

Cork Education and Training Board

Annual Report 2020



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

As Chairperson of Cork ETB it is with great pride that I present the Cork ETB Annual Report for 2020. Cork ETB as an organisation is well used to change and to evolving its services to ensure the education and training requirements of its learners and the wider community, to provide the necessary knowledge and skills to progress into higher education or the world of work is met.

Looking back, 2020 was a year that was challenging for the provision of education and the requirement for remote working in response to the COVID 19 national crisis. The engagement of staff in local initiatives to support communities and our learners demonstrates the flexibility and adaptability of the organisation to rise to any challenge.

I would like to take this opportunity to thank the Board and Chief Executive for their support during a very challenging 2020. I would also like to express my gratitude to the staff and learners of Cork ETB for their continued hard work, professionalism and dedication in making Cork ETB a provider of choice in Education and Training.



Cllr. Patrick Gerard Murphy
Cathaoirleach

2. Foreword by the Chief Executive

On reflection 2020 was an unprecedented year both on a personal and professional level. The global pandemic of COVID-19 and decisions taken by Government in March of 2020 was a challenge for the organisation and especially for our learners and staff in adapting and changing methods of delivery over a very short time frame. I was impressed by the swiftness with which the organisation moved and the commitment of staff to ensure that the range of services provided by Cork ETB to the people of Cork were maintained.

The outcomes identified in the Annual Report demonstrates the continued progress and growth being made on a year on year basis by reference to our Service Plans. In addition, there are many activities and services that are not detailed in the Report as these are programmes and services that continue to naturally evolve in response to the changing environment, economic and socially in which we operate.

Cork ETB, during 2020, continued to engage and consolidate its role as an education and social partner within the City and County Fora. In response to COVID-19 Cork ETB proactively engaged in local and national initiatives to support our learners and communities during periods of lockdown.

On a personal level, I extremely proud of the professionalism, adaptability, and dedication of staff to the organisation and to its learners. From the response to COVID-19, Cork ETB has demonstrated that it is an adaptive, responsive, pro active organisation that above all ensures delivery of results.

I wish to express my thanks and appreciation to all the staff of Cork Education and Training Board, the Chair and Members of the Board and the members of Boards of Management and Advisory Groups for their hard work and support to ensure that we deliver on our priorities, continue to strive to provide learners with appropriate quality services in support of their lifelong learning journey.



Denis Leamy
Chief Executive

3. Cork Education and Training Board Statement

Cork Education and Training Board 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 Council local authority areas.

Cork Education and Training Board complies with the Code of Practice for Governance of Education and Training Boards, Department of Education and Skills Circular 0002/2019. The purpose of the code is to ensure that the principles of good governance and management are applied by Cork ETB.

Functions of the Board:

Decisions taken by the Board are reserved functions and are set out in legislation and in Circular 0002/2019 Code of Practice for the Governance of Education and Training Boards, with a full schedule set out in Appendix A of the Code. Decisions not specified in the Code are deemed to be Executive Functions for the Chief Executive. The Board is satisfied that the Chief Executive delegates functions where appropriate and in accordance with the Education and Training Act, 2013.

Responsibilities of the Board:

The Board is responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the Board and which enable it to ensure that the Financial Statements comply with section 51 of the Education and Training Boards Act 2013. The Board is also responsible for safeguarding its assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Board considers that the Annual Financial Statements properly present the income and expenditure of the Board and the state of affairs of the Board.

In preparing those accounts, the Board is required to:

- (a) apply the standard accounting policies for the preparation of ETB financial statements
- (b) make judgements and estimates that are reasonable and prudent
- (c) disclose and explain any material departures from the standard accounting policies

During 2020 the Board approved the following documentation;

- Adoption of the Annual Report
- Financial Statements
- Adoption of the Service Plan
- Authorised attendance of members at conferences.
- Approved the acquisition, holding and disposal of land or interest in accordance with DE regulations.
- Ensured accurate records were kept of meetings and decisions.

Board Meetings

During the year the Board met on six occasions, with details of attendance outlined in the table below.

Board Members Name	Nominating Body	27.02.2020	26.03.2020	28.05.2020	25.06.2020	24.09.2020	26.11.2020	No. Of Meetings attended
Cllr. Karen Coakley	Cork County Council	Present	Present	Present	Present	Present	Present	6/6
Cllr. Kay Dawson	Cork County Council	Present	Apology	Present	Present	Present	Present	5/6
Cllr. Noel McCarthy	Cork County Council	Present	Absent	Absent	Absent	Apology	Absent	1/6
Cllr. Patrick Gerard Murphy (Chair)	Cork County Council	Present	Present	Present	Present	Apology	Present	5/6
Cllr. Gobnait Moynihan	Cork County Council	Present	Present	Present	Present	Present	Present	6/6
Cllr. Martin Coughlan	Cork County Council	Apology	Apology	Absent	Apology	Absent	Absent	0/6
Cllr. James Kennedy	Cork County Council	Present	Present	Present	Present	Apology	Present	5/6
Cllr. Ben Dalton O'Sullivan	Cork County Council	Apology	Absent	Absent	Absent	Absent	Absent	0/6
Cllr. Sean Martin	Cork City Council	Absent	Absent	Absent	Absent	Absent	Present	1/6
Cllr. Mary Rose Desmond	Cork City Council	Present	Present	Present	Present	Present	Present	6/6
Cllr. Derry Canty	Cork City Council	Apology	Apology	Apology	Absent	Absent	Apology	0/6
Cllr. Colette Finn	Cork City Council	Present	Present	Present	Present	Apology	Present	5/6
Ms. Maura Fitzgibbon	Staff Nominee	Apology	Apology	Apology	Apology	Apology	Present	1/6
Mr. Patrick O'Dwyer	Staff Nominee	Present	Present	Present	Present	Present	Present	6/6
Mrs. Maria McGrath	NPAETB	Present	Present	Present	Present	Present	Present	6/6
Mr. Rob Bateman	NPAETB	Present	Present	Present	Present	Present	Present	6/6
Mrs. Mary Hegarty (Vice-Chair)	ACCS/JMB/NAPD	Present	Present	Present	Present	Present	Present	6/6
Mr. Denis Kirby	Chambers Ireland	Present	Present	Present	Present	Apology	Present	5/6
Mr. Liam Ahern	Down syndrome Ireland	Present	Present	Present	Present	Present	Present	6/6
Mr. Declan O'Leary	National Youth Council of Ireland	Present	Present	Present	Present	Absent	Present	5/6

Ms. Ann Piggott	ICTU	Present	Present	Present	Present	Present	Present	6/6
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Finance Committee Meetings

During the year the Finance Committee met on four occasions, with details of attendance outlined in the table below.

Register of Attendance & Frequency of Meetings of the Finance Committee						
Committee Members Name	Specify if they are an Internal or External Member	24.02.2020	18.06.2020	22.09.2020	01.12.2020	No. of Meetings Attended
Mr. Jamie O'Leary (Chair)	External	Present	Present	Present	Present	4/4
Ms. Mary Hegarty	Internal	Present	Apology	Present	Present	3/4
Cllr. Kay Dawson	Internal	Apology	Present	Present	Present	3/4
Mr. Desmond Daly	External	Present	Present	Present	Present	4/4
Mr. Sean O'Sullivan	External	Apology	Present	Apology	Present	2/4
Mr. Kieran Hannon	External	Present	Present	Present	Present	4/4

Audit and Risk Committee Meetings

During the year the Audit and Risk Committee met on five occasions, with details of attendance outlined in the table below.

Register of Attendance & Frequency of Meetings of the Audit & Risk Committee							
Committee Members Name	Specify if they are an Internal or External Member	18.02.2020	02.03.2020	20.10.2020	17.11.2020	10.12.2020	No. of Meetings Attended
Mr. Tim Healy (Chair)	External	Present	Present	Present	Present	Present	5/5
Mr. Denis Kirby	Internal	Present	Present	Present	Present	Present	5/5
Mr. Tom Rigney	External	Present	Present	Present	Present	Present	5/5
Mr. Declan O'Leary	Internal	Apology	Present	Present	Present	Present	4/5
Mr. Jamie O'Leary	External	Present	Present	Present	Present	Present	5/5

Risk Management:

The Board maintains active oversight of risk management and confirms that it has carried out an assessment of the principal risks, associated mitigation measures and reviewed the effectiveness of these measures in 2020. The Board manages risk for the organisation through a structured risk management programme. The Board is assisted in its risk management function by the Audit and Risk Committee. The Board also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit and any external Audit such as an ESF audit and or Revenue Audit. In addition, there is a review of Internal Controls performed on an annual basis.

Risk Management is a standing item at all Board meetings and consideration includes:

- Risk reports from senior management including the Chief Risk Officer (CRO)
- Reports of the Audit and Risk Committee
- Changes in risk ratings
- Audit Register

Details of the principal risks and associated mitigation measures or strategies have been included in the SIC as part of the audited financial statements which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report

System of internal controls:

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement of Internal Control, which is subject to change until the external audit is completed, has been included in the Annual Financial Statements (AFS) for the year ended the 31st of December <insert year> which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report that has been submitted to the Minister

Procurement Policy and Procedures:

The Board confirms that the organisation is adhering to the relevant aspects of the Public Spending Code and the development and implementation of the Corporate Procurement Plan.

Taxation:

The Board confirms that the ETB has complied with its obligations under tax law.

Financial Statements 2020

The Annual Financial Statement for the year ended on 31st December 2020 is subject to audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of the

Annual Report 2020. The ETB will publish the audited financial statements within one month of receipt of the C&AG.

Financial data in relation to the following are included in the Annual Financial Statement:

- Details of non-salary related fees paid in respect of Board Members analysed by category of fees
- Aggregate details of compensation of key management analysed by the following categories including management compensation in total;
 - Salaries and short term employee benefits
 - Post-employment benefits
 - Termination benefits
- Key management compensation if any;
- Details of the number of employees whose total employee benefits (excluding employer pension cost) for the reporting period fell between €0 and €59,999 and within each pay band of €10,000 and €60,000 upwards and an overall figure for total employer pension contributions.

Signed: 

Date: 27th May 2021

Cllr. Patrick Gerard Murphy

Chairman, Cork Education and Training Board

4. 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.

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	395
Post Primary Students	12269
Further Education (PLC) Students	3056
Apprenticeship Training	252
Community Training Centres	67
Local Training Initiatives	224
Specialist Training Providers	156
Specific Skills Training	447
Traineeship Training	144
Youthreach	587
Adult Literacy Groups	2294
BTEI Groups	838
ESOL	776
Evening Training	996
ITABE	186
Skills for Work	165
Skills for Advance	151
Community Education	1665
Voluntary Literacy Tuition	11
Recognition of Prior Learning	0
Other Funding	102
Blended Training	1010
TOTAL	25791

Source of Data: All data has been sourced from PLSS System 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 2020.

5. Statement of Services as outlined in Service Plan 2020

Cork ETB promotes all aspects of the United Nations Sustainable Development Goals with particular focus on Goal 4, the provision of quality education and the promotion of lifelong learning for all, and will carry out a number of initiatives, in collaboration with other educational institutions and local authorities in Cork to raise the profile of lifelong learning and Cork as a City and County of Learning.

Cork ETB through its engagement with the DES will ensure the delivery of a broad based curriculum to ensure our students progress from Primary and Post Primary with a high quality, well grounded value based education which is based on the value of equal opportunity for every child.

Cork ETB continues to actively collaborate with SOLAS in the development of strategic goals to promote Further Education and Training as the vehicle for development and upskilling, through the provision of specialised courses, traineeships, apprenticeships, literacy, community based education, by which people of any age or background can progress to higher education or within the world of work.

The impact of COVID-19 while challenging did require large scale movement of all teaching, learning and administration to online and/or remote delivery. Cork ETB maintained a business as usual approach with a focus on ensuring all learners / students completed their education and training examinations / assessments. This approach also was replicated in the administration function with a focus on maintaining operation integrity and completion of specific projects identified for 2020.

As the statutory body with responsibility for the promotion and delivery of quality education and training in Cork, active participation on various boards ensures Cork ETB continues to contribute and grow positively to the development of Cork as a City and County of Learning with a strong economic and societal future ahead. This is further enhanced through active collaboration with many entities such as CIT (established as Munster Technological University on 1 January 2021), UCC, Cork City Council, Cork County Council, Cork Chamber, Partnerships Boards, Local Community Development Committees, UNESCO, OECD Local Employment and Economic Development Forum.

Under the terms of the Performance Delivery Agreement between the Department of Education & Skills and Cork ETB, the following goals and priorities were identified for 2020. The specific actions for the achievement of these priorities, together with the associated performance indicators and targets to be delivered are as follows;

Goal	Priority	Action	Performance Indicator	Target/Outcome
Optimise Student/Learner Experience	Provide a positive learning experience for all learners, including learners from marginalised groups	<p>Cork ETB focuses on the develop of quality teaching and learning as a core activity.</p> <p>We will utilise national and international research to identify and engage in best practice in building strong communities of learning and engage with national and international projects and initiatives to contribute positively to such communities.</p>	Subject Inspections WSE MLL Reports	<p>Subject and WSE inspections were suspended in 2020 due to Covid 19.</p> <p>All Cork ETB schools inspected under the DES Inspectorate's "Supporting the Safe Provision of Schooling" were deemed to have followed all procedures and were safe. Cork ETB took part in the "Evaluation of Remote Teaching and Learning, (EORTL)" DES Inspectorate pilot study.</p>
	Provide a broad-based curriculum	Cork ETB provides a broad-based curriculum across all areas of provision based on the needs of our students and learners. In addition to the set curricular provisions of DES and SOLAS Cork ETB proactively engages with QQI, SOLAS and employers for the development of new sector driven programmes	Ongoing work	Cork ETB supported schools in maximising curricular provision within available resources. The emphasis for 2020 was in ensuring that schools delivered the full range of the curriculum during the pandemic.
	Implement Quality Assurance systems	Cork ETB will continue to ensure robust Quality assurance systems through the continuation of the staffing resources assigned to manage this area	Ongoing work	During 2020 in response to COVID-19 Cork ETB Quality Assurance Office provided ongoing support and guidance to all areas to

				ensure the integrity of our quality assurance systems were maintained
	Support students/learners at risk of educational disadvantage in line with current national policy	Cork ETB implements a variety of programmes and provides supports to students through a range of services such as School Completion Programme, Home School Community Liaison persons, DEIS initiatives and resource teaching and will continue to engage proactively in this area	Subject Inspections WSE MLL Reports DEIS Planning SCP Retention Reports Utilisation of Resource Teaching Allocation	Throughout 2020 and the Covid 19 crisis, significant IT supports were made available to disadvantaged learners, including the provision of laptops to allow learners continue to engage with online delivery during lockdowns. In addition to providing digital devices, schools provided support to students experiencing connectivity issues or who needed upskilling in digital learning.
	Provide guidance and counselling services	Cork ETB reviews its guidance provision annually to ensure that the required services are in place	Utilisation of Guidance Teaching Allocation WSE MLL Reports Subject Inspection Reports	Ongoing work All Schools were staffed with Guidance services in accordance with its Teaching Allocation. Schools/Colleges implemented strategies aimed at supporting individual learners who struggled to engage with online learning and/ or who needed additional emotional/psychological support.

Provide high quality learning/training facilities	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.	Meeting school building and facilities delivery targets	Cork ETB continues to make applications to relevant Departments for improvements to buildings and facilities
Promote and develop outdoor education	Cork ETB operates 2 outdoor education centres and will continue to promote and develop outdoor education through these centres.	Ongoing work	COVID 19 and associated restrictions have impacted on the ability of Cork ETB to provide a full service in these centres, the situation continues to be monitored
Plan for changing demographics	Cork ETB will participate in Patronage Competitions. In the Post Primary and FET areas, in conjunction with DES and SOLAS, Cork ETB endeavours to plan for future trends within national constraints in respect of resources	To participate in patronage competitions as announced by DES and participate actively in initiatives by DES and SOLAS regarding future planning	Cork ETB did not compete in a patronage competition in 2020
Engage effectively with employers	Cork ETB develop the ETB's employer engagement function by reassigning staff into specific employer engagement roles to meet the requirements of employers for the upskilling and reskilling of people in employment in line with the provisions of the Skills to Advance initiative. To develop effective communication channels for and with employers and employees. Cork ETB will continue to enhance teaching	A team of staff working on a co-ordinated basis to increase awareness of Cork ETB services and employer needs Range of Skills to Advance programmes and initiatives developed and delivered with employers for existing employers	Work continued in 2020 to promote the Skills to Advance Programme with all work conducted remotely and online in accordance with Government guidelines Online programmes to provide workers with essential digital skills to enable them adapt to Covid 19 imposed changes in workplaces were developed and delivered

		and learning on established programmes through targeted work shadowing programmes for staff		
	Provide and develop traineeship and apprenticeship programmes	Cork ETB continues to engage with SOLAS, QQI and Employers to provide and develop traineeship and apprenticeship programmes	An increase in the number of traineeships and apprenticeships on offer	Covid 19 has impacted on the traineeship and apprenticeship programmes with the focus on supporting those already on programmes Hairdressing apprenticeship commenced. Craft butchery apprenticeship commenced Cyber security apprenticeship commenced
	Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	Cork ETB has in place in all schools Child Protection Procedures for Primary and Post Primary Schools 2017	CPI School Inspections Where a child protection issue arises that the appropriate procedure is followed in all instances and relevant notices are issued in accordance with the Procedures	Cork ETB adopted a Corporate Child Protection Policy with identified Head Office supports to ensure that appropriate procedures are followed at all times in respect of Child Protection issues.
	Priorities STEM/STEAM in schools	Cork ETB Schools continue to engage in the promotion of STEM/STEAM subjects	Cork Schools to continue to participate in the various initiatives / events that take place to promote same, including BT Young Scientist Exhibition	Cork Schools continued to participate in the promotion of STEM/STEAM subjects and enjoyed continued success in the BT Young Scientist Exhibition
	Provide high quality ICT learning supports in schools/centres	To promote the use of ICT as a learning tool through the Cork ETB managed devices contract	Support Centres / Schools and Services through TEL Support roles and PD	In March 2020 all schools moved to online and virtual learning with a ramping up

		combined with the FET Technology Enhanced Learning (TEL) Group who will review mechanisms for the use of Moodle and Office 365 as platforms for same and who will develop models of best practice for sharing to support a blended learning and implementation plan	provision to engage with and develop digital competence, confidence among delivery staff, to increase the number of schools taking up mobile device's services and an increase in content on learning platforms	of devices bought and identification of appropriate learning platforms. Schools updated their digital plan to take account of the need for remote learning. Supports were put in place for teaching staff and learners at school/centre level. All teachers who required a digital device were provided with one. Online training was also provided to all staff based on individual needs. A defined number of VLEs were supported with each school/centre using one VLE.
Staff Support	Recruitment and retention of staff	Ensure all vacant posts are advertised and filled. Cork ETB has a proactive approach to recruitment and has a number of strategies in place to minimise the impact of the skills shortages that exist on a national basis across a number of key posts, including teaching posts.	All vacancies are advertised and filled within a reasonable timeframe and advertising is appropriate and timely	In March 2020 arrangements were put in place to allow online interviews to take place to ensure all vacancies were filled in a timely manner. While this resulted in an initial delay during the month of April to allow for procedures and testing of systems to be completed, the process allowed for all vacancies to be filled on time. During 2020 Cork ETB advertised 405 posts

				and processed 3,514 applications.
Support staff in ongoing professional development	Senior Management in all area of provision have responsibility for identifying and promoting CPD opportunities at corporate/school/centre level with CPD initiatives falling into corporate, location and individual specific.	Increase in number of targeted CPD programmes delivered in all areas of provision	During 2020 focus was on COVID 19 training and upskilling in respect of HSE requirements and changes in work practices to ensure business continuity during restrictions. Training was organised at School/Centre/ Dept level for specialised areas e.g. <ul style="list-style-type: none"> • Pensions • Finance • TEL / Moodle • Online Recruitment Individual CPD applications continued to be supported in line with the Learning and Development policy	
Support and develop high quality leadership in the ETB	Regular meetings of various senior management groups to be scheduled for the year with a meeting scheduled for assessment of performance which should include identification of CPD required	Meetings are held as per the schedule and assessments are forwarded to Executive / Board with development initiatives identified where required	Regular meetings of various senior management groups were held remotely during 2020 through the use of Teams. The following senior management groups conducted / commenced a review of effectiveness and implemented changes; <ul style="list-style-type: none"> • Executive 	

				<ul style="list-style-type: none"> • Senior Management Team • Principals Team • Administrative Management Team
Promote awareness of health and safety	New Health and Safety Statement with supporting templates to be rolled out across organisation	Statement and templates to be implemented in every centre with CPD provided for senior managers as well as Health and Safety Reps	Work commenced in 2020 however COVID 19 H&S arrangements took precedence with all schools/centres compliant with Government / HSA guidelines	
Provide a positive and supportive work environment	Cork ETB continues to engage with an Occupational Health System and provides an Employee Assistance Programme for Staff	Ongoing work	Cork ETB continues to promote and engage with OHS and EAP providers.	
Support staff wellbeing	Wellbeing initiatives to be identified on a per location and organisation basis	Within available resources each location / centre to promote and identify initiatives for staff	<p>Events were organised on National Wellbeing Day to raise money for Charities. There is a series of wellbeing podcasts available on Workvivo Communications platform with organisational events identified and shared to engage staff. A range of location specific initiatives. E.g. virtual coffee breaks, etc were also held</p> <p>Since early 2020, a new EAP framework, Spectrum Life is available to all staff offering a range of services</p>	

				to support employee wellbeing.
Governance	Develop organisational structures and systems to meet the changing needs of the organisation	Within available resources and constraints to continuously review of structures and systems appropriateness of same	Insofar as possible to ensure Cork ETB continues to function effectively and to respond to risks / changes in environment as presented	Cork ETB continues to monitor and respond to risks identified, most notable in 2020 was the risk associated with moving to remote working/learning. The SIC was amended to take account of the risks associated and the risk register continued to be updated on a quarterly basis.
	Effectively manage finances and risk	<p>Prepare regular cashflow projections and put appropriate overdraft facilities in place.</p> <p>Allocate budgets to schools, centres, programmes and projects through an agreed and transparent process.</p> <p>Provide monthly management reports to budget holders and monitor variances.</p> <p>Submit required reviews to SOLAS and forecast year end expenditure at Q2 and Q3. Provide Financial Reports to DES and others as required.</p>	<p>Adequate cashflow to meet payments</p> <p>Prioritisation on use of financial resources.</p> <p>Timely reporting to funding organisation</p>	<p>Cork ETB completed in 2020 a SUN upgrade and provides monthly reports to budget holders.</p> <p>There were no reports of financial irregularities in 2020.</p> <p>All financial deadlines set by Dept / SOLAS for 2020 reports were met</p>

Efficiently use resources	Continuous monitoring of resources and deployment of same	Services are managed and continue to grow and expand to meet expectations of our service users	Cork ETB continuously reviews resources and makes appropriate application to relevant Depts to ensure services continue to grow and develop to meet the expectation of our service users
Communicate effectively	To have in place appropriate means of communication with all staff. Establish a communications team to develop and promote Cork ETB as a brand of choice as an Education Provider	Redesign and relaunch staff intranet site and website with an emphasis on communication, develop a communication / promotion plan	In October 2020 Cork ETB launched its Internal Communication and Intranet Platform, MyCETB, powered by Workvivo. It is an interactive system led by the involvement and engagement of staff. Since its launch there are 1,744 active users. A Communications Team has also been established with participation across all services with a focus on developing a cohesive brand for the organisation.
Develop Service Level agreements with external stakeholders	To have in place a system to ensure SLA's are in place with external stakeholders	Continue to renew existing SLA's as they fall due and that SLA is in place with all new stakeholders	New SLA template was introduced in 2020 and issued to all stakeholders in Adult and Community provision.
Ensure effective data protection	Continue to monitor compliance with GDPR and procedures are up to date	Review of procedures to be undertaken by GDPR Officer	Cork ETB continues to place a high value on GDPR and monitoring of same.

			Procedures continue to be reviewed in light of COVID 19 and remote working
Engage effectively with stakeholders and develop partnerships	Cork ETB will continue to engage with all stakeholders at every level of both local and national	Cork ETB is appropriately represented on all Boards, local and national. At DES / SOLAS events and other initiatives / events that impact on the delivery of services by Cork ETB.	Cork ETB is an active member of local and national bodies and in particular of local initiatives in respect of responding to and supporting our communities during COVID 19
Follow best practice in procurement	<p>Analysis of 2019 expenditure and preparation of MAPP for submission to ETBI. Preparation of Corporate Procurement Plan for 2020-2021.</p> <p>Support implementation of Procurement Procedures throughout the organisation and provide on-going training as required.</p> <p>Continue to participate in ETBI Procurement Network.</p>	<p>Further identify areas requiring organisation wide procurement processes.</p> <p>Structured approach to procurement priorities.</p> <p>Increase procurement compliance</p> <p>Keep updated with developments in public procurement.</p>	MAPP submitted on time with a Corporate Procurement Plan 2020 and a procurement action plan for 2020-2021. Frameworks both on OGP and HEANet are utilised with a focus on increasing procurement compliance.
Ensure compliance with statutory and regulatory requirements	Cork ETB continues to monitor to ensure, insofar as possible and within available resource, compliance with statutory and regulatory requirements	Engagement with various audits, both internal and external, monitoring of recommendations and production of statutory reports within required timeframes	Cork ETB met all statutory and regulatory requirements in 2020

	Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	Cork ETB has in place in all schools Child Protection Procedures for Primary and Post Primary Schools 2017. Three points of contact are in place in Head Office for Schools to contact in respect of any child protection concerns that arise and to ensure full compliance with procedures. Cork ETB is engaged with ETBI to develop procedures for non-teaching staff.	Where a child protection issue arises that one of the appropriate people in Head Office is contacted and that the appropriate procedure is followed in all instances and relevant notices are issued in accordance with the Procedures.	Cork ETB put in place a nationally agreed Child Protection Policy for the sector covering all staff within the organisation
Protection Programmes	Assist the DES, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants			

In addition to the above nationally agreed goals and priorities, the following specific strategic priorities for Cork ETB will be either commenced or delivered during 2020 to ensure advancement of the overall Strategy Statement.

Goal	Priority	Action	Performance Indicator	Target
Enhanced ICT Systems	Development and introduction of a staff intranet site with a strong focus on communication and linking of values.	Engage in the process of sourcing a suitable provider	Work is actively progressed to ensure a system is fit for purpose and dynamic to engage staff	Workvivo launched in October 2020
ESBS Shared Payroll Services	To ensure preparedness in anticipation of the wave migration and times allocated for Cork ETB	Continuous review of data cleansing, historical data and engagement with ESBS re functionality	To develop a plan for the cleansing of current data and to engage proactively with ESBS to ensure all areas of functionality in Cork ETB are tested prior to upgrade/transfer	Cork ETB migrated to latest version of CORE during 2020 and continue to engage proactively with ESBS in preparation for migration in 2022

	Successful transfer of learner payments to ESBS	Work with ESBS on design authority and steering group for this project	Successful transition of Learner payments to ESBS	Transfer of Apprentices in March 2020 and other Training Centre learners Sept 2020. Work continues on Youthreach and VTOS payments
Excellence Through People	To commence engagement with Excellence Through People	To scope and develop a plan for Cork ETB to make a submission	Plan for initial assessment to be completed with specific areas for development identified	Work on this project was deferred in response to additional project work and COVID-19 priorities
Financial Compliance	Continue to promote compliance with statutory financial and revenue requirements.	Keep financial operating procedures under review and updated to reflect identified best practice, revenue and legislative compliance.	Clear understanding on use and training delivered as required.	Training delivered as required during 2020
Appropriate Building Infrastructure	Delivery of Capital Building Projects in 2020.	Procurement of Consultants, Design Teams, Project Management Services and Contractors. Management and administration of current and future Projects in line with DES Technical Guidelines. Processing of applications funding and managing funding streams for Capital Building Works.	Complete Major Build Works: <ul style="list-style-type: none"> • St Colmans CC, Midleton • Clonakilty Community College • Davis College Mallow • St Johns College Complete Temporary Accommodation at:	New Major Extensions in St. Colmans, Clonakilty College & Davis College handed over on schedule in December 2020. St. Johns College Major Refurbishment handed over in November 2020.

	<p>Delivery of Summer Works Scheme, Emergency Works and Minor Building Works Projects in 2020.</p>	<p>Process in line with DES application and delivery requirements.</p>	<ul style="list-style-type: none"> • Scoil Mhuire, Buttevant • Scoil Chliodhna, Carrigwohill • Carrigwohill Community College. <p>Complete Tendering Process for Major Projects at:</p> <ul style="list-style-type: none"> • Coachford College • St Brogans, Bandon • Coláiste Ghobnatan, Baile Mhuirne <p>Progress Applications for additional accommodation for:</p> <ul style="list-style-type: none"> • Coláiste Choilm, Ballincollig • Coláiste Fionnchua, Mitchelstown • Coláiste Daibheid, Cork City • Scoil Mhuire, Buttevant <p>Ensure Schools/Centres can continue to remain open and operate in safe environment.</p>	<p>All Temporary Accommodation handed over on schedule in August 2020.</p> <p>Design Teams for Coachford, St. Brogans & Coláiste Ghobnatan in place for September 2020. Thereby, marking the commencement of the Design phase of these Major Projects.</p> <p>Applications Completed and Submitted to DES in 2020.</p> <p>All Summer Works Scheme, Emergency Works and Minor Building Works Projects delivered on schedule, thereby ensuring</p>
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				Schools/Centres remained open and safe.
Schools	Cork ETB will engage proactively with new curricular options such as the new Computer Science subject at Leaving Certificate level	We are actively engaged with the PPLLI exploring the possibility of introducing Chinese as a subject option in some of our schools. We continue to support our schools in the introduction phase of Computer Science and PE as Leaving Certificate exam subjects	Successful introduction of these subjects at Leaving Certificate level in a number of our schools	Computer Science and PEd have been introduced into a number of Cork ETB schools. Due to Covid 19 the timeframe for the introduction has been extended and we will now target a 2022/23 school academic year commencement date.
Schools	We will continue to develop relationships with our stakeholders based on mutual respect and shared professionalism in the best interests of our learners	In partnership with the Teaching Council we are exploring how we will introduce the new Beacons programme	Successful consultation with the Teaching Council and plan in place, if appropriate	The Teaching Council delayed the implementation of this initiative due to Covid 19. Implementation date has still to be finalised.
FET	We will continue, through internal and external review processes, to identify good practice and areas for improvement as part of our continued development of an integrated Quality Assurance system	Undertake individual service and centre self-evaluations as a contributory part of the overall Statutory Review, and identify, through centre/service specific and ETB wide Improvement plans, areas for development and good practice	Completion of Statutory review process undertaken by QQI External Expert Panel, and positive review report.	Statutory Review commenced in 2020, finalisation deferred to 2021 due to COVID-19

FET	Continue to review the facilities, premises and services available for FET programme delivery and invest in upgrades improvement works	Identify additional areas for improvement/development. Conduct Health and safety reviews of all FET centres	<ul style="list-style-type: none"> • Completion of Westside Centre • Upgrade on Mallow FET centre commenced • Upgrading of Macroom Youthreach • St John's Veterinary Nursing and Photography facilities upgrade commenced 	Continued investment in building upgrades through 2020 using FET facilities and buildings upgrades. Capital development of FET Facilities in Mallow paused pending SOLAS/DFHERIS review of FET capital programme.
YOUTH	We will continue to support the provision, development and assessment of youth work services across Cork through the provision of appropriate, targeted, resources	Supporting the implementation of UBU, "Your Place, Your Space" in conjunction with Youth Service providers and agents acting on behalf of CETB	Successful review of existing projects, service plans agreed and implemented for all targeted projects/areas, with agreed priorities and focus	<p>UBU funding arrangements rolled out and services transitioned to UBU model in mid year 2020.</p> <p>Adapted support provision for young people in summer 2020 (Cork Youth Challenge) to mitigate some impacts of Covid 19</p>

6. Overview of Education, Training and Corporate Services

SCHOOLS

Primary Schools

Cork ETB is patron of 2 Community National Schools (CNS).

- Scoil Aonghusa Community National School, Mallow
- Scoil Chlíodhna Community National School, Carrigwohill

Cork ETB provides educational, financial, human resource and building advice and support to each of these schools in addition to support for their overall governance and management.

Post Primary Schools

Cork ETB is patron to 24 post primary colleges. 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 and Comprehensive Schools in Cork.

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, Coláiste Ard Alainn, St. Stephens, Glanmire and Eist Linn, Blackrock, Cork

FURTHER EDUCATION & TRAINING

Colleges of Further Education (PLC)

CETB has 4 dedicated Colleges of Further Education which continue to deliver a range and profile of Post Leaving Certificate courses broadly 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 courses continues to be restricted, due to an inability to recruit additional specialist staff due to the schemes position of being in excess of its teacher allocation.

In line with requirements from SOLAS and the ETB's Strategic Planning Agreement, all PLC courses were formally categorised in terms of their focus on either labour market entry (employment) or progression to further or higher education.

The PLC sector continues to engage with the introduction of Apprenticeships and Traineeships and have successfully engaged in introducing same into the Colleges.

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 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 places particular focus and emphasis on the development and delivery of additional training for people in employment in line with SOLAS policies as they are developed.

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.

Training services focused on developing its capacity and approach to delivering on the commitments and priorities set out in the Skills to Advance strategy, which provides for the upskilling and retraining of people in employment. Under the three strands set out in the strategy, education and training provision is developed to meet the training and personal development requirements of employees and delivered in a manner designed to meet both the employers and the employees requirements. CETB's capacity to deliver under the Skills to Advance strategy continues to be developed.

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.

The Youth Services Team are supported by Corporate Services for the monitoring of grants to various stakeholders. The “*UBU, Your Place, Your Space*”, requires significant area profiling to identify the needs and requirements among the target cohort, and the development, with service providers, of appropriate, targeted approaches to meet these needs. This continues to be developed.

CETB’s Youth Services are overseen by a committee of the Board which is responsible for strategic planning and monitoring.

Youthreach

Cork ETB has 12 Youthreach Centres established. 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.

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 (NFQ). Within this remit CETBs Literacy Service delivers a wide variety of programmes aimed at improving reading, writing, numeracy and 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 one to one Volunteer support, to intensive group tuition and accredited / certified outcomes. Certification focuses 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 to ensure delivery of appropriate feeder programmes at Level 3 with clear progression routes to Level 4 and 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.

Outdoor Education Services

Fastnet Marine Outdoor Education Centre, Schull and Kinsale Outdoor Education Centre, Kinsale both provide a full range of programmes and courses.

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 evolution, there are a number of sectoral projects being undertaken by the DES on a national basis. These projects 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 Purchase 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
- FOI
- Health, Safety and Welfare at Work
- Learner Payments
- Property and Lease Management
- Marketing & Communications
- Management of Service Level Agreements
- Scéim na dTeangacha Gaeilge Oificiúla
- Insurance

- Legal
- 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
- Contract Management
- 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
- Backup/Disaster Recovery Plans
- IT Data Protection and Security
- Management and expenditure of Capital and Digital ICT Grants
- Software license management
- Device Management including Mobile Devices

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 Payment Cards - associated procedures, approvals, controls and compliance (including, contracted training, creditors, grants and travel & subsistence
- Payroll for staff/apprentices/learners
- Banking
- Receipting

- Financial transaction reporting and reconciliation
- Preparation of Annual Financial Statements
- Budgeting and projections
- Management of ESF Claims
- Manage funding streams/Other Receipts/Fees
- Co-ordination of C&AG, IAU and ESF Audits
- Review of Internal Control Templates
- Audit reports - Recommendations Tracker
- Asset Registers
- Reporting to Finance Committee, Audit/Risk Committee and the Board

OTHER SERVICES

Creche Services

Cork ETB operates two creches, Lios Na Nóg and Cuddles. These services provide early years services to learners, staff and support families in employment with essential childcare placements. Placements offered are full time and all state schemes are operated in both creches in accordance with funding requirements as set out by POBAL and operate within HSE guidelines.