

Cork Education and Training Board

SERVICE PLAN 2021



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, I am proud to present the Service Plan for 2020. This Service Plan is reflective of the themes, priorities and actions set out in Cork ETB's Strategy Statement 2017 – 2021.

The priorities set out for delivery during 2021 have continued to evolve from an onsite attendance model to one which is flexible to the demands put on society in response to the Covid-19 pandemic. At the same time Cork ETB continues to ensure its services are relevant, central to the national effort while at the same time providing greater progression routes with the learner being at the center of delivery.

I would like to wish staff and learners every success as we work together to deliver on the priorities set out for 2021 during what will be a challenging year and for continuing to promote Cork ETB as a service of choice for learners and stakeholders.

Cllr. Patrick Gerard Murphy

Cathaoirleach, Cork Education and Training Board

2. Foreword by the Chief Executive

As Chief Executive of Cork Education and Training Board I am proud to present the 2021 Service Plan. This Service Plan sets out how we continue to adapt and grow in a challenging time where the one constant for society and learners is change and adaptability in our response to Covid-19.

Cork ETB's role in putting the learner at the centre of delivery will be enhanced by ensuring that the needs of industry and community are also met. Our approach to service provision is premised on meeting the needs of the learner as an individual and a member of their community and wider society. In these challenging times Cork ETB will continue to deliver high quality education and training options to meet these needs and will continue to be responsive to employer requirements and the priorities set by Government.

Cork ETB plays a pivotal role in our society and is in a position to adapt and co-ordinate with a variety of stakeholders to ensure delivery of a flexible and adaptable services for our learners and stakeholders. As a service organisation, the ability of Cork ETB to plan, provide, co-ordinate, review and deliver appropriate and relevant education and training programmes is vital to ensure an efficient, effective and accountable service for learners.

This provision of services is only possible through the support of our board and the dedication and continued commitment of all staff who ensure through their endeavours on a daily basis that Cork ETB continues to grow and to be an educator and training provider of choice for the people of Cork.

Mr. Denis Leamy

Chief Executive, Cork Education and Training Board

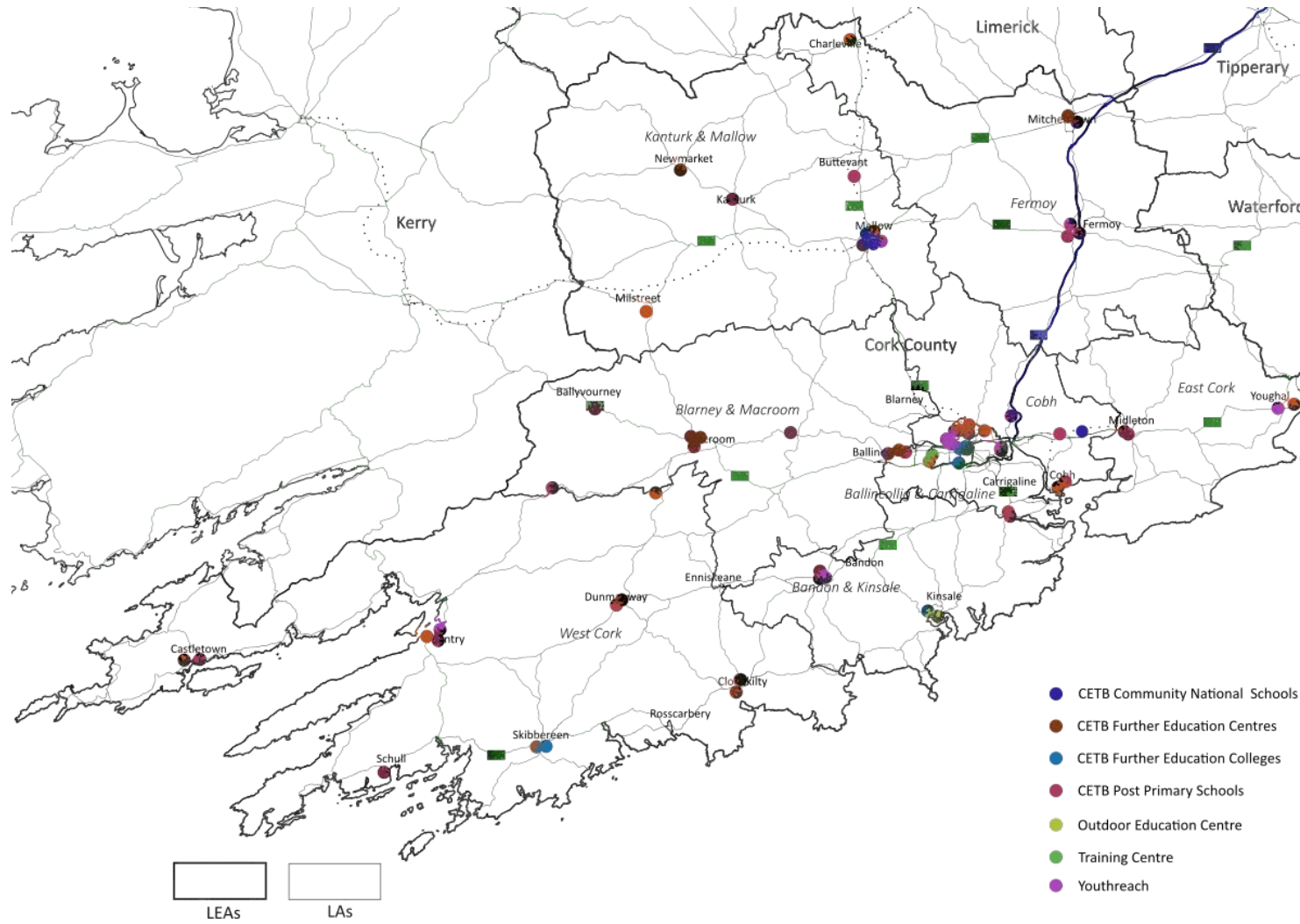
3. Profile / Background of Cork ETB

The Education and Training Boards Act 2013 was passed in May 2013 to take effect from 1st July 2013. 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 to the Department of Education (hereinafter referred to as DES) and to the Department of Further and Higher Education, Research, Innovation and Science (hereinafter referred to as DFHERIS) for the proper direction and control of its functions in the Cork City and Cork County Councils' local authority areas for the delivery of primary, post primary and further education.

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 range of services provided by Cork ETB in respect of education, training and activities are:

Primary Students
Post Primary Students
Further Education (PLC) Students
Apprenticeship Training
Community Training Centres
Local Training Initiatives
Specialist Training Providers
Specific Skills Training
Traineeship Training
Youthreach
Adult Literacy Groups
BTEI Groups
ESOL
Evening Training
ITABE
Skills for Work
Skills for Advance
Community Education
Voluntary Literacy Tuition
Recognition of Prior Learning
Outdoor Education

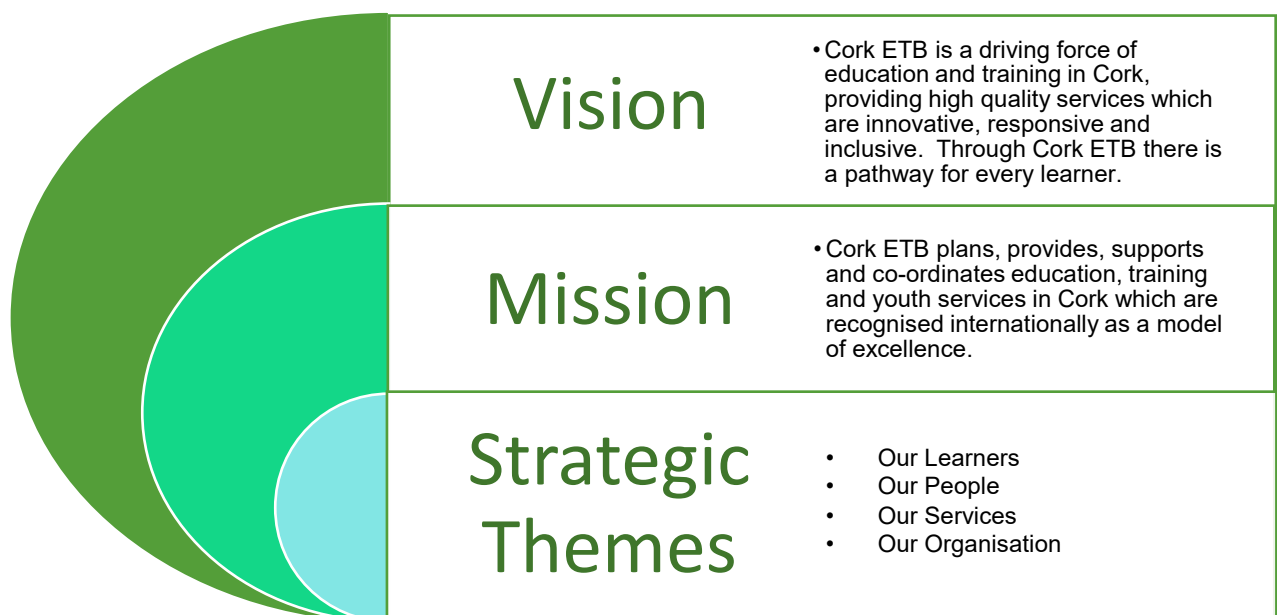
Geographical Map of Cork ETB



4. Strategy Statement

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

Service Plan Monitoring

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 2020 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.

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:

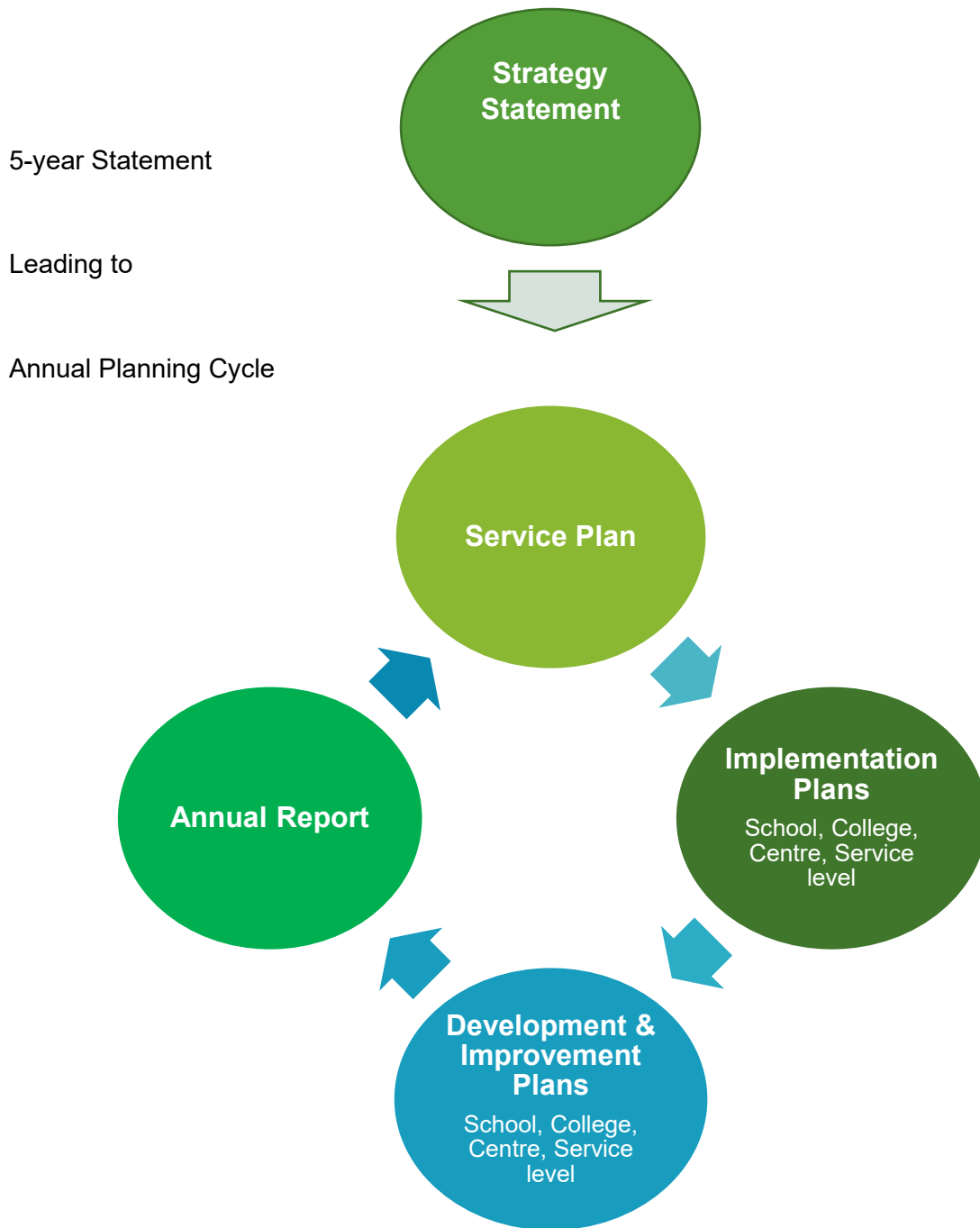
To support the Lead by meeting regularly to ensure the progress is on track and to help resolve open issues. Also helping to ensure the expected benefits from completing the action are realised.

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
- Deputy Principals Group
- Youthreach Co-ordinators Group
- Quality Assurance Steering Group
- Middle Management 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 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. Statement of Services 2021

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.

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, UCC, Cork City Council, Cork County Council, Cork Chamber, Partnerships Boards, Local Community Development Committees, UNESCO, OECD Local Employment and Economic Development Forum.

Cork ETB has and continues to be to the forefront of COVID-19 specific initiatives, both locally and nationally to support our learners in their educational and training endeavours with an emphasis on developing cross agency initiatives.

Under the terms of the Performance Delivery Agreement between the Department of Education & Skills and Cork ETB, the following goals and priorities were identified. 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
Governance	Attendance rates at board meetings	Individual boards should re-emphasise the requirement for attendance at all board meetings as per the Code of Practice for Governance of CETB's.	Attendance Register	100% attendance

	Board Self Assessments	All boards should carry out self assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required.	Self Assessments carried out with Records of completed assessment sheets and discussion item in minutes of boards	Self assessments carried out by Board
	Financial expertise on audit and finance committees	Appointments to audit and finance committees should be made by the board in consultation with committee chairs. External members of committees should bring the required audit and financial skills and experience to the role.	Finance and Audit Committees operating as per code of practice	External members with requisite skills and experience
	Board appraisal of work carried out by Finance and Audit & Risk Committees	The chair of each board should ensure that board members are provided with written reports on the work carried out by finance and audit & risk committees as required under the Code of Practice for Governance of ETB's.	Report submitted and presented to Board by Finance and Audit & Risk Committees	Noted in Board Minutes
	Self Assessment by Finance and Audit & Risk Committees	The chairs of both the audit & risk and the finance should ensure that a self exercise is completed annually as required under the Code of Practice for the Governance of ETBs.	Self Assessments carried out with Records of completed assessment sheets and discussion item in minutes of Committees	Self assessments carried out by Finance and Audit & Risk Committees

	Departmental reporting deadlines	Reporting deadlines set by the Department should be adhered to.	Submission of reports as requested by Department in the required deadlines	Reports submitted in accordance with deadline dates
	Risk Management Policy	The board of each ETB should ensure that there is an ongoing process designed to identify and address significant risks involved in achieving an entity's outcomes. The audit and risk committee should support the board in this role.	Risk Management policy in place with active Risk Register in place with quarterly reviews. Regular reporting to Audit and Risk Committee	Minutes of Audit & Risk Committee
	Internal controls	The board of each ETB should ensure that it receives adequate assurance that specified controls are operating as intended.	Internal controls system in place for the assurance of the board with process flow as outlined in Code of Practice	Review completed in accordance with statutory deadlines
	Follow best practise in procurement	Analysis of 2020 expenditure and preparation of MAPP for ETBI submission Preparation of Corporate Procurement Plan for 2021 Support implementation of Procurement Procedures and provide on ongoing training and support as necessary	Identify areas requiring organisation wide procurement processes. Structured approach to procurement prioritises. Increase procurement compliance.	Q1 expenditure analysis reporting Q1 Develop Procurement planning plan Provide Training videos/aids Q1 Utilise MyCETB as central information point for users.

			Keep updated with developments in public procurement	
Staff Support	Staff Development	<p>The Chief Executive should ensure that;</p> <ul style="list-style-type: none"> • A member of staff is appointed as the training manager • Training needs analysis in financial management is carried out on an annual basis • A training programme on financial management is developed and implemented 	A review of Organisational Learning and Development will commence to ensure appropriate structures and arrangements are in place to accommodate training needs analysis and appropriate programmes are developed and implemented	Review of Learning and Development Policy completed incorporating a learning needs analysis to identify areas for the provision of a targeted training programme which will commence with Finance
Child Protection	Optimise Student/Learner Experience	<ul style="list-style-type: none"> • Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017 • Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017 	Child Protection Reports a standard report on all BOM	Full compliance maintained
Service Delivery	Protection Programmes	Assist the DES, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants		

The following specific strategic priorities for Cork ETB will be either commenced or delivered during 2021 to ensure advancement of the overall Strategy Statement.

Goal	Priority	Action	Performance Indicator	Target
Equality and Human Rights	Implementation of Cork ETB's public sector duty on Equality and Human Rights	<ul style="list-style-type: none"> • Cork ETB's Equality and Human Rights Draft Value Statement should be publicised and implemented within the wider organisation • Work will be commenced in respect of the assessment and prioritisation of equality and human rights issues experienced by service users and staff. 	Assessment of Human Rights and Equality Issue	Finalised document in place
ESBS Shared Payroll Services	<ul style="list-style-type: none"> • To prepare for and implement transitional learner payments from CETB to ESBS • To prepare for transition of employee payrolls from CETB to ESBS Shared Payroll service solution and ensure all pre-implementation tasks identified 	<p>Work with ESBS on system design and</p> <ul style="list-style-type: none"> • Transition lead and Project Team SMEs to be agreed 	<p>Successful transition of learners wave 2 to ESBS.</p> <ul style="list-style-type: none"> • Key resources in place and consequential vacancies 	<p>Transfer VTOS and Youthreach learners in accordance with ESBS implementation time frame Q2.</p> <p>All pre-implementation items identified as required on the ESBS Business readiness</p>

	<p>internally and through the ESBS BRC (Business Readiness Checklist) are achieved</p> <ul style="list-style-type: none"> To develop ERecruitment shared service solution for implementation across all ETBs 	<ul style="list-style-type: none"> Identify areas where changes can be implemented in preparation for transition to shared payroll solution Roll out of DCS PTT system to remaining centres <p>Provide SME resource to work with ESBS to agree solution for ERecruit module on CoreHR</p>	<p>identified and filled.</p> <ul style="list-style-type: none"> Changes implemented which will ensure readiness for upgrade All remaining centres (6) transferred to electronic timesheets <p>Agree ERecruitment solution prototype for implementation as part of the Shared Services plan</p>	<p>checklist in place by end Q3/Q4 2021</p> <p>End Q3 2021</p>
Building Infrastructure	Continue to support and influence Departmental Capital investment in Schools and FET sector Estate infrastructure	Management and administration of current and future Projects in line with Technical guidelines.	<p>Complete Works at</p> <ul style="list-style-type: none"> Carrigaline Education Campus David College Mallow building completion Davis College external Works St Colemans CC Middelton St Brogans Bandon 	<p>Sept 2021</p> <p>April 2021</p> <p>Q3April 2021</p> <p>Sept 2021</p>

			<p>Temporary accommodation</p> <ul style="list-style-type: none"> • Carrigwohill CC Temporary accommodation • Coachford Temporary accommodation • Scoile Chliodna Carrigwohill <p>Progress Design and Procurement for</p> <ul style="list-style-type: none"> • Colaiste Mhuire Buttevant • Coachford college • Bandon • Colaiste Choilm • Non ETB schools at DES request. 	<p>June 2021</p> <p>March 2021</p> <p>August 2021</p>
Property Management	<ul style="list-style-type: none"> • Management of all Cork ETB properties and leases 	<p>Adequate systems should be in place to manage all the required information for properties and leases</p> <ul style="list-style-type: none"> • A new Property Register platform should be finalised and implemented in 2021 <p>Work will commence on populating all required information in respect of</p>	Property Register	Review leased properties with population of same completed based on current available information

	<ul style="list-style-type: none"> Undertake a detailed review and analysis of FET building stock and develop strategic investment / divestment plan 	<p>Cork ETB properties and leases</p> <p>Undertaken Building Report for all FET buildings, and commenced Condition Reports for initial group of FET buildings</p>		<p>Completed building reports for all FET buildings by end of Q2</p> <p>Condition Reports for min. 25% of FET buildings by end Q4</p>
Document Management Solution	Agree specification for a Document management solution to meet organisation needs	Identify and agree key requirements of a document management solution for the organisation	Agree specification for a document management solution to initiate procurement process	Agreed specification document by end Q3 2021
ICT	ICT Development Plan	Develop an ICT Development Plan to support the delivery of CETB Strategy Statement 2022-2026	Engagement of stakeholders in process	Finalised document by Q3
Staff Support	Recruitment and Retention of Staff	Continued engagement with stakeholders at national level to minimise the impact of skills shortages across key posts, including teaching posts.	Ensure all vacancies can be advertised on a range of platforms – ongoing engagement through ESBS and DES Teacher Supply to ensure that a co-ordinated approach that meets the needs of the organisation is taken	Agreement on improvements in existing processes/systems to ensure that ETB vacancies can be shared on other platforms e.g. Education posts etc – target of Q3 2021

	Wellbeing	Continue to promote and support wellbeing initiatives at organisation and individual school/centre basis	Each location to promote initiatives within available resources Identify and promote at least one organisation wide initiative to promote staff wellbeing during the year	Ongoing during 2021 within available resources
Optimise Student and Learner Experience	Develop, improve and Implement Quality Assurance systems	Cork ETB will continue to ensure robust Quality assurance approaches through its involvement in the Statutory Review of Quality Assurance procedures by QQI	Completed Self Evaluation Report and satisfactory External Panel review Report	Completed and published by end of Q4 2021
	Provision of appropriate guidance counselling and support services for learners across FET services	Procurement of learner Counselling Service. Employment of Ed. Psychologist and augmentation of the Active inclusion Team	Enhanced support services in place, improvements in learner retention and attainment	By end of Q3
	Engage more effectively with employers	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	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	Employer Engagement structure operational by Q2 2021

		<p>line with the provisions of the Skills to Advance initiative.</p> <p>Initiate a range of programmes under the Skills to Compete initiative for workers affected by COVID 19</p> <p>Develop effective communication channels for and with employers and employees. Cork ETB will continue to enhance teaching and learning on established programmes through targeted work shadowing programmes for staff</p>	<p>and delivered with employers for existing employers</p> <p>An increased in the uptake on the Skills to Advance Programmes and within staff for the work shadowing programme.</p>	<p>Programmes roll out for delivery across 2021</p>
	<p>Improve communications channels and information available to learners</p>	<p>Develop single point of access for learners to obtain information regarding FET services and courses</p>	<p>FET information portal</p> <p>Integrated social media approach for FET services</p>	<p>End of Q2 2021</p>
	<p>Increase online and blended learning options available to learners</p>	<p>Development of an approved Blended Learning strategy.</p> <p>Identification of appropriate areas for blended learning delivery</p>	<p>Strategy approved by QQI</p> <p>Blended Learning programmes available in at least 4 subject areas/disciplines</p>	<p>By end of Q3</p> <p>From Q2 2021</p>

		To ensure that the skills acquired during remote learning are incorporated into the Teaching and Learning environment in Primary and Post Primary Schools in the context of a return to physical school environment	Each school/centre proactively work to embed skills learned during the remote learning phase. Schools/Centres use the skills developed during the remote learning phase to enhance the service to learners and in particular to enhance the service to learners who may not be able to attend the school/centre in person for a particular period	Each school/centre will have a strategy in place to incorporate and build on the skills learned during remote learning.
	Develop an agreed ETB Development plan for the delivery of the “FET College of the Future” model directed by National FET strategy	Development Plan developed that provides for integrated FET service delivery	Development in place to support Cork ETB Strategy Statement 2022-2026	End of Q3 2021
	Addressing the needs of Disadvantaged individuals and communities	We will develop additional supports and a coherent framework of supports to meet the needs of those most disadvantaged	Mitigating Educational Disadvantaged focus	Structures and supports agreed with stakeholders, coordinating and response mechanisms in place Q3 2021
	Define place for CETB within local and national Tertiary Education sector.	We will engage with local and National HE providers to create additional and new pathways and progression links for	Additional progression agreements in place. Agreements to develop concurrent programmes	Across 2021

		learners engaging in FET programmes	with at least one HE provider	
YOUTH	Continue to support the provision, development and assessment of youth work services across Cork through the provision of appropriate, targeted, resources	Continue 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	Agreed priorities and focus established throughout 2021
Schools	Implementation of the Primary and Post Primary Schools' Core Values Plan	In collaboration with ETBI we will complete Phase 1 of the implementation Plan and commence Phase 2 of the Plan	All schools will have engaged with the Plan during Phase 1. The pilot school will have commenced its engagement as part of Phase 2	Phase 1 completed and Phase 2 commenced
	Successful completion of the revised Leaving Certificate/Leaving Certificate Applied and the Junior Certificate examinations process	In partnership with the DES and the SEC we will ensure that we have all the required procedures in place so that all our students will be able to fully engage with the LC/LCA and JC examination/assessment process for 2021.	Successful completion of the state examinations / assessments in line with national requirements.	All students will have been able to optimise their performance in the state examinations / assessments.

6. Overview of Services (ETB Specific)

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, Kingsfort Avenue, Castlepark Village, Mallow, Co. Cork
- 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 is ongoing to enable them to fulfil their functions.

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.

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 continued 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 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 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 focussed 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 will continue 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

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 1:1 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 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
- Insurance
- 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 associated procedures, approvals, controls and compliance (including payroll, contracted training, creditors, grants and Travel & Subsistence)
- 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, IAU and ESF Audits
- Review of Internal Control Templates
- Audit Tracker
- Asset Registers

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.

7. Projected Receipts and Expenditure 2021

Cork Education and Training Board

Projected Receipts & Expenditures

	**Projected Year ended 31/12/2021 €	*Draft Year ended 31/12/2020 €
RECEIPTS		
Schools & Head Office Grants	105,769,027	103,934,999
Further Education and Training Grants	86,633,957	77,314,938
Youth Services Grants	4,200,000	3,993,122
Agencies & Self-Financing Projects	9,500,000	8,737,909
Capital	20,000,000	41,883,872
	<u>226,102,984</u>	<u>235,864,840</u>
PAYMENTS		
Schools & Head Office	105,900,000	102,543,508
Further Education and Training	86,633,957	72,480,731
Youth Services	4,200,000	4,090,418
Agencies & Self-Financing Projects	9,300,000	8,485,465
Capital	19,800,000	43,427,709
	<u>225,833,957</u>	<u>231,027,831</u>
Surplus For Period	269,027	4,837,009

***Unaudited**

**Further Education and Training Grants reflects the transfer of PLC funding from DES to SOLAS
The SOLAS Budgeting process is still ongoing