authority) with responsibility for the planning, funding and co-ordination of the Further Education and Training services provided locally by ETBs. The Act also provided for the transfer of the former FÁS Training functions and staff to the newly formed ETBs.

Cork ETB is the only statutory body in Cork with the responsibility to provide education and training across a broad range of services. The services provided bring challenges to the organisation when combined with the number of learners and the diversity of what the expectations of learners are. The number of learners and participants engaged in Cork ETB education, training and activities are:

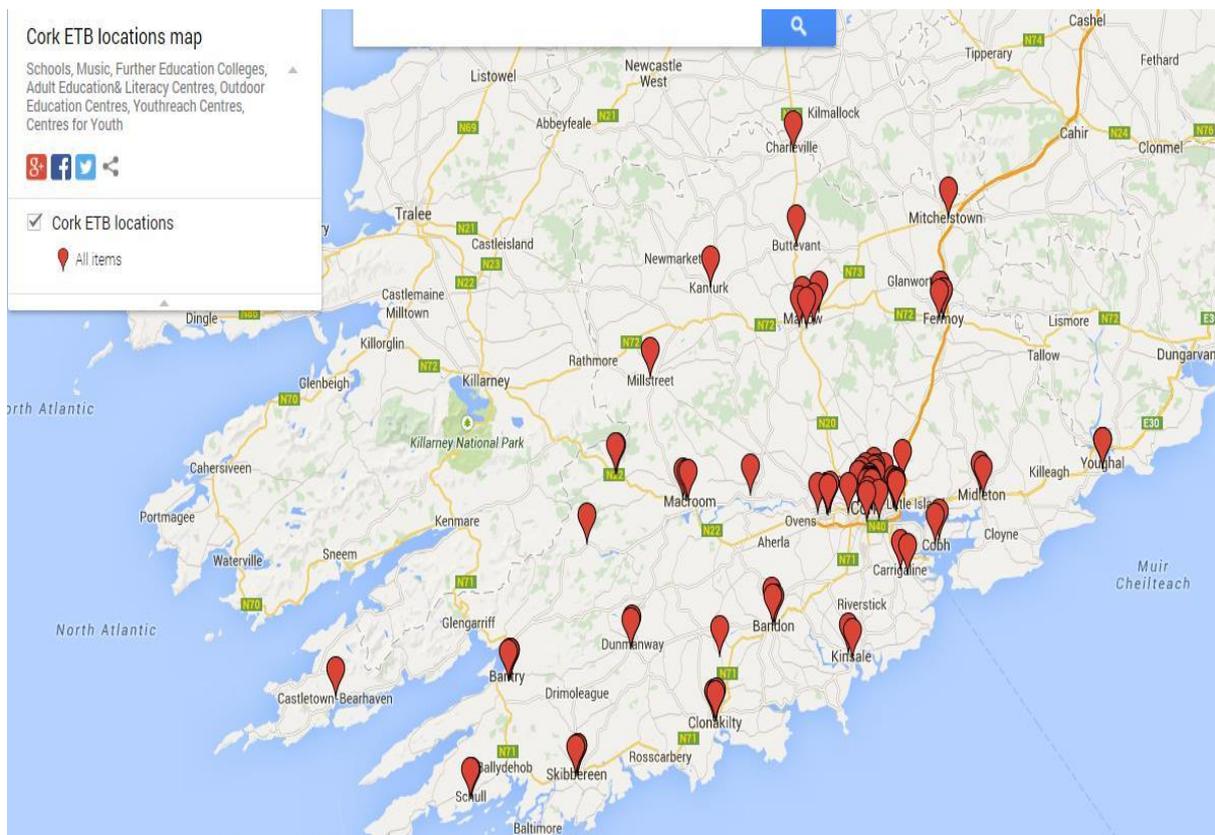
Primary Students	258
Post Primary Students	11,476
Further Education (PLC) Students	4000
Apprenticeship Training	1200
Blended Training	9
Community Training Centres	220
Local Training Initiatives	579
Specialist Training Providers	362
Specific Skills Training	1,376
Traineeship Training	286
Youthreach	768
Adult Literacy Groups	4,335
BTEI Groups	3,030
ESOL	931
Evening Training	930
ITABE	235
Skills for Work	205
Community Education	4,375
TOTAL	34,575

Source of Data: All data has been sourced from SOLAS FARR return with the exception of the Primary, Post Primary and Further Education Students which is sourced from returns to the DES. The reference year for all data is 2018.

Cork ETB's target clients are:

- Learners in our schools, colleges, training centres and community settings
- Applicants under the various learner support schemes administered directly by Cork ETB
- Youth Service Providers
- Community Education and Training Groups
- Voluntary Community Organisations
- Communities throughout the County

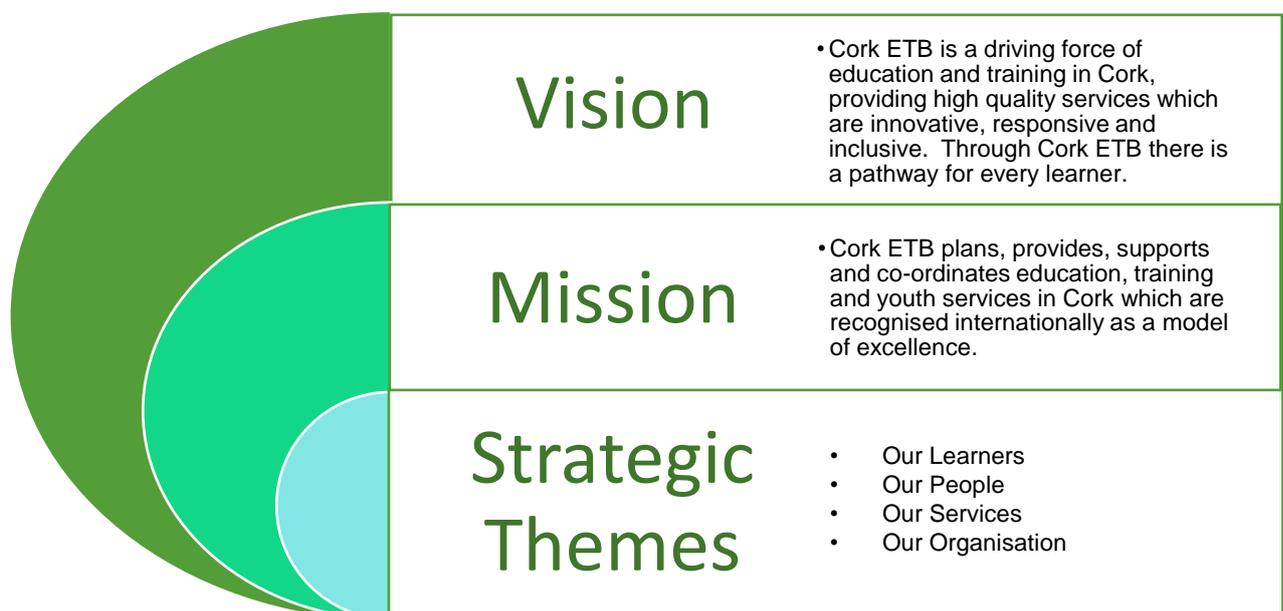
Geographical Map of Cork ETB



4. Guiding Principles

Vision, Mission, Strategic Themes

In developing strategic themes, Cork ETB gave particular cognisance to the vision and mission of the organisation which was developed through a consultative process with our staff and stakeholders. Our strategic themes are to further develop our vision and mission statements for the organisation. All aspects of our strategy are underpinned by the guiding principles and values that have been identified by staff and stakeholders as being an integral part of what it means to be a part of Cork ETB and, also what Cork ETB is to stand for.



Cork ETB will always act in the best interests of learners. The following principles and values underpin our strategic thinking, planning, decision making and our everyday actions.

Guiding Principles

Prioritising the needs of learners

Delivering a high quality service

Acting with professional integrity

Doing the right thing

Treating people with dignity and respect

Being fair, open and accountable

Ensuring value for money

Operating to the highest ethical, professional, moral and legal standards.

Values

Brave

Committed

Positive

Leading

Innovative

Caring

What our Values Mean

Value	Brave	Committed	Positive	Leading	Innovative	Caring
What It Means	We put our learners' needs first and are not afraid to make the hard decisions required to deliver the best possible service.	We have a clear vision and purpose with which we are fully engaged and on which we are determined to deliver.	We are optimistic and confident about our opportunities and challenges and believe we can make a positive difference to the lives of the people we serve.	We expect our people to be leaders – to have a clear vision, take the initiative, and to inspire and motivate learners and colleagues through their example.	We are focused on constant improvement and being at the forefront of change and innovation in education and training.	We adopt an inclusive and respectful approach to our learners and staff and strive to ensure that each person using our services reaches his/her potential.
We Expect Our People To:	<ul style="list-style-type: none"> • Make the right call • Push the boundaries to get the best outcome • Be tenacious in pursuit of improvements for learners • Support good decisions and change bad ones • Be happy to explain our decisions • Stand up for what we believe in • Advocate for learners and communities 	<ul style="list-style-type: none"> • Work hard • Go the extra mile • Put learners' needs first • Be persistent • Be loyal to the organisation • Support colleagues • Work as a team member • Be co-operative • Have a strong work ethic • Be focused on getting results 	<ul style="list-style-type: none"> • Be optimistic • Respond positively • Be proactive • Look for opportunity and act on it • Embrace change • Deal with issues promptly • Be part of the solution 	<ul style="list-style-type: none"> • Have a vision • Step up to the challenge • Communicate • Motivate • Encourage • Aspire • Build trust • Tell the truth • Act as a role model • Be results-oriented • Drive innovation • Influence • Collaborate • Demonstrate personal integrity 	<ul style="list-style-type: none"> • Try new approaches • Be creative • Drive change • Be flexible • Seek to improve • Find solutions for problems • Support new ideas • Contribute positively to change 	<ul style="list-style-type: none"> • Engage with learners and colleagues • Be genuine • Be understanding • Be empathetic • Acknowledge effort • Encourage inclusivity and diversity • Be sensitive • Look out for colleagues • Listen • Treat people well • Ask for feedback • Support those who need it

Implementation and Monitoring Provisions

This Service Plan is developed to support the implementation of Cork ETB Strategy Statement 2017 – 2021. While the Strategy Statement sets out our priorities and aims over a 5-year period, it is important that there is a process in place to support their delivery.

In developing the Service Plan a consultation process was undertaken with Senior Managers and Principals across all areas of provision to ensure that the actions set out for delivery during the Service Plan cycle are appropriate to the overall priorities and aims set out in the Corporate Strategy Statement.

The consultation process also ensures that the outcomes set out for 2019 are achievable and are owned by the Senior Managers and Principals in their respective areas of service provision.

To support delivery on the outcomes identified, there are Project Leads and Sponsors identified in all areas of provision who are identified by grade in the plan.

The roles of the Project Leads and Sponsors are defined as;

Project Lead:

The Lead is responsible for leading the delivery of the action by working with Management colleagues and other colleagues as appropriate to deliver the planned outcome.

Sponsor:

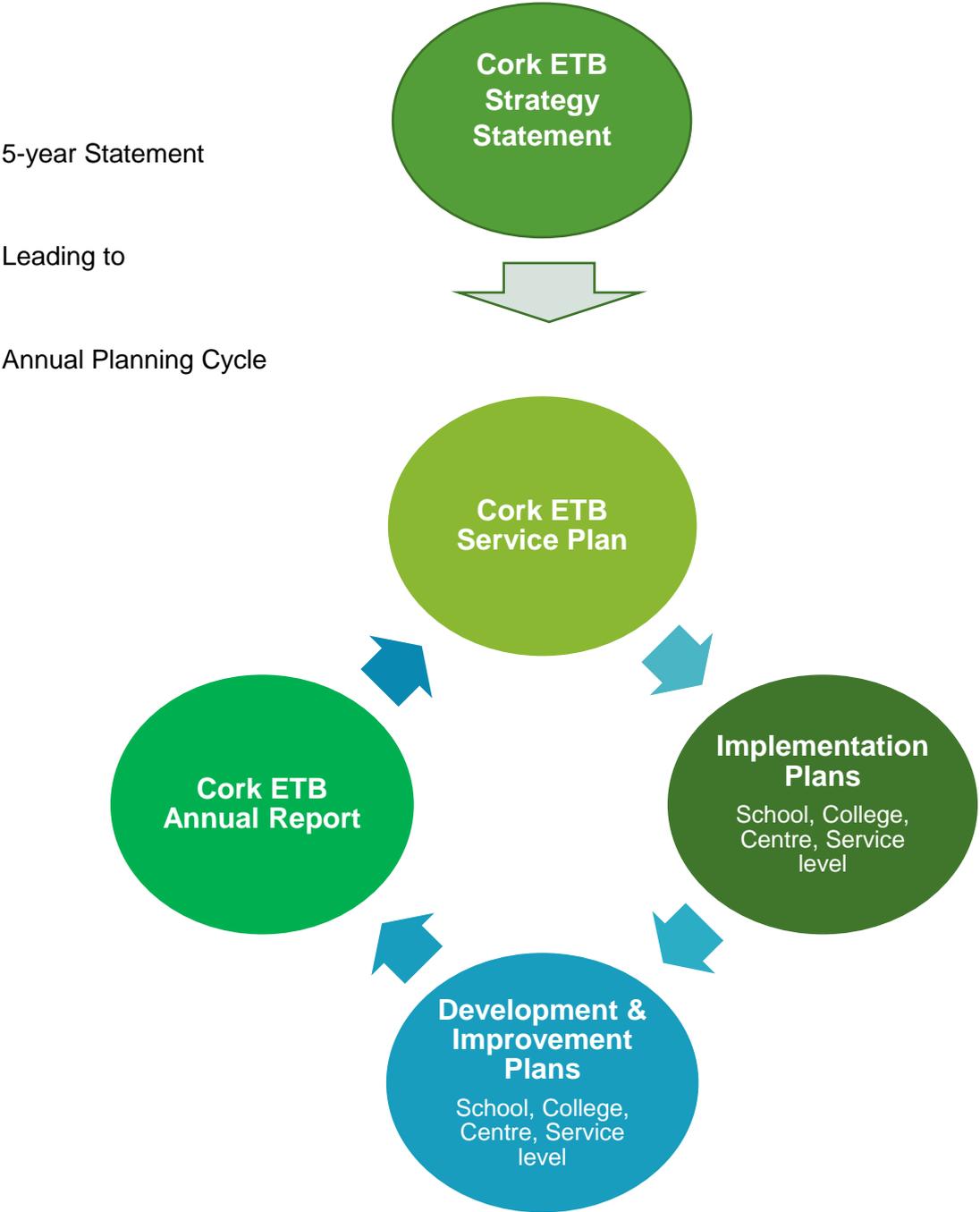
To support the Lead by meeting regularly to ensure the progress is on track and to help resolve open issues. Also helping to ensure the expected benefits from completing the action are realised.

In addition to the above the following groups are also in place to provide assistance and/or resources where required to ensure that outcomes are delivered upon;

- Executive Group
- Senior Management Group
- FET Steering Group
- Principals Group

These groups meet regularly and provide cross sector/location support to the project leads and sponsors by ensuring a multidimensional communication process is in place to support and monitor delivery. This support also includes where appropriate the establishment of cross service working groups where particular actions identified for delivery require same e.g. intranet working group, TEL Strategy.

Planning Cycle Work Flow



It is important to Cork ETB that the above process is utilised to ensure transparency, clarity of purpose and to keep a focus on actively working to deliver what we have set out to achieve over the lifetime of the Strategy Statement.

5. Our Strategic Themes, Priorities and Actions

Strategic Themes

Our Strategy Statement contains four primary pillars.

- 1) Our Learners
- 2) Our People
- 3) Our Services
- 4) Our Organisation

Each pillar has priorities and actions to be delivered over the lifetime of the Statement. To ensure consistency of approach and transparency, the Service Plan is aligned the priorities and actions as set out in the statement which in turn cascade into local implementation and development plans, the outcomes of which are reported in an Annual Report. This approach also ensures that by the end of 2021 that full delivery of the Statement will be achieved.

1) Our Learners

Our aim is to provide a high-quality learning experience for every learner.

In providing a high-quality experience for every learner, cognisance has been taken of the national context within which we operate as well as the strategic plans of relevant stakeholders, in particular those of the Department of Education and Skills and SOLAS.

Cork ETB recognises that providing a high-quality experience for every learner depends on the quality of relationships at the point of delivery to the learner. Fundamental to this is the quality of teaching and learning in all our schools, colleges and centres for education and training. It also depends on our ability to implement national initiatives, provide appropriate learning programmes and develop technology as a learning tool.

Cork ETB prides itself on its commitment to providing a pathway for every learner through working collaboratively with learners, communities, employers and local business to provide innovative and creative learning opportunities.

Priorities	Actions	Sponsor	Lead	Expected outcomes for 2019 (where services on academic year list for 2018/2019)
1.1 To provide a positive and holistic learning centred experience for every learner	→ We will work to promote and foster the personal development of all our learners to enhance their wellbeing as members of our learning communities	Director FET, Director Schools	Teachers Principals, Managers, AEOs	<p>Work continues to implement the Junior Cycle Wellbeing Programme in accordance with DES guidelines</p> <p>Identification of opportunities for sharing good practice between our schools will continue to evolve</p> <p>We will fully implement the general learning components of the QQI awards within the structure of FE Programmes e.g. WE, Personal Effectiveness, communications</p> <p>Active participation in lifelong learning festival and STEM community events to engage learners of all abilities and ages will be encouraged and supported</p>

		<p>AEO's</p>	<p>YR Co-ordinators, ALO's, Guidance co-ordinator</p>	<p>We will continue to provide Learner Centred tuition in a friendly, supportive and flexible learning environment where Learners can explore their needs and interests and set their own learning goals.</p> <p>We will standardise individual learning plan templates for learners which incorporates life skills, academic certification and vocational preparation.</p> <p>We will provide training on key working for relevant staff to support the development of individual learning plans for learner as per the Youthreach Operational Guidelines.</p> <p>A review of current best practice in this area will be undertaken to identify training needs and plan the appropriate supports for staff.</p> <p>We will continue to develop new programmes in consultation with Community Groups and organisations in rural areas.</p> <p>Continuation of our Arts for Health programmes for older people. Evaluation of AFH programme in WC will be completed in 2019. (AFH is a partnership programme with CETB, HSE, CCC Arts Office and Uilinn)</p> <p>We will continue to network and develop links for the service in order to identify new courses and progression options for learners</p> <p>Guidance Counsellors set in place structures to comply with additional requirements to support asylum seekers relating to the Labour Market Access Provision Directive /Integration Events</p>
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	→ We will engage actively in the current reform programme as outlined in the DES Action Plan 2016-2019, which seeks to nurture and develop the critical skills, knowledge and competencies of all learners	Principals, Managers, AEOs	Principal	Review is ongoing with Cork ETB Schools committed to involvement in DES initiatives to reform programmes in accordance with DES initiatives
	→ We will engage actively with SOLAS and other partners, to implement the strategic priorities as contained in the Further Education and Strategy 2014-2019 to develop the skills, knowledge and competencies of our learners	Director of FET	Principals, FET Managers, AEOs	Centre plans will be put in place as a result of QA recommendations to address quality of service and attainment of results We will complete compliance with QQI QA policies and procedures Active engagement with SOLAS representatives regarding targets and direction of future FET provision will be pursued
	→ We will implement DES and SOLAS guidelines and policies in relation to teaching and learning at all levels to encourage and foster a culture of lifelong learning for our learners	Directors	Principals, FET Managers, AEO's	We will continue to support services and centres in fostering a culture of lifelong learning for learners
	→ We will actively work to improve results in formal school assessments and state examinations through the promotion of good learning and teaching	Principals, FET Managers, AEOs	School SMT	Cork ETB Schools will continue to review Leaving Certificate results across all subjects in all schools in order to identify specific areas/subjects and target interventions to enhance performance in the Leaving Certificate We will continue to identify areas/subjects of strength in individual schools. Identify specific strategies/teaching methods used by these subject departments and seek to share this good practice

	<p>→ We will seek to actively engage our learners in both how and what they learn by promoting the use of student feedback as an integral part of;</p> <p>a) our School Self-Evaluation process and b) the assessment procedures and processes within Further Education and Training Programmes</p>	<p>Director of Schools, FET</p>	<p>Principals, FET Managers, AEOs</p>	<p>Cork ETB will explore the development of school based collaborative peer learning through voluntary participation and network / cluster meetings</p> <p>A formal feedback procedure for all learners for them to achieve holistic approval of their participation and performance in FET will be implemented</p> <p>We will liaise with external support organisations to fully support students in the learning experience</p> <p>Student feedback for CEIP process will be collated and responded to. This will be supported by key working and individual learning plans for learners</p> <p>A Student Day will be facilitated to engage with students and identify key issues and gather feedback on assessment procedures and processes</p>
	<p>→ We will aim to provide our learners with life skills to meet their needs as active learners and citizens by encouraging participation in various ETB Boards, Committees and representative groups</p>	<p>Principals, FET Managers, AEOs</p>	<p>Co-ordinators, ALO's</p>	<p>In line with QA students have the facility to evaluate their programmes and give feedback using appropriate mechanisms</p>
	<p>→ We will encourage our learners to participate in various ETB boards, committees and representative groups</p>	<p>Principals, FET Managers, AEOs</p>	<p>2017 - 2021</p>	<p>We will encourage and actively ensure student representation on BOM, Student Council where appropriate and provided for</p> <p>We will support Learner representation on CETB board</p>

	→ We will expand direct and indirect support services over the lifetime of the strategic plan to support our learners	Director of FET	Principals, FET Managers, AEOs	We will develop our learner support services in FET and promote the adoption of the active inclusion approach and network to all FET Services
	→ We will, in accordance with the DES and SOLAS priorities, improve the learning experience and learning outcomes for learners impacted by disadvantage at all stages of their learning journey	AEOs	YR Co-ordinators	<p>We will ensure that the work wise skills programme incorporates QQI Accredited modules in addition to individual tailored training and work placement</p> <p>We will develop data bases of employers on an individual Centre basis and across the YR Programme</p> <p>Assess final year students in skills abilities, career profile and psychometric testing across all Youthreach Centre's in 2019.</p>
	→ We will target supports for all our learners with special education needs, and other vulnerabilities, to support their participation and progression within education and training	Director of FET	AEOs, YR Co-ordinators	<p>Youthreach Centres and CTC's will work with PLC colleges to further develop the current Access scheme to support students progressing to PLC. This will support our meeting target 2 of the CETB Strategic Performance Agreement with SOLAS.</p> <p>Staff will be training in assessing learners individual learning style and preparing student support packs so that teaching can be tailored appropriately</p> <p>Develop Personal Profile pack for students who exit programme to include All tests, CV and extracurricular Qualifications obtained whilst on the programme</p>
	→ We will identify and develop appropriate supports and opportunities for our learners who have been identified as exceptionally talented	Director of Schools, FET		We will identify potential opportunities to identify exceptionally talented learners

1.2 Provide excellent teaching, training and learning for all	→ We will focus on the development of quality teaching and learning as the core activity of Cork ETB	Director of FET, AEO's	Principals, FET Managers, ALO's	<p>Increase in the number of accredited programmes on offer from the literacy service.</p> <p>Continue to develop new and varied family learning programmes with a particular focus on unemployment blackspots (as identified by the CSO).</p> <p>We will continue to network with DEASP and other stakeholders(intra and inter agency) regarding local needs and progression routes.</p> <p>We will continue to monitor of QA compliance and provide additional QQI QA training support in 2019.</p> <p>Future + training planned for Work Experience tutors.</p> <p>Other training identified to help tutors / teachers improve support to learners in the classroom.</p> <p>We will continue to engage fully with national CPD programmes</p>
	→ We will promote the use of the School Self-Evaluation model as a method of school/college improvement	Director of FET	Principals, FET Managers, AEOs	<p>We will continue with QA monitoring of compliance with QQI standards to review, improve and support delivery</p> <p>We will continue to identify and develop progression routes to retain and/or support learners in remaining within the FET community</p>
	→ We will promote, review and, where appropriate, implement the recommendations of Mór	Director of Schools, FET	Principal, AEO's, YR	Schools will continue to report and implement recommendations of School Inspection

	<p>Thuairisc/WSE-MLL and School Inspection reports</p>		<p>Co-coordinators</p>	<p>Reports, Mór Thuairisc and WSE-MLL to the Board of CETB</p> <p>In response to school inspection reports schools will put in place a formal review programme aimed at putting place the formal recommendations of school inspections</p> <p>In response to feedback in the Whole Centre Evaluation Report we will provide training in active teaching and learning, integrating literacy and cross curricular planning</p> <p>We will provide training on key working for relevant staff to support the development of individual learning plans for learner</p> <p>Support staff in the Implementation of literacy and numeracy assessments to inform teaching</p> <p>Ensure relevant staff are trained and deliver the SPHE curriculum, including RSE classes.</p>
	<p>→ We will, through internal and external review processes developed as part of our integrated Quality Assurance system for FET, and in accordance with QQI requirements, identify good practice and areas for improvement and support all centres to implement targeted improvement and development plans</p>	<p>Director of FET, Director of Schools</p>	<p>2017 - 2021</p>	
	<p>→ We will utilise national and international research to identify and engage with best practice in building strong communities of learning, and engage with national and international projects</p>	<p>Director of FET, Director of Schools</p>		<p>We will where required Implement CPD commitment for both technical and general skills for teacher staff</p>

	<p>and initiatives to contribute positively to such communities</p>		<p>PP Principals</p> <p>CNS Principals</p> <p>FET Principals</p>	<p>Focus for 2019 will be to engage further with one local, one national and one international research project e.g. Instructional Leadership Programme NCCA Student Voice Erasmus Research Project</p> <p>We will engage in the promotion of the Community National School Model as the educational provider to build strong multi denominational learning communities</p> <p>We will actively participate in the development of a FET Teacher placement programme</p> <p>Team collaboration and sharing of practice through QA advisory groups</p>
	<p>→ We will actively identify and promote the range of pathways for learning available to every learner who wishes to avail of our services</p>	<p>Director of FET, Schools</p>	<p>Principal, AEOs, YR Co-ordinators, ALO's</p>	<p>We will continue to review, identify and promote to our learners during 2019 appropriate pathways for progression i.e. apprenticeship programmes, FET courses</p> <p>We will continue to develop existing relationships between our Post Primary and FET Colleges to support pathways for progression</p> <p>We will ensure that FET Area Plans include direct progression routes to FET Colleges and Training Provision</p> <p>The literacy service continues to promote our programmes through a wide variety of sources e.g. community groups, HSCL, DEASP/NALA</p> <p>Adult guidance offered to all learners</p>

1.3 Positive learning environments with suitable resources	→ We will continue to identify improvements to Cork ETB buildings and facilities and will develop these in line with learner and programme requirements while seeking and making available the necessary funding	Director of FET, Director of Schools, OSD	Principals / APO Capital	<p>Work continues with school Principals and Boards of Management to identify and progress immediate repair and refurbishment needs in schools.</p> <p>Seek the necessary funding for these improvements through SOLAS and DES while continuing to explore the possibility of accessing new streams of funding for the provision of specific works e.g. PE Halls</p> <p>We will continue to work with school Principals and Boards of Management to assess and plan for the future repair and refurbishment needs of school buildings and put in place a multi-year approach to this work</p>
	→ We will proactively engage and negotiate with DES and SOLAS to endeavour that all necessary resources, both budgetary and staffing, are available to Cork ETB	Directors		We continue to negotiate with DES and SOLAS to ensure that all available resources are explored and optimised
1.4 Commitment to technology-enhanced learning to support independent and collaborative learning	→ We will continue to review and invest in our ICT infrastructure	Directors, ICT Manager		WE continue to review and invest as appropriate
	→ We will develop specific strategies to build the capacity of our schools and colleges in the use of ICT as a teaching and learning tool	Director of FET, Director OSD	Principals, FET Managers, AEOs, ICT APO	<p>We will continue to review ICT Infrastructure and upgrade in line with TEL Strategy action items</p> <p>Provide training and support on assistive technologies available to learners.</p> <p>Pilot using Moodle in a Youthreach Centre.</p> <p>Provide training in ICT for staff to support the use of TEL.</p>

	<p>→ We will develop and commence implementation of an ICT Strategic Plan for all our Centres. This will take account of National ICT Strategies for Education and Training, including the Technology Enhanced Learning strategy for Further Education and Training</p>	<p>Directors,</p>	<p>ICT APO</p>	<p>We will finalise and adopt ICT Strategy</p> <p>We will, in collaboration with Schools/Colleges and providers of FET services review and revise e-Learning plans and Digital Strategies</p> <p>We will, in collaboration with Schools/Colleges and providers of FET services Align remaining ICT Grant funding with sustainable teaching and learning technology impacts</p>
	<p>→ We will further explore and develop opportunities made possible through the utilisation of ICT capabilities, on how to provide accessible educational opportunities for remote and hard to reach groups/categories of individuals</p>	<p>Directors, IT Manager</p>	<p>2017 - 2021</p>	

2) Our People

Our aim is to recruit, engage and develop high quality professionals across all our services.

Cork ETB is an organisation that embraces diversity and challenge. Our learners and our staff are at the centre of the organisation. Meeting their needs is our first priority. The culture of the organisation, as embodied in our guiding principles and values, is only possible through the engagement and commitment of our existing staff and our ability to recruit talented people.

The diversity of the service provision means that there is a range of roles within the organisation. This requires targeted initiatives in the areas of recruitment, staff development and positive workplace environments to ensure that the organisation retains high calibre staff, develop the skills of staff while at the same time developing highly effective leaders.

We recognise establishing Cork ETB as a provider of choice for learners in Cork is only possible through positive engagement with staff who believe in the principles and values of the organisation.

Priorities	Actions	Sponsor	Lead	Expected outcomes for 2019 (where services on academic year list for 2018/2019)
2.1 To attract and recruit the best people for the organisation	→ We will, through active planning, identify the roles required within the organisation and develop targeted recruitment campaigns, with particular focus on roles where a supply skills deficit has been identified	Directors, Principals	HR APO	We will continue to attend at Teaching Careers Fairs & develop relationship with various university careers service to increase information flow to M.Ed students.
	→ We will engage proactively with DES, SOLAS and with higher education providers, to identify and develop appropriate responses to address supply skills deficits in particular roles which we advertise	Directors, Principals, HR Manager	2017 - 2021	
	→ We will continue to review and develop our recruitment processes and practices to ensure they are flexible and attuned to the needs of the organisation	Director of OSD	HR APO	We will finalise input and testing of translation data with a view to implementation in 2019

				We will finalise input and testing of job vacancy request system to be completed in conjunction with software provider.
	→ We will further develop our short-term staff cover systems to ensure the right people are available when required for the continued delivery of our services	Directors	HR APO	We will finalise SOPS for the recruitment of primary school teachers to support Community National School in their recruitment Further analysis to be completed to establish key sources of teacher applications and improve flow of candidates
2.2 To support the professional development of our people	→ We will foster a culture of professional development and support for all staff through the targeted provision of appropriate learning and development initiatives to improve and develop their knowledge and capabilities	Directors, HR APO	Principals, APO's, FET Managers, AEOs, ALO's, Guidance Co-ordinators	Develop newly established CETB Deputy Principals' Forums across primary, post primary and FET schools and colleges Work will continue with Principals Fora, FET Strategy and QA group to identify appropriate learning and development initiatives PLC Principals will optimise participation in Cork EB QA CPD programmes in conjunction with FESS We will continue to encourage participation in learning and development initiatives The collaboration and sharing of best practice through the use of SharePoint and CETB QA advisory groups will continue for the FET Sector Further QA training for identified centres CETB is exploring other internationally recognised accreditation models with a view to upskilling tutors.

				<p>Learning practitioners in Youthreach/PLC/Cork Training Centre will complete a WIT Integrating Literacy module to support the integration of literacy in their classes</p> <p>Mentoring programme identified as being crucial to the induction of new appointees at senior management level, list of mentors to be established in 2019</p> <p>We will explore potential of On Line guidance and information tools and provide training for staff in a variety of systems.</p> <p>We will continue to provide CPD for Guidance staff to support learners presenting with special needs and mental health difficulties to promote their progression options.</p>
	→ We will actively promote and enable our staff to participate in CPD programmes delivered through the DES Professional Development Service for Teachers	Director of Schools, FET	Principals	<p>We will continue to encourage all teaching staff to fully engage in national Professional Development Programmes, where feasible, such as JCT</p> <p>We will ensure that teaching staff in FET Colleges are aware of relevant and appropriate DES opportunities</p>
	→ We will actively promote and participate in the National SOLAS CPD Strategy to enhance the skills and knowledge of our staff delivering in FET	Director of FET	FET Principals, FET Managers	WE continue to promote and participate in SOLAS CPD Strategy initiatives
	→ We will nurture leadership capacity by supporting staff to avail of learning, development and mentoring programmes and to engage in leadership roles within their school/centre and across Cork ETB where appropriate	CE	Directors	Develop an internal CETB mentoring programme for all new Principals, Deputy Principals and Senior Staff with list of mentors established during 2019

	→ Develop, within available resources, a model of support which allows for the release of staff to partake of relevant and appropriate CPD opportunities	Directors	Principals, Managers, AEO's, Managers	Principals will continue to seek to identify aspiring leaders and encourage them to avail of the national Inservice programmes We will continue to review arrangements to ensure the support is available to allow for the release of staff for relevant CPD opportunities We will encourage and facilitate teacher participation in national networks and associations A programme for FET teacher industry placement will be expanded We will continue to support attendance at events as per CETB CPD policy.
	→ Enable staff to get involved with national bodies in the development and implementation of national policy initiatives and support their involvement	Directors,	Principals, Managers, AEOs	We will continue to encourage and facilitate all staff who wish to engage in professional development initiatives within the resources available
	→ Develop opportunities for staff to avail of work placement opportunities for staff to avail of in Industry / business and other training / learning settings	Directors	Principals, Managers, AEOs	We will continue and seek to expand work placement opportunities for our staff
2.3 To provide a positive, professional and supportive work environment for all staff	→ We will promote and support a culture where mutual respect and regard for the individual underpins all actions and decision making	Directors Principals, Managers, AEOs	2017 – 2021	
	→ We will support our Leaders in promoting positive staff relations through the provision of information, training and ongoing advice on key management and leadership skills	Directors	Principals / HR Manager	We will establish a calendar of meetings and workshops throughout the year Support arrangements for AP1 and AP2 posts will be put in place

				<p>We will work to develop a common set of policy templates across College activities in FET Colleges to support the management team of Colleges</p> <p>We will source and provide training on how to build leadership confidence</p>
	→ We will ensure all staff have access to an Employment Assistance Programme	Director of OSD	HR APO	<p>We will continue to promote the service, particularly to raise awareness amongst non teaching staff</p> <p>We will with the provider explore the options available under the management advice service and promote as required.</p>
	→ We will develop an intranet system for all staff to ensure access to information by all staff	Director of OSD, ICT Manager	APO's, Principals, Managers, AEO's	<p>We will, through collaboration with all Departments in Head Office, finalise structure and content, with a phased go-live implementation to commence by end Q1</p> <p>We will in conjunction with Corporate Service continue to monitor and develop site content with assistance from relevant Departments</p> <p>We will scope out Phase 2 development and enhancements with a view to further enhancing the system as a toolkit for staff and Managers</p>
	→ We will further explore and develop opportunities made possible through the utilisation of ICT capabilities, on how to provide opportunities for the creation of professional communities amongst staff in an effort to assist them to support each other in the delivery of education and training	Directors	Principals / ICT Manager	<p>Each school keep under review their Technology Enhanced Learning Strategy in line with national guidelines</p> <p>Future ICT investment in schools will continue to be based on implementing this strategy</p>

				<p>Develop a SharePoint site for Primary and Post Primary Principals with all schools on a shared IT Platform i.e. Microsoft 365</p> <p>We will provide SharePoint access to all staff and encourage to use information available in respect of professional and personal lives</p> <p>Develop a structured IT support and guidance group with IT Department to develop a co-ordinated approach to school developments e.g. virtual learning environments (VLE's)</p>
	<p>→ We will target specific initiatives to promote staff wellbeing and encourage the positive engagement of our staff throughout the organisation</p>	<p>Directors, HR APO</p>	<p>Principals, Managers, AEOs, APO's</p>	<p>Explore the option of professional supervision and reflective practice supports for staff.</p> <p>Promote staff wellbeing in centres.</p> <p>We will further explore with HSA the possibility of implementing a "Work Positive" pilot.</p>

3) Our Services

Our aim is to deliver high quality, appropriate and relevant education and training programmes in a variety of environments and settings across primary, post primary, further education and training where high-quality teaching and learning are at the centre of all activities, with a focus on access, transfer and progression.

Cork ETB provides a range of services spanning Community National Schools, Post Primary, Further Education and Training as well as administrative support. A full range of our services and programmes are outlined in pages 7 to 13.

Priorities	Actions	Sponsor	Lead	Expected outcomes for 2019 (where services on academic year list for 2018/2019)
3.1 Seek to develop and promote the Community National School model of primary education.	→ We will develop our existing CNS schools as models of best practice	Director of Schools	Principals	We continue to support and promote ETB schools as models of best practice and will commence a specific publicity campaign to raise public awareness
	→ We will engage fully and proactively in the DES primary school diversification process	Director of Schools, Director of OSD	2017 – 2021	
	→ We will seek opportunities to increase the number of Community National Schools under the aegis of Cork ETB	CE, Director of Schools	2017 - 2021	We will engage in competitions for new schools in Cork
3.2 Implement and develop new initiatives in the primary school curriculum.	→ We will deliver a full and rich learning experience, fully in line with the national curriculum	Director of Schools	Principals	We will continue to implement the curriculum
	→ We will continue to develop programmes that support the wellbeing and holistic development of each child	Director of Schools	Principals	We will continue to support programmes

	→ We will continue to implement the National Literacy and Numeracy Strategy	Director of Schools	Principals	We will continue to implement this strategy
	→ We will promote the new STEM in our CNS schools	Principals	Principals	We will continue to implement this strategy
	→ We will implement the new language curriculum in full	Principals	Principals	We will continue to implement this curriculum
	→ We will seek to be early adopters of the new National Digital Literacy Strategy at primary level	Director of Schools	Principals	We will continue to implement this strategy
3.3 Implement and develop the new Junior Cycle at post primary level	→ We will implement the new Junior Cycle programme and will engage fully in all national CPD. We will also seek to develop best practice through the sharing of best practice among our family of schools	Director of Schools	Principals	We continue to engage nationally in all national CPD
3.4 Specific Curricular Development	→ We will continue to engage proactively with new curricular options such as the new Computer Science subject at Leaving Certificate	Principals		We will continue to review opportunities to expand the provision of computer science
3.5 FET Programme Review and Development	→ We will review education and training programmes using evidence based planning processes and taking cognisance of the feedback from learners and other stakeholders	Director of FET, AEOs	ALO's	CETB continue to develop and broaden our links with Industry and local business. Progression to Skills to Advance will now be an option. Review of Family Learning Pilot with MABS & Credit Union took place in January 2019, this model will be rolled out on targeted basis to other areas during 2019.
	→ We will undertake regular stakeholder consultation and develop delivery of flexible FET courses by reference to the National SOLAS FET Strategy 2014-1019, SOLAS FET	Director of FET	AEO's, FET Managers	We will continue with ongoing engagement with DEASP Regional Skills Forum and employers' groupings

				<p>programme on Cape Clear Island with Comharchumann Chléire Teoranta, Cathaoireacha comhrá project with Ionad Cultúrtha, Baile Mhuirne</p> <p>We will actively continue links with various networks, throughout Cork, building further relationships. Adult Education Network meetings take place at a local level and are attended by CETB, HSL, FRCs, DEASP, Partnership group, Youth projects etc in order to ensure the needs of such groups feed into planning of, and recruitment for our programmes which are aligned with the priorities identified in Cork ETB FET Strategy.</p>
3.6 Develop and promote the provision of youth services	→ We will provide innovative, responsive and inclusive services which will be supported through Cork ETB's Youth Committee	Director of FET	Youth Officers	<p>We will continue to review and assess recommendations from the youth work forum to inform the delivery of youth forum.</p> <p>Tutor hour utilisation in respect of term plans submitted continues to be monitored on an ongoing basis</p>
	→ We will develop the role of Cork ETB as the agent for Youth Services operating in collaboration and consultation with the Department of Youth and Child Affairs	Director of FET	Youth Officers	<p>Transitioning to new funding scheme in 2019</p> <p>Redesignated youth project approved in 2018 and new West Cork Service to commence Q1 2019</p>
	→ We will support the provision, development and assessment of youth work services in Cork through the provision of appropriate targeted resources	Director of FET	Youth Officers	<p>Cork ETB Youth Work Committee will continue to review and to the Board on Youth Work activities</p> <p>Cork ETB are commissioned to conduct local areas profiles for a County/City profile, this work will commence in Jan-April 2019</p>

				<p>Monitoring visits are ongoing with a sample of clubs to be monitored to ensure compliance with National Standards and also to audit a sample of clubs that received the equipment grant scheme</p> <p>Register of Youth Clubs eligible to receive Youth Club Grant will be updated in 2019</p>
3.7 To enhance social and economic cohesion in our learners' communities through the provision of relevant knowledge and skills for lifelong learning, personal development, progression and employment	→ We will develop new and enhance existing progression schemes for all learners, both within Cork ETB and with providers of education and training at all levels in Cork and elsewhere as appropriate	Director of FET, Director of Schools	2017 – 2021	
	→ We will encourage high levels of participation, achievement and accreditation by learners through the provision of courses that enhance their opportunities for personal development, progression and employment	Director of FET, AEOs	ALO's	<p>Group tuition continues to be offered as the preferred option with accreditation offered and supported from Level 1-3.</p> <p>CETB is now in the process of rolling out the toolkit for initial & ongoing assessment of Adult Literacy and Numeracy at NFQ Levels 1-3 in centres across the city & county.</p> <p>We will continue to provide updates to Learners / Tutors / Teachers and centre managers to focus and encourage learners, to support them back into education, build on their skills and encourage focus on completing the full award.</p> <p>New courses will continue to be identified for delivery during 2019 e.g. a new Retail Skills course in Cork City.</p>
	→ We will actively assist learners in the process of returning to learning by ensuring courses and appropriate supports are provided which support and encourage learner participation	Director of FET	Principals, Managers, AEOs, Guidance	<p>FET Colleges will put in place common attendance policies and entry interview procedures for learners</p>

			Co-ordinators	<p>We will provide training in active teaching and learning, integrating literacy and cross curricular planning to support learner participation</p> <p>We will participate in DEASP local events targeting young people in line with government initiatives</p> <p>Adult Guidance Counsellors will set in place structures to comply with additional requirements to support asylum seekers relating to the Labour Market Access Provision Directive</p>
	→ We will facilitate the roll-out and development of education and training supports through the provision of online services, including Virtual Learning Environments (VLEs) and other ICT based systems	Directors, ICT Manager	2017 – 2021	
	→ We will promote, develop and manage the Apprenticeship and Traineeship programmes to ensure training meets industry needs	Director of FET	Principals, Managers, AEOs	<p>FET Colleges will explore, develop and deliver new models of professional traineeships and apprenticeships where appropriate</p> <p>Apprenticeship programmes will be reviewed in consultation with SOLAS with a view to expanding to meet national and regional demands</p> <p>New apprenticeships will be introduced in 2019; ICT Network Engineer ICT Cyber Security Commis Chef</p>

	<p>→ We will work with Local Authorities, Higher Institutions of Education and Community Partners to promote and expand lifelong learning</p>	<p>CE, Director of FET</p>	<p>Principals, FET Managers, AEOs</p>	<p>We continue to work with all stakeholders to promote lifelong learning</p>
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4) Our Organisation

Our aim is to enhance the profile of the organisation through the delivery of effective and efficient services to support our education and training provision.

Cork ETB is committed to the continuous review and monitoring of its structures, governance and infrastructure. We aim to foster a culture of improvement in order to have an organisation which operates effectively and efficiently in the delivery of its services.

There are several elements that will be focused on over the lifetime of the statement, in particular new school builds, regulatory compliance, accountability, Scéim na dTeangacha Gaeilge Oifigiúla, marketing, communication and strategic partnerships.

The enhancement of the organisation's ability to drive efficiencies will be driven by the staff who are central to the delivery of services. However, it will also be driven by serving, supporting and partnering with a range of stakeholders in order to enhance the profile of the organisation.

Priorities	Actions	Sponsor	Lead	Expected outcomes for 2019 (where services on academic year list for 2018/2019)
4.1 To ensure an appropriate infrastructure is developed to make the best use of available resources	<p>→ To bring approved new school building and school extension projects to completion by the earliest dates possible, major projects include:</p> <p>Coláiste an Chraoibhín, Fermoy St. Colman's Community College, Midleton Carrigaline Education Campus Clonakilty Community College Davis College, Mallow Scoil Chlíodhna, CNS, Carrigtwohill Carrigtwohill Community College</p>	CE, Director of OSD	C&P APO	<p>We will continue to be proactive in pursuing the delivery of completion dates by with the DES and other parties</p> <p>Works continues in progressing works</p>
	<p>→ To pursue approval for further major capital projects identified as part of the Government's 2016 to 2021 Major Capital Investment in School Building Plan, such projects include:</p>	CE	Directors	We will continue to progress approval for identified projects

	<p>Carrignafoy Community College, Cobh Coachford College Coláiste Choilm, Ballincollig Coláiste Ghobnatan, Baile Mhuirne</p>			
	<p>→ We will continue to identify priorities for new buildings, extensions and/or improvements to existing buildings and to proactively seek the necessary resources to deliver same</p>	CE, Directors	C&P APO, Principals, Managers	<p>We will continue to review the priority needs of all property with a view to establishing a plan for refurbishment of older buildings</p>
	<p>→ We will continue to review ICT systems to ensure that they are appropriate, fit for purpose, secure and deliver efficiencies for all users</p>	Director of OSD, ICT Manager	APO's, Grade VII, Principals, AEO's, Managers	<p>We will continue to engage with external software providers, DES / PMO and SOLAS to further enhance and develop fit for purpose IT systems</p> <p>We will continue to roll out appropriate software systems to all areas of the organisation to ensure efficiencies are delivered for all users</p> <p>We will continue our active engagement with national projects and support their implementation e.g. shared payroll services, financial services, school management system</p>
4.2 To continue to develop an organisational structure which supports Cork ETB services	<p>→ Continue to develop and enhance governance structures across the organisation in line with the Code of Practice for the Governance of ETBs and in accordance with best ethical standards</p>	CE,	Directors	<p>We will adopt and support our services in the implementation of the new 2019 Code of Governance</p>
	<p>→ Continue to review Cork ETB structures to ensure that services are delivered in a cost efficient, effective and compliant manner</p>	Director of OSD	APO's	<p>We will actively engage with the Payroll Shared Services Project to ensure that Cork ETB receives a product that is fit for purpose and will ensure business continuity</p> <p>We will continue to monitor Purchasing & Procurement Policies, Procedures and</p>

				Authorisation Levels following the adoption, roll out and implementation of same
	→ Continue to review and develop good governance structures and processes in line with the identified requirements from our Executive Self Evaluation and in preparation for Statutory Review in Further Education and Training	Director of OSD, Director of FET	APO's, FET Managers, AEO's	We continue to review structures and processes
	→ Undertake a review of our self-financing services to ensure that they are structured in a manner which will enable continued viability and compliance with regulatory obligations	Director of OSD, Director of FET	APO's, FET Managers, AEO's	Ongoing review and monitoring of self-financing programmes takes place to ensure continued viability
4.3 Support ethical governance to ensure accountability and value for money	→ We will continue to develop and monitor our processes to ensure compliance with statutory and regulatory requirements	Director of OSD, Director of FET	CS APO	A national project for the development of a Health and Safety manual for the sector will be completed by end Q2 with an implementation phase to commence immediately thereafter. New revised SLA's will be introduced during Q1 supported by a central register to assist with the monitoring of same to ensure compliance with terms of SLA
	→ We will regularly review Cork ETB's expenditure to identify procurement opportunities to ensure value for money across the organisation	Director of OSD	C&P APO	We will continue to Identify areas of Aggregation, where OGP Contracts or Frameworks not in place and progress competitive procurement for CETB in these areas.
	→ We will continue to develop, communicate and monitor implementation of Cork ETB's Procurement Policy and Procedures to all entities within the remit of Cork ETB	Director of OSD	C&P APO	We continue to review and monitor

	→ We will make the necessary arrangements to ensure compliance with our data protection obligations including General Data Protection Regulation (GDPR)	Director of OSD	CS APO	Processes and procedures in relation to GDPR continue to be reviewed through a dedicated working group A review and reclassification of archived documentation continues to be progressed during 2019
	→ Enhance management accounting and financial reporting systems to support improved decision making in Education and Training Services	Director of OSD, Director of FET	Finance APO's	We will complete a full roll out of Purchasing Cards in 2019
	→ We will continue to improve efficiencies so as to ensure value for money in the management of all Cork ETB properties, in keeping with the Government's Property Asset Management Delivery Plan	Director of OSD	CS APO	Lease register was established during 2018 however work has commenced to make improvements in the electronic register system to enhance reporting capability with a view to being in place by end Q3
4.4 To develop a strong recognisable Cork ETB Brand	→ Develop and implement a co-ordinated marketing and branding campaign to raise awareness of Cork ETB as an organisation and all the services it provides and delivers	Directors	Principals, APO's	Develop a plan supporting the school community in understanding what an ETB school is, our philosophy and what differentiates between other providers; establish "our identity" Use Cork ETB logo on stationary, forms etc Develop a 2-minute ETB video for open nights social media tagging to be utilised e.g. @CorkETB A Co-ordinated publicity campaign is implemented for PLC Colleges with a targeted campaign to commence in Q2 for Community National Schools
	→ We will recognise and celebrate the achievements of our learners and staff as a	Director of FET, Director of Schools,	Principals, Managers,	We will take every opportunity and continue to ensure all achievements including academic are acknowledged and celebrated through

	means of supporting and fostering a culture of excellence	Director of OSD,	AEOs, CS APO	<p>school-based ceremonies, ETB events and through social media</p> <p>We will continue to celebrate outstanding achievements by our students in the Leaving Certificate and Leaving Certificate Applied Programmes through the annual Cork ETB Awards Ceremony</p> <p>FET College Graduation Ceremonies will continue as a means of recognising the achievements of our learners</p> <p>We will explore the possibility of an Awards Night for FET to celebrate high achievement Award holders</p> <p>We will apply to the Irish Education Awards on an annual basis as a means of benchmarking our FET Colleges as service providers</p> <p>Cork ETB will recognise the achievements and milestones of our learners in Community National Schools through an Annual Celebration Event</p>
4.5 Develop and enhance internal and external communication systems	→ We will develop a fit for purpose Customer Charter which will establish good practices and procedures and facilitate feedback	Director of OSD	CS APO	We will develop a Customer Charter in accordance with the 2019 Code of Governance
	→ Commitments given in Scéim na dTeangacha Gaeilge Oifigiúla will be delivered within the lifetime of the current scheme	Director of OSD, Schools	CS APO	During 2019 a new Sceim Teanga will be published with our commitments clearly specified
	→ We will support schools / colleges in the implementation of the DES Policy on Gaeltacht Education 2017-2022	Director of Schools	Managers, Principals,	We will continue to provide support for staff who wish to pursue further education and training in the use of the Irish language

				We will review how the Fóram Gaeloideachas is operating to continue to improve and expand participation
	→ We will ensure that all staff have a corporate email account for effective communication, security protection and access to ICT systems	Director of OSD	ICT Manager	We will as part of the intranet implementation develop a plan for a corporate email solution
	→ We will positively and proactively utilise social media for the promotion of Cork ETB and its services	Director of OSD	APO's, Principals, Managers, AEOs	We will continue to actively promote all ETB / College / Centre activity through Cork ETB social media pages
	→ We will develop and implement an effective and comprehensive communication strategy over the lifetime of the Strategic Plan	Director of OSD, Corporate Services Manager	2017 – 2021	
4.6 Strategic networking and partnerships with key stakeholders	→ We will ensure that Cork ETB is represented on relevant Boards, Bodies and Fora related to the provision of education and training	CE, Directors	2017 – 2021	We will continue to ensure active representation across a range of Fora
	→ We will continue to develop relationships with our stakeholders based on mutual respect and shared professionalism in the best interests of our learners	CE, Directors,	Principals, APO's, Managers, AEOs, ALO's, Guidance Co-ordinator	We will continue to actively engage with external stakeholders and develop relationships and links through attendance on various stakeholder bodies and events

6. OVERVIEW OF SERVICES 2019

SCHOOLS

Primary Schools

Cork ETB is patron of 2 Community National Schools (CNS). For Cork ETB, our involvement in primary education in Ireland marks a new beginning.

- Scoil Aonghusa Community National School, Carrigoon, Mallow
- Scoil Chlíodhna Community National School, West End, Carrigtwohill

Cork ETB will continue to provide educational, financial, human resource and building advice and support to each of these schools in addition to support for their overall governance and management. Boards of Management have also been established and training has been provided to enable them to fulfil their functions.

Primary Schools Reconfiguration

The Department of Education and Skills (DES) has established a Schools Reconfiguration for Diversity Process to address the 2016 Programme for Government commitment to increase the number of multi-denominational and non-denominational schools with a view to reaching 400 by 2030.

ETB's, as statutory authorities, have responsibilities under the Education and Training Boards Act 2013 to plan, provide, coordinate and review the provision of education in their functional areas.

During 2018 Cork ETB completed the initial identification phase for the Kinsale area. From this exercise a report was forwarded to the DES for publication.

Post Primary Schools

Cork ETB is patron to 28 post primary colleges. This includes 4 Colleges of Further Education which are reported under the Further Education and Training section. Twelve of these colleges are designated Community colleges where there is an agreement with the local Roman Catholic bishop on diocesan involvement in the governance of the college. Cork ETB provides a range of services to these schools including financial, human resource, building, ICT, governance support as well as educational planning support.

Cork ETB is also co-patron with a diocese or religious order of 12 community schools in Cork.

It is projected that there will be an increase of 316 students across our recognised post primary schools in September 2019. This is a significant increase and CETB is actively engaged in the planning and delivery of a number of significant building projects to cater for the anticipated growth.

In addition, Cork ETB provides a number of educational settings of a post primary nature to support the provision of post primary education to students who are not in the main stream

provision. These settings are in the form of special care, high support and residential care units, Ard Alainn, St. Stephens, Glanmire and Eist Linn, Blackrock

FURTHER EDUCATION & TRAINING

Colleges of Further Education (PLC)

CETB's Colleges of Further Education have continued to deliver a range and profile of Post Leaving Certificate courses similar to those delivered in the previous year. While colleges did, wherever possible, adapt and modify courses to meet local labour market and learner needs, the capacity within the ETB to provide for the development and introduction of completely new course was significantly restricted, due to an overall lack of flexibility created by falling enrolments and reductions in the total teacher allocation occasioned by the previous year's fall in enrolments.

Enrolments across all colleges and centers offering PLC courses fell for the academic year 2018-2019 to 4,000, from 4,544 in the previous year. The changing economic situation, and the continuing policy adopted by the Higher Education sector to increase enrolments and reduce the CAO points requirements for a large number of course impacted significantly on enrolments into courses.

The PLC sector continues to engage with the introduction of Apprenticeships and Traineeships and have successfully engaged in introducing same into the Colleges. This is an area that will continue to be explored for growth as links with industry also grows to ensure a better alignment of PLC courses with the world of work

Cork Training Centre (Training Services)

Cork Training Centre, located on Rossa Avenue, Bishopstown, is the operational centre and hub for all training services provided by CETB under FET. While the centre is the delivery location for a range of apprenticeship including off the job training (Phase 2), the centre also accommodates a range of specialist training programmes and acts as the coordinating and administrative centre for training provision, with a range of CETB FET support offices, including Quality Assurance, Guidance and Youth Services being located there.

In line with national FET planning parameters and requirements, CETB's training services will continue to seek to increase the volume of apprenticeship training capacity that can be delivered through the centre, through reconfiguration of existing training spaces and investment in additional capacity external to the centre. The Training Centre will place particular focus and emphasis on the development and delivery of additional training for people in employment in line with SOLAS policies as they are issued.

The CETB Training function provides programmes to skill, re-skill or up-skill unemployed persons as well as other job seekers to find a job and/or progress to higher/ further education and training that will equip them to compete in the labour market. These programmes are delivered through full time day courses, evenings or on-line courses. The volume of activity is declining in targeted provision for the unemployed in line with the live register. The training activity volume is reflected in the annual training budget.

Youth Services

Cork ETB, through a number of funded Youth Service providers, delivers a range of youth services to young people across the region under a variety of Youth programmes funded by the Department of Children and Youth Affairs. With an annual Youth funding allocation of in excess of €2.5 million, Cork ETB's Youth Service aims to provide youth engagement activities outside of the formal education setting to encourage and support young people to become active within their communities, as citizens, role models and peer leaders.

Cork ETB, through its Youth Services Unit engages with a number of Youth organisations to deliver Youth Services on its behalf, including:

- YMCA
- Foróige
- Youthwork Ireland Cork
- Cobh Youth Services
- Cork Simon
- Meitheal Mara
- Good Shepherd Services
- Churchfield Trust.

Cork ETB has responsibility for administering funding to over 35 youth projects and services across Cork City and County.

Their work and delivery are supported and monitored by Cork ETB's Youth Officer and is overseen by a Cork ETB sub-committee which is responsible for strategic planning and monitoring.

Youthreach

In line with the CETB strategic plan, we aim to deliver quality education and training that reflects the realities of the modern world and increase the progression opportunities of learners into employment and/or further education.

Youthreach is an educational and training programme for young people age 15- 20 years, whom need an alternative from the formal education setting. The Youthreach programme focuses equally on academic, vocational and soft skills development with opportunities for learners to acquire certification at Levels 3 and 4. The programme facilitates their access, transfer and progression to further education, training and employment.

Following a review of the Youthreach programme, a revised curriculum was developed in consultation with all centres. The Work Placement component of the programme was developed and enhanced to ensure its relevance to learners and employers; this has resulted in a more meaningful and engaging learning opportunity for participants and employers. The revised Youthreach Curriculum increasingly utilises a blended approach of learning combining classroom activity, personal development in a planned and structured fashion.

Adult Literacy

Cork Education and Training Board focuses on offering an integrated Adult Literacy Education Service, with accreditation from Levels 1-6, on the National Framework of Qualifications. Within this remit CETB Literacy Service delivers a wide variety of

programmes aimed at improving reading, writing, numeracy & ICT skills for adults who wish to improve their competencies and enhance their functional participation in personal, social, community and economic life. Programmes offered are varied and flexible and range from 1:1 Volunteer support to intensive group tuition and certification. Focus is on learning outcomes at NFQ levels 1-3.

The service works closely with the wider Adult Education Service to provide learner progression options specific to the needs of learners, employers and the geographical area. Liaising with colleagues during the planning process ensure delivery of appropriate feeder programmes at Level 3 with clear progression routes to Level 4 & 5 programmes.

Through the Skills for Work programme the literacy service engages with employers to deliver programmes aimed at raising the competency levels of employees with low levels of educational qualifications, enhance essential IT skills enabling employees to cope with frequent and ongoing changes in work practices. ESOL tuition is provided up to NFQ Level 3 and priority is given to asylum seekers and low-income EU immigrant or migrant workers. The Family Learning programme gives vital supports to parents whose own education has been limited, helping to break down barriers between learning in different contexts.

Community Education

Community Education is delivered in partnership with community organisations to provide locally based learning opportunities. The aim is to build on the capacity of local communities to engage in developing responses to educational and structural disadvantage.

Cork ETB's Adult and Community Education services are managed and co-ordinated on a sub-regional basis, with four planning and delivery areas aligned to the Local Community Development Committee (LCDC) areas, Cork North, Cork South, Cork West and Cork City.

While the majority of the courses offered under these programmes are part-time, they are structured in a manner which facilitates access, transfer and progression onto full-time programmes, if the participants so desire. They offer a mixture of accredited/certified programmes, generally at Levels 2 to 4 of the NFQ, with some unaccredited capacity development programmes aimed at learners who have not completed formal education.

Back to Education Initiative (BTEI)

The overall aim of the BTEI programme is to increase the participation of young people and adults with less than upper second level education in a range of part-time accredited learning opportunities leading to awards on the National Framework of Qualifications (NFQ) to facilitate their access, transfer and progression to other education or employment pathways.

Cork Education and Training Board focuses on offering an integrated Adult Education Service, with accreditation from Levels 1-6, on the National Framework of Qualifications. As part of this service, BTEI works closely with Adult Basic Education, VTOS and the Adult Education Service to provide learner progression options specific to the needs of the geographical area and the learners. BTEI liaise with PLCs, Training Provision and Youthreach Co-ordinators to ensure delivery of feeder programmes at Level 4 onto Level 5 PLC programmes.

BTEI focuses primarily on delivering QQI Level 4 courses with Levels 3 and 5 being delivered at a lesser level. These courses provide a progression route from lower level courses and also progression onto PLC and Training Centre courses.

Cork Guidance Services

Cork ETB Guidance Service offers a free, impartial and confidential service which is available to current adult learners and unemployed adults with less than QQI Level 6 qualification(s). Our Guidance Personnel help learners to explore their interests and abilities and to identify the best course options.

ORGANISATIONAL SUPPORT

The services delivered by organisational support are focused on the delivery of non-learning services which are essential to assist educators and trainers to focus on the delivery of direct services to learners to ensure they have a high-quality learning experience and that Cork ETB remains innovative, reactive and to the forefront of education and training provision.

Cork ETB has since its establishment reviewed and implemented changes to how non-learning services are structured and delivered by Head Office to all area of learning provision.

These services are currently broken into five departments, all of which have a broad remit and are essential to ensure the organisation is compliant with requirements in relation to corporate governance while being in a position to fulfil requirements under the extensive range of legislation that impact on the organisation.

While organisational design is a continuous process of evolvement, there are a number of sectoral projects being undertaken by the DES on a national basis. These project and in particular shared services in both payroll and finances may impact how we are structured as an organisation, our ability to continue to deliver current services as well as our ability to expand services in response to internal and external pressures such as delivery of services to non-ETB schools.

Cork ETB continues to engage positively in national projects as it is recognised that for an organisation to grow and develop that change is an evolving process.

Capital & Procurement

The Capital & Procurement Department provides a range of services to support Colleges and Centres in respect of building programmes and procurement requirements. The two areas are very distinct, and the range of services provided are;

Buildings

- ETB Building Capital Projects for new schools, extensions, temporary accommodation etc
- Application for required planning permission and appeals
- School Summer Works Scheme
- Emergency Works Scheme
- ETB self-funded building matters
- Facilities Management – organising of HO maintenance, CETB energy efficiency etc

- Assistance to non-ETB schools when requested by DES Building Unit Capital Projects

Procurement

- Development and monitoring of CETB procedures (HO and wider ETB) to ensure compliance with best practice and C&AG requirements
- Procurement of goods / services in accordance with policies and procedures
- Head Office orders / payments)
- Liaise with OGP, ETBI, procurement forums etc.
- Maintain contracts register and renewals

Corporate Services

The primary function of Corporate Services is to ensure that governance structures are in place and that compliance with legislative and circular requirements is in place and is being built upon by the review of systems and work practices and the enhancement of the internal control environment. Some of the specific areas under the remit of the department are;

- Corporate Governance
- Data Protection
- Health, Safety and Welfare at Work
- Property and Lease Management
- Marketing
- Management of Service Level Agreements
- Scéim na dTeangacha Gaeilge Oificiúla
- Administration Support Services to Board and Executive

Human Resources

The Human Resource Department provides a range of services that support Cork ETB Managers and staff. The services cover all aspects of employment from the “hiring to retiring” of a staff member to ensure that Cork ETB and its Managers are compliant with employment legislation and circular letters. Some of the services provided are;

- Recruitment
- Garda Vetting
- Staff Allocation and Utilisation
- Payroll Administration
- Leave Administration
- Occupational health
- Implementation of national agreements and/or systems
- Staff Relations
- Staff Training and Development
- Superannuation

Information Communications Technology

The role of ICT continues to evolve across all facets of Cork ETB’s services. Its importance in underpinning administration and governance along with teaching and

learning has grown significantly. As a Department the range of services and supports to Colleges/Centres are;

- Project Management of new systems including upgrades
- Infrastructure development and management of same
- Identification of appropriate software systems and upgrades for same
- Development and maintenance of communication systems
- Technical Support
- Management of Contractors
- Advisory service to procurement
- Disaster Recovery Plans
- IT Data Protection and Security

Finance

Cork ETB's Finance Department provides manages Cork ETB accounts while providing financial oversight and advise to ensure compliance with legislation and circular letters. Some of the services provided are;

- Payments and associated procedures, approvals, controls and compliance
- Banking
- Financial transaction reporting and reconciliation
- Preparation of Annual Financial Statements
- Budgeting and projections
- Management of ESF Claims
- Manage funding streams
- Co-ordination of C&AG and ESF Audits

Cork Education & Training Board

Projected Receipts & Expenditures

	Projected Year ended 31/12/2019 €	*Draft Year ended 31/12/2018 €
RECEIPTS		
Schools & Head Office Grants	119,616,410	117,506,022
Further Education and Training Grants	50,627,286	48,794,562
Student Support Services Grants	15,000	15,277
Youth Services Grants	4,100,000	4,008,590
Agencies & Self-Financing Projects	10,650,000	10,632,591
Capital	8,500,000	8,482,799
	<u>193,508,696</u>	<u>189,439,841</u>
PAYMENTS		
Schools & Head Office	120,300,000	117,440,111
Further Education and Training	50,627,286	50,272,263
Student Support Services	9,000	9,359
Youth Services	4,500,000	4,332,197
Agencies & Self-Financing Projects	10,300,000	10,307,652
Capital	8,200,000	8,173,426
	<u>193,936,286</u>	<u>190,535,008</u>
Cash Surplus / (Deficit) For Period	(427,590)	(1,095,167)

***Unaudited**

Glossary of Terms

AEO	Adult Education Officer
ALO	Adult Literacy Officer
APO	Assistant Principal Officer
BTEI	Back to Education Initiative
CIT	Cork Institute of Technology
CNS	Community National Schools
CPD	Continuing Professional Development
CS	Corporate Services
C&P	Capital & Procurement
DES	Department of Education and Skills
ETB	Education and Training Board
FET	Further Education and Training
HR	Human Resources
ICT	Information Communications Technology
ITABE	Intensive Tuition in Adult Basic Education
LCDC	Local Community Development Committee
LEO	Local Enterprise Office
NFQ	National Framework of Qualifications
PLC	Post Leaving Certificate
QQI	Quality and Qualifications Ireland
SOLAS	Seirbhísí Oideachais Leanúnaigh agus Scileanna
SOP	Standard Operating Procedure
STEM	Science, Technology, Engineering and Mathematics
VEC	Vocational Education Committee
VLEs	Virtual Learning environments
VTOS	Vocational Training Opportunities Scheme
WSE-MLL	Whole School Evaluation of Management, Leadership and Learning