



cetb

Bord Oideachais agus
Oiliúna Chorcaí

*Cork Education and
Training Board*

CORK ETB

SERVICE PLAN

2018

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Message from the Cathaoirleach of Cork ETB

As Chairperson of Cork ETB, I am proud to present the Service Plan for 2018. This Service Plan is reflective of the themes, priorities and actions set out in Cork ETB's Strategy Statement 2017 – 2021. I have every confidence that the linking of the objectives set out for delivery during 2018 to the Strategy Statement brings a transparency to the valuable work carried out by staff of Cork ETB and further promote Cork ETB as a service of choice for learners and stakeholders.

Cllr. Patrick Gerard Murphy

Chairman, Cork Education and Training Board

Foreword by the Chief Executive of Cork ETB

This Service Plan describes the activities to be undertaken by Cork ETB for 2018. The range of services provided is extensive and reflects the multi-cultural and growing population of the region.

Cork ETB published its first Strategy Statement outlining the strategic themes for the organisation and consequential priorities and actions that Cork ETB will undertake from 2017 to 2021. This Statement is the product of a consultation process with a broad range of stakeholders, which included our learners, staff, business community and public. Consequently, these themes are extremely important in that they represent what is important to the organisation and to the people of Cork.

I believe it is important for a Strategy Statement to be a living document, which sets a roadmap for the organisation in respect of achievements and aims. As with any roadmap there has to be milestones to ensure that the final destination is reached. This Service Plan is in effect a series of milestones in that it sets out what we will deliver during 2018 and how the delivery will meet the priorities set out in our Strategy Statement.

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 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 of choice for the people of Cork.

Mr. Timothy Owens

Chief Executive

National Overview of Education & Training Boards

ETBs are statutory authorities which have responsibility for education and training, youth work and a range of other statutory functions. ETBs manage and operate second-level schools, further education colleges, multi-faith community national schools and a range of adult and further education centres delivering education and training programmes. The general functions of an Education and Training Board are set out in the Education and Training Boards Act 2013.

Geographical Structure

There are a total of sixteen (16) ETB's throughout the country configured as follows;



Primary Education

ETBs are patrons of a number of community national schools. Founded in local communities, these schools are child-centred, inclusive, multi-denominational, State supported schools, which strive to provide a high quality primary education for every child in line with the Primary School Curriculum and guidelines laid down by the Department of Education and Skills.

Post Primary Education

ETBs manage one third of all second level schools in the country, providing post-primary education for over 100,000 students. They operate inclusive enrolment policies or multi-denominational and cater for pupils of all abilities and backgrounds.

Further Education & Training

ETBs provide further education and training programmes for over 200,000 adults annually. Services are delivered through fulltime and part-time programmes in Further Education Colleges, Training Centres, Youthreach Centres and local and community settings.

Youth Services

ETB's, through their Youth Services, deliver and supports a range of programmes for young people, funded by the Department of Children and Youth affairs, and delivered in collaboration with Youth Organisations.

ETBI (Education & Training Boards Ireland)

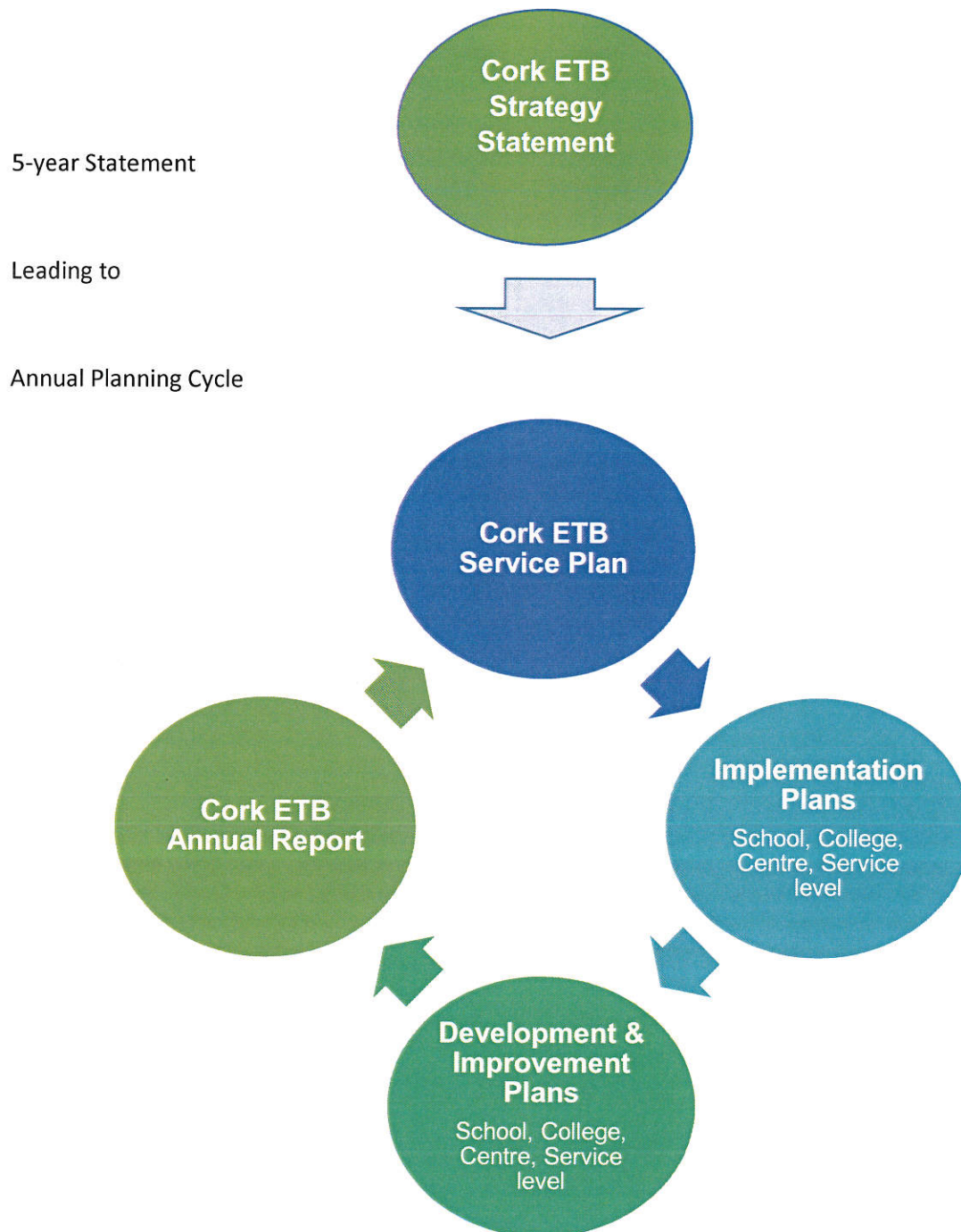
ETBI is the national representative body for member ETBs and negotiates on behalf of the ETB sector at various fora both within the education sector, the wider public service and at EU level.

Cork Education & Training Board

Cork Education and Training Board was established under the Education & 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.

Service Plan 2018

This is the first Service Plan since the publication 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.



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

Statement of Services – Schools

Primary Schools

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

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

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

Primary Schools Reconfiguration

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

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

Existing denominational patrons will be asked to give consideration to reconfiguring existing primary school provision in consultation with local school communities, through transferring an existing functioning school to a multi- or non-denominational patron. This work has two distinct and separate phases, the initial *Identification Phase* and the subsequent *Implementation Phase*.

Work has now commenced on the initial identification phase and will continue during 2018.

Post Primary Schools

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

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

It is projected that there will be an increase of 635 students across our recognised post primary schools in September 2018. This is a significant increase and CETB is actively engaged in the planning and delivery of a number of significant building projects to cater for the anticipated growth.

In addition, Cork ETB provides a number of educational settings of a post primary nature to support the provision of post primary education to students who are not in the main stream provision. These settings are in the form of special care, high support and residential care units, Ard Alainn, St. Stephens, Glanmire and Eist Linn, Blackrock

Strategic Priorities for Primary and Post Primary Schools/Colleges supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
1.1 To provide a positive and holistic learning centred experience for every learner	→ We will work to promote and foster the personal development of all our learners to enhance their wellbeing as members of our learning communities.	Fully implement the Junior Cycle Wellbeing Programme	Teachers	School SMTs
		Identify opportunities for sharing good practice between our schools	Principal	Director of Schools
	→ We will engage actively in the current reform programme as outlined in the DES Action Plan 2016-2019, which seeks to nurture and develop the critical skills, knowledge and competencies of all learners	Engage with the initial consultation process being undertaken to review the Leaving Certificate Programme	Principal	Director of Schools
	→ We will actively work to improve results in formal school assessments and state examinations through the promotion of good learning and teaching	Review Leaving Certificate results across all subjects in all schools	Subject Departments	School SMTs
		Identify specific areas/subjects and target interventions to enhance performance in the Leaving Certificate	Subject Departments	School SMTs
		Identify areas/subjects of	Subject Departments	School SMTs

	<p>→ We will seek to actively engage our learners in both how and what they learn by promoting the use of student feedback as an integral part of;</p> <p>a) our School self-Evaluation process</p>	<p>strength in individual schools. Identify specific strategies/teaching methods used by these subject departments and seek to share this good practice</p> <p>Focus for 2018 will be to engage further with one national and one international research project</p> <p>1. Institutional Leadership Programme</p> <p>2. NCCA Student Voice Erasmus Research Project</p>	Principals	Director of Schools
1.2 Provide excellent teaching, training and learning for all	<p>→ We will promote the use of the School Self-Evaluation model as a method of school/college improvement</p>	<p>Report findings and recommendations of School Inspection Reports, Mór Thuairisc and WSE-MLL to the Board of CETB</p> <p>Individual schools will respond to all recommendations within agreed time limits</p> <p>A plan of action will be agreed with the school staff and the BOM</p> <p>A review of progress in implementing the recommendations will take place within 1 year of the issuing of the inspection report</p>	<p>Principal</p> <p>Individual School SMTs</p> <p>Individual School SMTs</p> <p>Individual School SMTs</p>	<p>Director of Schools</p> <p>Principal</p> <p>Principal</p> <p>Principal</p>
	<p>→ We will promote, review and, where appropriate, implement the</p>	<p>Report findings and recommendations of School Inspection Reports, Mór Thuairisc and</p>	Principal	Director of Schools

	recommendations of Mór Thuairisc/WSE-MLL and School Inspection reports	WSE-MLL to the Board of CETB	School SMTs and BOM	Principal
		Individual schools will respond to all recommendations within agreed time limits		
		A plan of action will be agreed with the school staff and the BOM	School SMTs	Principal
		A review of progress in implementing the recommendations will take place within 1 year of the issuing of the inspection report	Individual School SMTs	Principal
	→ We will utilise national and international research to identify and engage with best practice in building strong communities of learning, and engage with nation and international projects and initiatives to contribute positively to such communities	Focus for 2018 will be to engage further with one local, one national and one international research project	Participating School Principals	Director of Schools
1.3 Positive learning environments with suitable resources	→ We will continue to identify improvements to Cork STB school buildings and facilities and will develop these in line with learner and programme requirements while seeking and making available the necessary funding	1. Institutional Leadership Programme		
		2. NCCA Student Voice Erasmus Research Project		
		We will initiate and complete a pilot programme for student wellbeing at primary school level	Participating School Principals	Director of Schools
1.3 Positive learning environments with suitable resources	→ We will continue to identify improvements to Cork STB school buildings and facilities and will develop these in line with learner and programme requirements while seeking and making available the necessary funding	Work with school Principals and Boards of Management to identify immediate repair and refurbishment needs in schools.	School Principal	Director of Schools, Director of OSD (capital projects)
		Seek the necessary funding for these improvements Implement a criteria based system for	Director of Schools	Chief Executive

		<p>the distribution of resources to repair and refurbishment schools buildings</p> <p>Work with school Principals and Boards of Management to assess and plan for the future repair and refurbishment needs of school buildings and put in place a multi-year approach to this work</p>	Boards of Management and Principals	Director of Schools, Director of OSD (capital projects)
2.2 To support the professional development of our people	→ We will foster a culture of professional development and support for all staff through the targeted provision of appropriate learning and development initiatives to improve and develop their knowledge and capabilities	<p>Establish CETB Principals' Forums across primary, post primary and FET schools and colleges</p> <p>Establish CETB Deputy Principals' Forums across primary, post primary and FET schools and colleges</p> <p>Develop an internal CETB mentoring programme for all new Principals and Deputy Principals</p> <p>All new Principals and Deputy Principals will engage with the Misneach and Tánaiste programmes respectively</p> <p>All new Principals will be encouraged to engage in the ETBI workshops for new Principals and Deputy Principals</p> <p>Principals will seek to identify aspiring leaders and encourage them to</p>	<p>Director of Schools, Director of FET</p> <p>Director of Schools, Director of FET</p> <p>Principals</p> <p>PDST and CSL</p> <p>PDST and CSL</p> <p>Principals</p>	<p>CE</p> <p>CE</p> <p>Directors of Schools and FET</p> <p>Directors of Schools and FET</p> <p>Directors of Schools and FET</p> <p>Directors of Schools and FET</p>

		avail of the national inservice available		
	→ We will actively promote and enable our staff to participate in CPD programmes delivered through the DES Professional Development Service for Teachers	Ensure that all staff fully engage in national Professional Development Programmes such as JCT	Principals	Directors of Schools
	→ We will nurture leadership capacity by supporting staff to avail of learning, development and mentoring programmes and to engage in leadership roles within their school/centre and across Cork ETB where appropriate	We will continue to develop CETB Principals' Forums across primary, post primary and FET schools and colleges	Directors of Schools and FET	CE
		Establish CETB Deputy Principals' Forums across primary, post primary and FET schools and colleges	Director of Schools and FET	CE
		Develop an internal CETB mentoring programme for all new Principals and Deputy Principals	Principals	Directors of Schools and FET
		All new Principals and Deputy Principals will engage with the Misneach and Tánaiste programmes respectively	PDST and CSL	Directors of Schools and FET
		All new Principals will be encouraged to engage in the ETBI workshops for new Principals and Deputy Principals	Director of Schools and FET Forums	Directors of Schools and FET
	→ Develop, within available resources, a	Principals will seek to identify aspiring leaders and	Principals	Directors of Schools and FET

	<p>model of support which allows for the release of staff to partake of relevant and appropriate CPD opportunities</p> <p>→ Enable all staff to get involved with national bodies in the development and implementation of national policy initiatives and support their involvement</p>	<p>encourage them to avail of the national inservice programmes</p> <p>Ensure that all staff fully engage in national Professional Development Programmes such as JCT</p> <p>Ensure that all staff fully engage in national Professional Development Programmes such as JCT</p> <p>We will encourage and facilitate all staff who wish to engage in national policy initiatives within the resources available</p>	<p>Principals</p> <p>Principals</p> <p>Principals</p>	<p>Director of Schools</p> <p>Director of Schools</p> <p>Director of Schools</p>
2.3 To provide a positive, professional and supportive work environment for all staff	<p>→ We will support our Leaders in promoting positive staff relations through the provision of information, training and ongoing advice on key management and leadership skills</p> <p>→ We will further explore and develop opportunities made possible through the utilisation of ICT capabilities, on how to provide opportunities for the creation of professional communities amongst staff in an effort to assist</p>	<p>Workshops on key leadership and management skills will be provided to all our Principals</p> <p>Each school will develop a Technology Enhanced Learning Strategy in line with national guidelines</p> <p>Future ICT investment in schools will be based on implementing this strategy</p>	<p>CETB Managers</p> <p>School SMTs, School ICT Coordination Team</p> <p>School SMTs</p>	<p>Directors of School and FET</p> <p>Assistant Principal Officer – ICT Directors of Schools, FET and OSD</p>

	them to support each other in the delivery of education and training			
3.2 Implement and develop new initiatives in the primary school curriculum	→ Implement the National Literacy and Numeracy Strategy	We will continue to implement this strategy	Teachers	Principals
	→ Implement the new language curriculum in full	We will implement this curriculum	Teachers	Teachers
	→ Implement the new ST strategy	We will implement this strategy	Teachers	Teachers
4.4 To develop a strong recognisable Cork ETB Brand	→ We will recognise and celebrate the achievements of our learners and staff as a means of supporting and fostering a culture of excellence	Each school will have a procedure in place to acknowledge and celebrate the achievements of students and staff	School SMTs	School Principals
		CETB will hold a ceremony to recognise outstanding achievements by our students in the Leaving Certificate and Leaving Certificate Applied Programmes	Corporate Services Department	Director of Schools
	→ Commitments given in Scéim na dTeangacha Gaeilge Oifigiúla will be delivered within the lifetime	<p>Where individual students/schools or a number of students/schools have outstanding achievements, CETB will mark this in one of two ways (both ways if appropriate)</p> <p>(a) A specific ceremony in honour of the achievement</p> <p>(b) Presentation of the student(s)/school(s) to the Board of CETB</p> <p>Establish a Fóran Gaeloideachas for CETB schools</p>	<p>Corporate Services Department</p> <p>Director of Schools</p>	<p>Director of Schools</p> <p>CE</p>

	<p>of the current scheme</p> <p>→ We will support schools / colleges in the implementation of the DES Policy on Gaeltacht Education 2017-2022</p>	<p>Provide financial assistance in the payment of fees for staff wishing to pursue further education and training in the use of the Irish language where such funding is not available from any other source</p> <p>Engage in a consultation process with a view to establishing an Oifigeach na Gaeilge position within CETB</p>	<p>HR and Finance Assistant Principal Officer</p> <p>Corporate Services Department</p>	<p>Director of Schools</p> <p>Director of Schools</p>
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Projected Enrolments in Recognised Post Primary Schools per Programme for September 2018

School/College	Roll No	Total Post Primary Provision	Post Leaving Certificate Provision	Total per College
Carrigtwohill Community College	76333G	177		177
Clonakilty CC	70950A	585	15	600
Coachford CC	70960D	713		713
Cobh CC	70970G	287	15	302
Coláiste an Chraoibhin (Fermoy)	70990M	842		842
Coláiste Choilm (Ballincollig)	71103K	1383		1383
Coláiste Daibheid	71124S	222		222
Coláiste Ghobnatán (Baile Bhuirne)	70920O	207		207
Colaiste Pobail (Beantraí)	76090G	678	24	702
Coláiste Pobail Naomh Mhuire (Buttevant)	76067L	402		402
Coláiste Stiofain Naofa	71122O	0	750	750
Coláiste Treasa (Kanturk)	71000A	515		515
College of Commerce	71120K	110	1780	1890
Davis College (Mallow)	71020G	818		818
Gaelcholáiste Carrigaline	76273O	101		101
Glanmire CC	76064F	1061		1061
Mallow College of Further Education	76434M	0	450	450
Maria Immaculata CC, Dunmanway	76086P	483		483
McEgan College (Macroom)	71030J	175	66	241
Nagle CC	71110H	203		203
Schull CC	71102I	372		372
Scoil Mhuire, Ballingeary	70931T	101		101
St. Aidans CC, Dublin Hill	71101G	409		409
St. Brogans College, Bandon	70910L	566	351	917
St. Colmans CC, Midleton	71050P	771	130	901
St. Fanahan's CC, Mitchelstown	71040M	271	50	321
St. John's Central College	71121M	0	900	900
Terence MacSwiney CC	71123Q	172	115	287
Total Per Scheme		11642	4646	16270

Statement of Services – Further Education & Training

Further Education and Training - Overview

Cork ETB provides a broad and comprehensive range of Further Education and Training (FET) programmes through its various FET services, designed to meet the educational, economic and social needs of individuals, both employed and unemployed, and communities, of individuals. In addition, Cork ETB's FET services are focused on meeting the requirements of businesses and employers in the region for appropriately trained employees, through initial (pre-employment) education and training and ongoing (in work) training provision.

Further Education and Training services and programmes are directed and guided by, amongst others, the National Further Education Strategy 2014-2019, the SOLAS Corporate Plan 2017-2019, and influenced by the economic and social policies as determined by the Oireachtas.

2017 was a challenging and at the same time positive year for Cork ETB's FET services. The improving economic situation required a change in emphasis and focus for a number of services, as the numbers of applicants for education and training courses continued to evidence a fall. While provision for the unemployed and those seeking work remained a core purpose, the numbers and profile of those enrolling on programmes required some adjustment and adaption of provision over the year.

Keys points and areas of activity are identified in the programme specific reports that follow in this section, however a few key points to note from an overall perspective include:

- Cork ETB concluded its pilot with SOLAS to investigate an approach to strategic planning and funding that would form the basis of a new strategic planning model for the ETB sector into the future. This pilot has heavily influenced the approach being adopted by SOLAS for planning and funding in 2018
- Cork ETB was one of the first ETB's to complete the Executive Self Evaluation process required by QQI as part of its formal engagement with the ETB's as statutory entities. A Quality Improvement and Development Plan that emerged from this process will guide and direct activity in this area for 2018, as the ETB makes preparations for Statutory Review of its operations in 2019.

Scope of Cork ETB's Further Education and Training Provision

Cork ETB, through its FET services, provides a wide range of full and part time programmes and courses across a diverse range of areas for a significant population of adult and post second level learners. FET programmes and courses are delivered in a range of locations across the region. Programmes provided through Cork ETB's FET service include:

- Post Leaving Certificate courses
- Apprenticeships
- Traineeships

- Vocational Training Opportunities Scheme (VTOS)
- Back to Education Initiative (BTEI)
- Adult Literacy
- Intensive Adult Basic Education (ITABE)
- Community Education
- Specific Skills Training
- Youthreach
- Community Training Centres
- Local Training Initiatives
- Prison Education Service
- Post Release Prison Service
- Skills for Work
- Co-operation with other institutions

Reports on Further Education and Training Services

Colleges of Further Education (PLC)

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

Enrolments across all colleges and centers offering PLC courses fell for the academic year 2017-2018 to 4,544, from 4,832 in the previous year. The changing economic situation, and the continuing policy adopted by the Higher Education sector to increase enrolments and reduce the CAO points requirements for a large number of course impacted significantly on enrolments into courses. On a positive note, the establishment of the West Cork campus of College of Commerce has been a notable success, due in no small part to the efforts of staff and management in both locations, and a significant level of goodwill from the community in Skiberreen.

A number of notable occurrences in the PLC sector during the year included:

- The successful introduction of the Accounting Technicians Apprenticeship
- The introduction of a work placement scheme for teaching staff, which provided for a significant number of PLC teachers to gain placement in business and industry for up to two weeks, thereby improving the links with industry and raising awareness of the needs and requirements of industry and providing for better alignment of PLC courses with the world of work

Cork Training Centre (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 in 2018, 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 2018 in line with SOLAS policies as they are issued.

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

In addition to training of the unemployed and skills enhancement, the management and administration of apprenticeship training is also undertaken. In 2018, it is planned that there will be approximately 1400 apprentice training places available at phases 2, 4, 6. There are in excess of 1550 apprentices undergoing training at the different phases, employed by over 600 employers in County Cork. It is anticipated that there will be continued expansion in craft apprenticeships throughout the year. Additional training capacity is being planned to meet the increasing demand in Heavy Vehicle Mechanic, Electronic Security and Electrical Instrumentation. .

In addition to the craft apprenticeship, new Consortia led apprenticeships are at various stages of development. New apprenticeships registration due to commence in 2018 include Commi Chef, Butchery, ICT associate hardware and software.

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
3.5 FET Programme Review and Development	→ We will develop and implement an integrated FET planning process that ensures that the needs of local communities, learners and	10 areas of training will be reviewed, analysing course content, duration and outcomes through employer consultation processes. A review of the Bio Pharma training activities will be	TC Manager	Director of FET

	employers are identified and responded to in an appropriate and timely manner in line with the requirement and priorities of the FET Strategy	undertaken and a strategic plan developed for training in this sector		
3.7 To enhance social and economic cohesion in our learners' communities through the provision of relevant knowledge and skills for lifelong learning, personal development, progression and employment	<p>→ We will actively assist learners in the process of returning to learning by ensuring courses and appropriate supports are provided which support and encourage learner participation</p> <p>→ We will promote, develop and manage the Apprenticeship and Traineeship programmes to ensure training meets industry needs</p>	<p>To actively support learners in the process of returning to education, a learning to learn support module will be provided across all long training courses.</p> <p>To promote and increase apprenticeship provision 3 additional apprenticeship classes will be added in 2018.</p>	TC Manager	Director of FET

Cork ETB Youth Work Unit

Cork ETB has enhanced its youth work unit in 2018 to meet both its statutory functions and its requirements as per relevant departmental circulars. In 2018, 2 youth officers will be employed and a youth support officer. The key functions of the unit will be to

1. Support the provision of youth work
2. Support the coordination of youth work
3. Support the administration of youth work
4. Support the assessment of youth work services in its functional area

In **2018** Cork ETB will administer in excess of **€3million**, to 40 youth projects in Cork City & County under the Dept. Children and Youth Affairs (DCYA) youth schemes.

In **2018** the Local Youth Club Grant scheme will be administered to over 160 volunteer led youth groups.

In **2018** Cork ETB will administer Dept Health funding to 5 projects under the local drugs task force.

In 2018, 2 new agents will come under the remit of Cork ETB – Cloyne Diocesan Youth Service (Mallow, Fermoy, Midleton) and the FAI 3rd level programme. In total, **14 agents** will deliver youth work services on behalf of Cork ETB in 2018 (not including volunteer led services).

1. CDYS Youth Work Ireland
2. Churchfield Trust
3. Cobh Youth Services
4. Cork Simon
5. Foroige
6. Good Shepherd Services
7. Meitheal Mara
8. Sexual health centre
9. Sports Dept City Council
10. St. Kevin's Youth Encounter Project
11. YWI Cork
12. YMCA
13. Wellsprings
14. FAI 3rd Level Programme

Achieving National Outcomes for Young People

Better Outcomes, Brighter Futures – The national policy framework for children and young people, 2014-2020 (BOBF) is the first overarching national policy framework for children and young people (aged 0-24 years), developed and led by the Minister for Children and Youth Affairs on behalf of the Government. The purpose of the framework is to coordinate policy across Government to achieve better outcomes for children and young people. Cork ETB Youth Work Unit aims to deliver on the outcomes identified in the strategy as follows in 2018:

National Outcomes	Cork ETB will deliver on the National Outcomes through the following initiatives in 2018	Local 2018 Outcomes
Active and Healthy	Cork City Youth Marathon Challenge Local & Regional Drugs Task Force	Up to 100 young people will engage in a fun 5km event In excess of 20 youth teams will participate in the marathon challenge. Cork ETB will positively & actively engage with the Regional & Local Drugs Task force particularly on the education & prevention strand.
Achieving full potential in all areas of learning & development	ETB Youth Work Cooperation Hours	Cork ETB will provide cooperation hours to youth projects under the Special Project for Youth Scheme to

		support and complement youth work provision in the city.
Safe & Protected from Harm	Children Protection & Implementation of Children's First	Cork ETB will ensure implementation of Children's First in all ETB youth work funded centres.
Economic Security & Opportunity	Contributing to Local Economic & Community Plans	Cork ETB will contribute to the LECP plans with respect to the development children's services
Connected, Respected & Contributing to their World	Comhairle na nOg	Cork ETB will contribute to the implementation of both the city and county Comhairle na nOg programmes in 2018.

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
5.6 Develop and promote the provision of youth services	→ We will provide innovative, responsive and inclusive services which will be supported through Cork ETB's Youth Committee	<p>A youth work forum will be facilitated to engage and communicate with youth services to identify key issues and emerging themes.</p> <p>A youth consultation event to ensure the rights of the child are being met in particular their right to be heard and to safeguard their best interests in youth work settings.</p> <p>Ensure youth services are aiming to deliver services that are responsive to youth needs while also meeting the five national outcomes for young people as identified in the National Youth Policy Framework – Better Outcomes Brighter Futures.</p>	Youth Officers	DCYA
	→ We will develop the role of Cork ETB as the agent for Youth	Cork ETB is selected to be part of the DCYA pilot of the new funding schemes as	Youth Officers	DCYA

	Services operating in collaboration and consultation with the Department of Youth and Child Affairs	<p>recommended under the DCYA Value for Money Review.</p> <p>Cork ETB will engage with the DCYA in developing and informing the new scheme.</p>		
	→ We will support the provision, development and assessment of youth work services in Cork through the provision of appropriate targeted resources	<p>Cork ETB will engage with local youth service providers A Demographic and Social Profile will be conducted to inform future youth service provision in Cork using a standardised DCYA tool</p> <p>All DCYA funded projects administered via Cork ETB will engage in the National Quality Standards Framework for Youth Services to ensure both legislative responsibilities and general compliance with good practice.</p> <p>The establishment of 2 new youth projects/services in Cork – Carrigaline Lower Harbour and Mitchelstown.</p> <p>A register of volunteer led youth clubs/groups will be established and maintained by Cork ETB to ensure eligibility criteria with respect to the youth club grant scheme are being met in particular Child safeguarding requirements and National Standards for Volunteer Led Groups.</p>	Youth Officers	Dir of FET

Youthreach

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

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

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

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
1.1 To provide a positive and holistic learning centred experience for every learner.	→ We will in accordance with the DES and SOLAS priorities, improve the learning experience and learning outcomes for learners impacted by disadvantaged at all stages of their learning journey	<p>Youthreach revised curriculum will be implemented in 2018, this will combine personal development planning, academic achievement and certification and a more structured/ practical work placement to ensure learners have a more engaging and meaningful learning opportunity.</p> <p>A multi-tiered approach to improving attendance introduced in all centres, this will continue in 2018.</p>	Youthreach Co-ordinator	Adult Education Officer

1.2 Provide excellent teaching, training and learning for all	→ We will focus on the development of quality teaching and learning as the core activity of Cork ETB	<p>All Youthreach programmes offer certification that adheres to QA procedures.</p> <p>The introduction of a revised Youthreach curriculum has resulted in increased certification and progression outcomes</p>	Youthreach Co-ordinator	Adult Education Officer
	→ We will actively identify and promote the range of pathways for learning available to every learner who wishes to avail of our services	<p>Area planning meetings held and attended by representatives from all areas of provision, ensuring that each programme has relevant progression options for learners.</p> <p>Monthly Board of Co-ordinator meetings held Programme planning and progression discussed</p>	Youthreach Co-ordinator	Adult Education Officer

Adult Literacy

The priority focus of Cork ETB is to accommodate and support the wide range of flexible part-time and full-time further education and training programmes in the Cork area. We have a duty to enhance employability, we also have a duty to advance social cohesion, active citizenship, equality, area regeneration and sustainability. Education and training provision must reflect the realities of the modern world. We deliver quality programmes in flexible ways, times and locations that are relevant to adult learners and enhance their lives at work, at home and in their communities.

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

Literacy is more than reading and writing, it goes far beyond the technical skills of communication. It involves the integration of personal development with a level of competency in numeracy and IT. The service works closely with the wider Adult Education Service to provide learner progression options specific to the needs of learners, employers

and the geographical area. Liaising with colleagues during the planning process ensure delivery of appropriate feeder programmes at Level 3 with clear progression routes to Level 4 & 5 programmes.

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

Our overarching priority for 2018 is the Integration of the Literacy Service.

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
1.1 To provide a positive and holistic learning centred experience for every learner	→ We will work to promote and foster the personal development of all our learners to enhance their wellbeing as members of our learning communities	The Adult Literacy Service will continue to provide Learner Centred tuition in a friendly, supportive and flexible learning environment where Learners can explore their needs and interests and set their own learning goals.	Adult Literacy Organiser	Adult Education Officer
	→ We will aim to provide our learners with life skills to meet their needs as active learners and citizens by encouraging participation in various ETB Boards, Committees and representative groups.	We will ensure as part of our QA process all learners will be given the opportunity to give feedback through the use of appropriate mechanisms All learners will be encouraged to become involved in student committees and other relevant forums for consultation	Adult Literacy Organiser	Adult Education Officer
1.2 Provide excellent teaching, training and learning for all	→ We will focus on the development of quality teaching and learning as the core activity of Cork ETB	The literacy service will continue to provide group tuition, intensive tuition and will provide certification options for all learners	Adult Literacy Organiser	Adult Education Officer

	→ We will actively identify and promote the range of pathways for learning available to every learner who wishes to avail of our services	The literacy service will continue to engage with local community groups, networks, DEASP, HSE, schools and employers to promote services and will ensure all courses are published to the FETCH website and to the DEASP directly as appropriate.	Adult Literacy Organiser	Adult Education Officer
2.2 To support the professional development of our people	→ We will foster a culture of professional development and support for all staff through the targeted provision of appropriate learning and development initiatives to improve and develop their knowledge and capabilities	In response to the significant and ever-increasing demand across all sectors of the community for ESOL provision CETB will commence a programme to upskill tutors in ESOL and IELTS	Adult Literacy Organiser	Adult Education Officer
3.5 FET Programme Review and Development	→ We will develop and implement an integrated FET planning process that ensures that the needs of local communities, learners and employers are identified and responded to in an appropriate and timely manner in line with the requirement and priorities of the FET Strategy	<p>In direct response to industry need, CETB in partnership with the national Skills for Work programme will continue to expand the range of programmes available to employers.</p> <p>The service will continue to prioritise Family Learning for 2018 and will develop relationships with local schools, home school liaison services, and relevant community networks.</p> <p>The service will continue to fully engage in the Cork ETB planning process and will work closely with all stakeholders to ensure ease of access, transfer and progression for</p>	<p>Adult Literacy Organiser</p> <p>Adult Education Officer</p>	<p>Adult Education Officer</p> <p>Director of FET</p>

		learners. Through this process course provision will be reviewed to ensure it is relevant to the learners, employers and wider community.		
	→ We will encourage high levels of participation, achievement and accreditation by learners through the provision of courses that enhance their opportunities for personal development, progression and employment	<p>Group tuition will be continued to be strongly promoted to new applicants as the preferred option.</p> <p>Learners who are availing of 1:1 literacy support will be encouraged and supported to progress as quickly as possible to the more structured and beneficial learning experience of group tuition.</p> <p>The service will actively encourage and facilitate learners to avail of accreditation options from levels 1 -3 as appropriate</p> <p>Adult Guidance support will continue to be made available to all learners and groups.</p>	Adult Literacy Organiser	Adult Education Officer
4.6 Strategic networking and partnerships with key stakeholders	→ We will continue to develop relationships with our stakeholders based on mutual respect and shared professionalism in the best interest of our learners.	The service will actively engage with Community partnerships, local networks and other agencies, to develop relationships and the range of programmes available to respond to the needs of both employers and learners	Adult Literacy Organiser	Adult Education Officer

Community Education

Community Education is generally delivered in partnership with community organisations to provide locally based learning opportunities. The AEO/Community Education Facilitator allocates hours to a community group and recruits and supports a tutor to deliver the agreed course. The aim is to build on the capacity of local communities to engage in developing responses to educational and structural disadvantage.

Community Education classes are generally unaccredited and work on pre-development work with groups with the aim to progress to Back to Education Initiative or Adult Literacy Programmes.

In 2018 Cork ETB will:

- Expand provision in Gaeltacht areas as well as increasing the level of spoken Irish classes within outreach communities
- Further develop Life Long Learning Festivals
- Increase predevelopment work by expanding provision within CETB centres

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
1.1 To provide a positive and holistic learning centred experience for every learner	→ We will work to promote and foster the personal development of all our learners to enhance their wellbeing as members of our learning communities	<ul style="list-style-type: none"> - Offer programmes in outreach areas to help combat effects of rural isolation and to enable learners to progress to other areas of FET - Continuing provision of courses in Care Centres - Offer Personal development courses through the medium of Arts and Crafts - Continuation of QQI Level 5 Community Development module for members of voluntary organisations in Beara 	FET Co-ordinator	Adult Education Officer

3.5 FET Programme Review and Development	→ We will develop and implement an integrated FET planning process that ensures that the needs of local communities, learners and employers are identified and responded to in an appropriate and timely manner in line with the requirement and priorities of the FET Strategy	<ul style="list-style-type: none"> - Provide courses in CETB and Outreach centres that provide "Taster Programmes" for other programmes and that offer the learner progression options - Continuing liaison with local communities and community organisations providing courses that respond to local need - Intra and inter Agency planning to ensure that plans are relevant to other FET programmes 	FET Co-ordinator	Adult Education Officer
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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.

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
1.2 Provide excellent teaching, training and learning for all	→ We will focus on the development of quality teaching and learning as the core activity of Cork ETB	<p>An appraisal of programmes offered under BTEI will be carried out to ensure programmes are delivering services that are responsive to local needs and/or offer a progression option for our learners.</p> <p>All BTEI programmes will offer certification and will adhere to the QA procedures administered via Cork ETB.</p> <p>Further integration of IT on BTEI programmes.</p>	FET Co-ordinator	Adult Education Officer
	→ We will actively identify and promote the range of pathways for learning available to every learner who wishes to avail of our services	<p>Publicity of all courses through print and social media and further development of our social media promotion.</p> <p>Working in association with Community Education to plan and run the events for Life Long Learning Festivals and other events that will attract learners into the centres and allow progression to other FET options.</p> <p>Integrated Area planning focusing on all areas of provision (PLCs Training etc). Plans will incorporate a progression option for each programme.</p>	FET Co-ordinator	Adult Education Officer
2.3 To support the professional development of our people	→ We will foster a culture of professional development and support for all staff through the targeted provision	<p>Induction and training to be organised for new tutors</p> <p>Further QA Training planned for 2018</p>	FET Co-ordinator	Adult Education Officer

	of appropriate learning and development initiatives to improve and develop their knowledge and capabilities	The skillsets of tutors delivering programmes will be analysed and CPD recommendations made where relevant.		
	→ Develop, within available resources, a model of support which allows for the release of staff to partake of relevant and appropriate CPD opportunities	- Following CETB Procedure for staff attending CPD	FET Co-ordinator	Adult Education Officer
3.5 FET Programme Review and Development	→ We will develop and implement an integrated FET planning process that ensures that the needs of local communities, learners and employers are identified and responded to in an appropriate and timely manner in line with the requirement and priorities of the FET Strategy	<ul style="list-style-type: none"> - 2018 Planning Meetings included input from representatives within all areas of FET. Current education and training programmes in the area were reviewed and plans were made offering a progression route for learners. The same module will be used for 2019 planning. - A number of external stakeholders were consulted including DEASP, local Partnership groups and other Community Organisations. - Cork ETB will continue to run programmes in cooperation with community development organisations. These organisations have established relationships with members of the community. This will lead to more streamlined recruitment of target groups. Programmes will include Security, Metalwork, Retail Skills, and Build on your Skills. 	FET Co-ordinator	Adult Education Officer

		<ul style="list-style-type: none"> - In conjunction with our Employer Liaison Officer we will undertake a review of Employment opportunities in Carrigaline, where CETB has opened a new centre. Further liaison will take place with employers in this area (and will continue to be developed in other areas) and programmes will be provided in line with Employers needs (dependant on the needs identified these may be BTEI / Training / Other Programme provision) 		
	<p>→ We will encourage high levels of participation, achievement and accreditation by learners through the provision of courses that enhance their opportunities for personal development, progression and employment</p>	<ul style="list-style-type: none"> - All courses will offer Certification - Courses prepare participants with the confidence to go forward to employment and to work competently, safely and effectively - Provide specialist knowledge in the lower skilled areas of employment – such as courses planned in the areas of Retail Skills and Hospitality - Learners develop a range of personal and interpersonal qualities necessary for employment - BTEI courses offer the opportunity to progress to further education. Where possible representatives from Progression / Employment routes meet with Groups in the last term of the year. We plan to expand this in 2018 - Guidance and Literacy support are offered to a wide range of BTEI groups 	FET Co-ordinator	Adult Education Officer

Cork Guidance Service

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.

During 2018 CETB will respond to the recommendations from the new Guidance Strategy which is due to be published in the 2nd Quarter of the year. The Strategy will incorporate information and findings from National Strategies such as the **Further Education and Training Strategy 2014–2019** and the **National Skills Strategy 2025**.

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
1.2 To provide a positive and holistic learning centred experience for every learner	→ We will actively identify and promote the range of pathways for learning available to every learner who wishes to avail of our services	<ul style="list-style-type: none"> - Our Information officers research existing and new progression options and disseminate to individual clients and to our Guidance Counsellors - Guidance Counsellor give “Progression Workshops” to BTEI / AL / CE groups and outline the opportunities for the learners. The information is also given to learners on one to one appointments. - Guidance Personnel will attend Open Days in various settings 	Adult Guidance Counsellors	Adult Education Officer
2.4 To support the professional development of our people	→ We will foster a culture of professional development and support for all staff through the targeted provision of appropriate learning and development	<ul style="list-style-type: none"> - Organising a workshop with Jigsaw on Understanding Youth Mental health for all Guidance Personnel (to take place in 1st half of 2017) - Further CPD to be identified and delivered where 	Adult Guidance Counsellor	Adult Education Officer

	<p>initiatives to improve and develop their knowledge and capabilities</p>	<p>resources are available</p> <ul style="list-style-type: none"> - All staff to engage with NCGE CPD opportunities - Guidance Counsellors will attend monthly supervision 		
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Statement of Services – 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 six distinct areas of delivery, 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 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 not only current services but to grow those 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

Capital/Building Programme

The CETB school building programme includes a wide range of both major and minor projects. CETB will continue to identify priorities for new buildings, extensions and improvements to existing buildings and to proactively seek the necessary resources to deliver same. It remains a challenging environment taking account of the restrictive administrative, financial and technical resources available to the Board.

For 2018 CETB is focusing on the following:

Completing the following school extensions and works:

- Colaiste an Chraoibhín, Fermoy
- St Colman's Community College
- Bishop McEgan Community College (ASD Unit), Macroom
- Carrigaline Education Campus enabling works.

Progressing the following new school and school extension projects

- Carrigaline Education Campus - main build of 3 new schools

- Clonakilty Community College - extension
- Davis College, Mallow - extension
- Scoil Mhuire, Beal Atha's Ghaorthaidh - 2 classroom extension
- St Brogan's Community College, Bandon - extension
- Coachford Community College - Phase 1 of new build

Temporary Accommodation

- St Brogan's Community College, Bandon - installation of 4 prefabs
- Scoil Cliodhna Community National School - installation of 2 prefabs

School Building Programme 2016-2021 to be progressed with Department of Education & Skills for the following schools

- Carrignafof Community College, Cobh
- Colaiste Choilm, Ballincollig
- Colaiste Ghobnatan, Baile Mhuirne

Minor Projects

Progress projects under Department of Education & Skill Summer Works Scheme and Emergency Works Scheme.

Procurement

Cork ETB continue to sign up to Office of Government Procurement (OGP) Frameworks as relevant. Identification of areas of aggregated expenditure, where OGP frameworks are not available, will continue to be identified during 2018 and CETB frameworks will be progressed for these areas. Two staff members in Procurement are partaking in a Certificate in Procurement through ETBI/UCC, which will further enhance the professionalising of Procurement in Cork ETB.

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
4.1 To ensure an appropriate infrastructure is developed to make the best use of available resources	<p>→ To bring approved new school building and school extension projects to completion by the earliest dates possible</p> <p>→ We will continue to identify priorities for new</p>	<ul style="list-style-type: none"> • Colaiste an Chraoibhín • St Colmans Midleton • Bishop McEgan College (ASD Unit), Macroom, • Carrigaline Community Campus enabling works <p>Progressing works on approved new schools</p>	Assistant Principal Officer	Director of OSD

	buildings, extensions and/or improvements to existing buildings and to proactively seek the necessary resources to deliver same	and school extension projects <ul style="list-style-type: none"> • Carrigaline Education Campus – Main build of 3 new schools • Davis College Mallow extension • Clonakilty Community College extension • Scoil Mhuire, Beal Atha'n Ghaorthaidh • St. Brogans Community College, Bandon extension • Coachford Community College, Phase 1 		
	→ To pursue approval for further major capital projects identified as part of the Government's 2016 to 2021 Major Capital Investment in School Building	<ul style="list-style-type: none"> • Carrignafloy Community College, Cobh • Colaiste Choilm, Ballincollig • Colaiste Ghobnatan, Baile Mhuirne 	Assistant Principal Officer	Director of OSD
4.3 Support ethical governance to ensure accountability and value for money	→ Continue to develop and enhance governance structures across the organisation in line with the Code of Practice for the Governance of ETBs and in accordance with best ethical standards	Adopt, roll out and implement Purchasing & Procurement Policies, Procedures and Authorisation Levels	Grade VII	Assistant Principal Officer & Director of OSD
	→ We will regularly review Cork ETB's expenditure to identify procurement opportunities to ensure value for money across the organisation	Identify areas of Aggregation, where OGP Contracts or Frameworks not in place and progress competitive procurement for CETB in these areas.	Grade VII	Assistant Principal Officer & Director of OSD

Legal & Compliance (L&C)

Governance

The new code of practice for governance of ETBs is in place and is being built upon by the review of systems and work practices and the enhancement of the internal control environment.

Risk Management

The risk management strategy continues with appropriate changes being implemented as part of an ongoing review programme. During 2018 the process of quarterly reviews will take place as appropriate.

Data Protection

The General Data Protection Regulation (GDPR) will take effect across all EU states on 25th May, 2018. Compliance with this regulation will require a significant amount of resources in terms of planning, auditing and revising current procedures and practices to ensure that the personal data of all stakeholders is safeguarded to the new standards.

Health, Safety & Welfare at Work

During 2018 Cork ETB will review how Colleges and Centres comply with the Health, Safety and Welfare at Work Act(s) taking cognisance of changes to documentation available on the Health and Safety Authority website designed to assist Colleges with compliance. A national initiative is also underway and Cork ETB has agreed to be one of three pilot sites to participate in the initiative.

Cork ETB has also registered with the Health & Safety Authority for the Workpositive Initiative. It is anticipated that this programme will be piloted during 2018.

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
4.3 Support ethical governance to ensure accountability and value for money	→ We will make the necessary arrangements to ensure compliance with our data protection obligations including General Data Protection Regulation (GDPR)	Plan and implement changes required for compliance with the new GDPR which takes effect on 25 th May, 2018. All policies, processes and procedures around the collection and processing of personal data to be reviewed and revised throughout the	Assistant Principal Officer	Director of OSD

		organisation. Staff to be provided with appropriate training to enable them to comply with the new requirements		
	→ We will continue to develop and monitor our processes to ensure compliance with statutory and regulatory requirements	<p>Develop a strategy for the management of Health & Safety in all of our schools and centres.</p> <p>Develop templates for the management of Service Level Agreements (SLA's) and Data Sharing / Processing Agreements with Third Parties</p> <p>Development of a monitoring system to track and record compliance with SLA's</p>	Assistant Principal Officer	Director of OSD

Corporate Services

Lease Management

The management of leases in respect of the number of buildings now leased by the Board continues with emphasis on establishing a central database in Cork ETB of all activities. Appropriate procedures and processes for the management of leases due for renewal / to expire to be established in 2018.

Data Protection

The General Data Protection Regulation (GDPR) will take effect across all EU states on 25th May, 2018. A review of archived documentation will commence in 2018 to ensure compliance with the new regulations and also with Cork ETB Data Retention Schedule..

Marketing and Branding

The Executive will ensure where possible, that all marketing campaigns are co-ordinated centrally to ensure that cohesive campaigns are run with the brand of Cork ETB central to same. Every opportunity that presents for the promotion of Cork ETB as a provider of education services will be availed off.

Where appropriate the achievements of learners from all areas of provision will be on display at ETB Corporate events.

All College / Student activities will be promoted through Cork ETB social media with an emphasis on showing the diversity of provision and student achievements.

Scéim na dTeangacha Gaeilge Oificiúla

Work will commence in 2018 to have all documentation available as gaeilge on the staff intranet. Email address signatures will be set automatically in Head Office with appropriate out of office responses to reflect our commitments under the Scéim.

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
4.3 Support ethical governance to ensure accountability and value for money	→ We will continue to improve efficiencies so as to ensure value for money in the management of all Cork ETB properties, in keeping with the Government's Property Asset Management Delivery Plan	Appropriate procedures and processes, including a central lease register, for the management of leases due for renewal / to expire to be established in 2018	Assistant Principal Officer	Director of OSD
	→ We will make the necessary arrangements to ensure compliance with our data protection obligations including General Data Protection Regulation (GDPR)	A review and reclassification of archived documentation will commence in 2018, it is expected that this project will take a substantial period of time and will require ongoing assessment	Grade V	APO & Director of OSD
4.4 To develop a strong recognisable Cork ETB Brand	→ Develop and implement a co-ordinated marketing and branding campaign to raise awareness	By the end of 2018 a co-ordinated marketing campaign will be managed centrally for all PLC Colleges	Grade V	Director of FET

	of Cork ETB as an organisation and all the services it provides and delivers			
	→ We will recognise and celebrate the achievements of our learners and staff as a means of supporting and fostering a culture of excellence	By the end of 2018 the achievements of students and learners will have been showcased at a number of ETB events	Grade V	Directors
4.5 Develop and enhance internal and external communication systems	→ Commitments given in Scéim na dTeangacha Gaeilge Oifigiúla will be delivered within the lifetime of the current scheme	By the end of 2018 all documentation will be available as gaeilge on the staff intranet. Email address signatures will be set automatically in Head Office with appropriate out of office responses to reflect our commitments under the Scéim	Assistant Principal Officer	Director of OSD
	→ We will positively and proactively utilise social media for the promotion of Cork ETB and its services	All College / Centre activity will be actively promoted through Cork ETB social media pages	Grade V	Director of OSD

Human Resources

National Agreements

The impact of improved arrangements under various national agreements and the application of same remains a challenge to staff in the HR Department. The complexity and nature of the required assessments and calculations in terms of implementation are challenging given the restrictive administrative resources available to the Board.

Shared Services

The establishment of a national shared services framework for ETBs, covering the payroll and finance functions is under development and well advanced. When established it will impact on the current

work profile within the HR Department. At present there is no definitive date for the commencement of the national service, however, a transition lead has been appointed and work on the commencement of the project has begun. Management of the resources required to deliver this project will be extremely challenging, as those staff who will be involved in the transition project are also senior members of the HR (and Finance) teams, and have a significant level of responsibility for day to day operations currently.

Data Protection

The new GDPR Regulations will have a significant impact on the HR department, due to the high levels of personal data that are dealt with. Work has commenced on reviewing systems and procedures to ensure that we will be compliant with the new legislative requirements.

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
2.1 To attract and recruit the best people for the organisation	→ We will continue to review and develop our recruitment processes and practices to ensure they are flexible and attuned to the needs of the organisation	Provision of Core ERecruitment Portal through Irish language to meet needs of Gaelcholáistí Improved vacancy and contract request systems to improve efficiencies for school users Implementation of new protocols to commence recruitment of primary school teachers to support Community National School in their recruitment processes	Acting Grade VII Grade V	Assistant Principal Officer
	→ We will further develop our short-term staff cover systems to ensure the right people are available when required for the continued delivery of our services	Improved Pool of Candidates and increased numbers of applications from NQTs for teaching posts to help address teacher supply issues Increased interaction with university career guidance services to promote Cork ETB career opportunities	Assistant Principal Officer	Director of Schools / FET

2.3 To provide a positive, professional and supportive work environment for all staff	→ We will ensure all staff have access to an Employment Assistance Programme	Increased awareness of Employee Assistance Programme through promotion of the services available Utilisation by Management of advice and guidance available through the EAP where appropriate	Assistant Principal Officer	Director of OSD
	→ We will develop an intranet system for all staff to ensure access to information by all staff	Staff intranet will be populated with targeted and relevant information for the HR department, addressing frequently asked questions and providing a "first call" for employees with queries in relation to their employment	Acting Grade VII Grade V	Assistant Principal Officer
	→ We will target specific initiatives to promote staff wellbeing and encourage the positive engagement of our staff throughout the organisation	Implementation of "Wok Positive" through the HSA on a piloted basis	Assistant Principal Officer	Director of OSD

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. The continued significance and development of ICT is reflected across our four strategic themes in our Strategy Statement and requires a strategic alignment with the National Context. Significant opportunities now exist to harvest the potential of ICT in teaching and learning as outlined by the *Digital Strategy for Schools 2015-2020* and the *Technology Enhanced Learning Strategy for Further Education*.

The delivery of these strategies is predicated on a secure and reliable ICT infrastructure, one that can also deliver administrative efficiencies. The ICT priorities within the CETB Service Plan for 2018 very much reflect the growing importance of ICT with focus on the development of a 4-year ICT Strategy, the delivery of a centre-wide CETB intranet for effective communication, collaboration and dissemination of

and access to information along with the strategic development of our ICT Infrastructure to reflect a cloud-first, shared-services approach to ICT delivery.

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
1.4 Commitment to technology-enhanced learning to support independent and collaborative learning	→ We will develop and commence implementation of an ICT Strategic Plan for all our Centres. This will take account of National ICT Strategies for Education and Training, including the Technology Enhanced Learning strategy for Further Education and Training	<p>Development and adoption of an ICT Strategy reflecting National ICT Strategies for Education and Training including the <i>Technology Enhanced Learning</i> Strategy for Further Education and Training, the <i>Digital Strategy for Schools 2015-2020</i>, the ETBI <i>ICT Strategy for ETB's</i> and the overarching Government strategies of cloud-first and shared services.</p> <p>Each school will develop a Technology Enhanced Learning Strategy in line with national guidelines</p> <p>Future ICT investment in schools will be based on implementing this strategy</p>	<p>Assistant Principal Officer</p> <p>Schools SMT</p>	<p>Director of OSD, Schools & FET</p> <p>Director of Schools & Assistant Principal Officer</p>
	→ We will develop specific strategies to build the capacity of our schools and colleges in the use of ICT as a teaching and learning tool	Review of ICT infrastructure in our Schools and Centres in tandem with the development of digital strategies/e-learning plans in schools to ensure we have secure and reliable ICT Infrastructure in place	Assistant Principal Officer	Director of OSD, Schools & Director of FET

		to support the continued embedding of ICT in administration, teaching, learning and assessment.		
2.4 To provide a positive, professional and supportive work environment for all staff	→ We will develop an intranet system for all staff to ensure access to information by all staff	Go live with an intranet to facilitate effective communication and access to information for all staff and centres.	Assistant Principal Office	Director of OSD

Finance

The board continues to operate in accordance with regulatory and legislative requirements as well as best practice. Progress in the procurement of a sectoral Learner Payment System will be progressed in conjunction with the Department of Education & Skills Project Management Office, with a view to implementation from September 2018.

An IT booking and payment solution for Outdoor Education Centres is being progressed nationally, with a view to implementation during 2018. A review of the practices and IT systems for the management of PLC fees, together with required user training will take place during 2018.

A full review of the operation of school bank accounts, and school requirements for Petty Cash/Purchasing Cards will be carried out during 2018, with a view to implementation of a common solution throughout Cork ETB.

Strategic Priorities supported through delivery of Service Plan

Priorities 2017 – 21 (Insert Priority No.)	Actions	Expected outcomes for 2018 (where services on academic year list for 2017/2018)	Lead	Sponsor
2.2 To support the professional development of our people	→ We will foster a culture of professional development and support for all staff through the targeted provision of appropriate learning and development	Reconciliation and Management of PLC Fees including Staff Training	Grade VII	Assistant Principal Officer

	initiatives to improve and develop their knowledge and capabilities			
4.1 To ensure an appropriate infrastructure is developed to make the best use of available resources	→ We will continue to review ICT systems to ensure that they are appropriate, fit for purpose, secure and deliver efficiencies for all users	<p>Implement Learner Payment System</p> <p>Implementation of IT Booking and Payment solutions for Outdoor Education Centres</p> <p>Reconciliation and Management of PLC Fees – Enhancement of IT Systems & Staff Training</p>	<p>Grade VII / Grade V</p> <p>Grade VII</p> <p>Grade VII</p>	<p>Assistant Principal Officer</p> <p>Assistant Principal Officer</p> <p>Assistant Principal Officer</p>
4.3 Support ethical governance to ensure accountability and value for money	→ Enhance management accounting and financial reporting systems to support improved decision making in Education and Training Services	Review of School Bank Accounts, and solution for day to day Petty Cash/Debit Card/Purchasing Card	Grade VII	Assistant Principal Officer

Financial Reports

Cork Education & Training Board

Projected Receipts & Expenditures

	Projected Year ended 31/12/2018 €	*Draft Year ended 31/12/2017 €
RECEIPTS		
Schools & Head Office Grants	116,739,592	111,426,674
Further Education and Training Grants	49,485,139	48,993,043
Student Support Services Grants	0	30,015
Youth Services Grants	4,500,000	4,433,476
Agencies & Self-Financing Projects	9,596,860	9,563,074
Capital	15,000,000	12,463,254
	<u>195,321,591</u>	<u>186,909,536</u>
PAYMENTS		
Schools & Head Office	117,200,000	110,580,479
Further Education and Training	49,485,000	50,214,171
Student Support Services	0	27,870
Youth Services	4,975,700	3,770,780
Agencies & Self-Financing Projects	9,596,860	9,543,457
Capital	15,000,000	12,946,657
	<u>196,257,560</u>	<u>187,083,414</u>
Cash Surplus / (Deficit) For Period	(935,969)	(173,878)

*Unaudited

Signed: 

Date: 19/4/18

Cllr. Patrick Gerard Murphy

Chairman, Cork Education and Training Board