

Cork Education and Training Board

Annual Report 2019



cetb

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

A Pathway for Every Learner

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

As Chairperson of Cork ETB it is with great pride that I present the Cork ETB Annual Report for 2019. Cork ETB as an organisation is well used to change and to evolving its services to ensure the education and training requirements of its learners and the wider community, to provide the necessary knowledge and skills to progress into higher education or the world of work is met. The Annual Report shows the level of adaptability and growth that has taken place in Cork ETB over the course of 2019.

This year has been a significant year of change for Cork ETB, with a new Chief Executive taking up duty and a new Board constituted under the Education and Training Board Act, 2013. I am fortunate to have been nominated onto the new Board for a second term and to be re-elected as Chair of what is a very diverse and exciting organisation.

I would like to take this opportunity to thank the previous Board and Chief Executive for their support during the first half of 2019 and indeed the new Board and Chief Executive for the latter half of 2019. I would also like to express my gratitude to the staff and learners of Cork ETB for their continued hard work, professionalism and dedication in making Cork ETB a provider of choice in Education and Training.



Cllr. Patrick Gerard Murphy
Cathaoirleach

2. Foreword by the Chief Executive

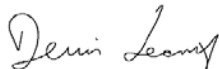
In May 2019 I took up the role of Chief Executive. I was immediately impressed by the values espoused, the range of services that Cork ETB provides to the people of Cork, the breadth, and impact on the lives of our learners and the commitment of our staff.

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

Cork ETB, during 2019, continued to engage and consolidate its role as an education and social partner within the City and County Fora. In an ever-changing environment this engagement ensures that Cork ETB is a responsive provider of high quality education and support services across the full social spectrum of learners and participants.

On a personal level, I have been delighted and proud of the professionalism and dedication of staff to the organisation and to its learners. It is clear that Cork ETB is an organisation that is open to change, new initiatives and above all ensures delivery of results.

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



Denis Leamy
Chief Executive

3. Cork Education and Training Board Statement

Cork Education and Training Board was established under the Education and Training Boards Act, 2013 and is responsible and accountable for the proper direction and control of its functions in the Cork City and Cork County Council local authority areas.

During 2019 a new Board was established following the local elections. Once established training was undertaken in respect of Circular 0002/2019 Code of Practice for the Governance of Education and Training Boards. The Board also established the following committees in accordance with the Code.

- Finance Committee
- Audit and Risk Committee

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

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

In 2019 the Board reviewed and approved the following based on information available to it and considers that the financial statement properly presents the income and expenditure of the Board and the state of affairs of the Board.

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

Board Meetings

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

Member	17.01.2019	28.03.2019	18.04.2019	26.08.2019	26.08.2019 (2 nd Mtg)	10.09.2019	28.11.2019
Cllr. Eoghan Jeffers	Apology	Present	Apology				
Cllr. Mary Hegarty (Vice Chair)	Present	Apology	Present				
Cllr. Christophe	Present	Present	Apology				

r O'Sullivan							
Cllr. Kevin Conway	Apology	Apology	Apology				
Cllr. Padraig O'Sullivan	Present	Present	Present				
Cllr. Gillian Coughlan	Present	Apology	Apology				
Cllr. Mary Shields	Present	Apology	Present				
Cllr. Chris O'Leary	Present	Present	Present				
Mr. Paudie Palmer	Present	Apology	Apology				
Ms. Louise Sheehan	Present	Apology	Present				
Ms. Pearl Nolan	Apology	Present	Apology				
Mr. Ger Looney	Present	Present	Apology				
Ms. Mary O' Grady	Present	Apology	Present				
Mr. Declan O'Leary	Present	Present	Present	N/A	N/A	Present	Present
Cllr. Kay Dawson	Present	Present	Present	Present	Present	Present	Present
Cllr. Patrick Gerard Murphy	Present	Apology	Present	Present	Present	Present	Present
Cllr. Sean Martin	Apology	Present	Apology	Present	Present	Present	Apology
Ms. Maura Fitzgibbon	Present	Present	Apology	Present	Present	Present	Present
Mr. Robin Bateman	Present	Present	Present	N/A	Present	Present	Present
Mr. Denis Kirby	Present	Present	Apology	N/A	N/A	Present	Present
Cllr. Karen Coakley	N/A	N/A	N/A	Present	Present	Present	Present
Cllr. Noel McCarthy	N/A	N/A	N/A	Present	Present	Present	Apology
Cllr. Gobnait Moynihan	N/A	N/A	N/A	Present	Present	Present	Present
Cllr. Martin Coughlan	N/A	N/A	N/A	Apology	Present	Present	Apology
Cllr. James Kennedy	N/A	N/A	N/A	Apology	Present	Present	Present
Cllr. Ben Dalton O'Sullivan	N/A	N/A	N/A	Present	Present	Present	Apology
Cllr. Mary Rose Desmond	N/A	N/A	N/A	Present	Present	Present	Apology
Cllr. Derry Canty	N/A	N/A	N/A	Present	Present	Present	Present
Cllr. Colette Finn	N/A	N/A	N/A	Present	Present	Present	Apology
Mr. Patrick O'Dwyer	N/A	N/A	N/A	Present	Present	Present	Present
Mrs. Maria McGrath	N/A	N/A	N/A	N/A	Present	Present	Present

Mrs. Mary Hegarty	N/A	N/A	N/A	N/A	N/A	Present	Present
Mr. Liam Ahern	N/A	N/A	N/A	N/A	N/A	Present	Present
Ms. Ann Piggott	N/A	N/A	N/A	N/A	N/A	Present	Present

****The above table includes both the previous Board Members (2015-2019) who's term of office expired on the commencement of the first post-Election meeting 26.08.2019.**

Finance Committee Meetings

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

	25.03.2019	25.09.2019	20.11.2019
Mr. Jamie O'Leary	Present	Present	Present
Ms. Maura Fitzgibbon	Present	Present	Resigned
Cllr. Sean Martin	Present	Apology	Present
Mr. Sean O'Sullivan	Apology	Present	Present

**** Traditionally, the Finance Committee held the final meeting of the year in December. However, the term of the Committee expired at the end of November 2019 and accordingly, the final meeting did not proceed.**

Audit and Risk Committee Meetings

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

	26.02.2019	18.06.2019	24.09.2019	19.11.2019
Mr. Tim Healy	Present	Present	Present	Present
Mr. Denis Kirby	Present	Present	Present	Present
Mr. Tom Rigney	Present	Present	Present	Present
Mr. Declan O'Leary	Apology	Present	Present	Present
Mr. Jamie O'Leary	Present	Apology	Present	Present
Cllr. Chris O'Leary	Present	Apology	Apology	Present

I confirm as Chairman, that Cork Education and Training Board are responsible for the keeping of accounts and confirm that Cork ETB is fully compliant with its obligations under revenue legislation and relevant aspects of the Public Spending Code.

Risk Management

The Board maintains active oversight of risk management and confirms that it has carried out an assessment of the principal risks, associated mitigation measures and reviewed the effectiveness of these measures in 2019. The Board manages risk for the organisation through a structured risk management programme. The Board is assisted in its risk management function by the Audit and Risk Committee. The Board also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit and any external Audit such as an ESF audit and or Revenue Audit. In addition, there is a review of Internal Controls performed on an annual basis.

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

- Risk reports from senior management including the Chief Risk Officer (CRO)

- Reports of the Audit and Risk Committee
- Changes in risk ratings
- Audit Register

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

System of internal control

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement of Internal Control, which is subject to change until the external audit is completed, has been included in the Annual Financial Statements (AFS) for the year ended the 31st of December 2019 which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report that has been submitted to the Minister

Procurement Policy and Procedures

The Board confirms adherence to the relevant procurement policy and procedures and the development and implementation of the Corporate Procurement Plan.

Cork ETB reaffirm their commitment to meeting all requirements relating to relevant procurement policies and procedures and confirm also that in 2019, it adhered to the relevant aspects of said policies and procedures other than those areas noted for further progress in the 2019 Statement of Internal Control.

Financial Statements 2019

Please note that the Cork ETB Annual Financial Statements for the year ended the 31st of December 2019 is subject to audit by the C&AG at the time of publication of the Cork ETB Annual Report for 2019. Cork ETB will publish the audited financial statements within one month of receipt from the Office of the Comptroller and Auditor General.

The following sections outline the achievements and functions that were carried out by the Executive Officers on behalf of the Board. As Chairman, I am proud of the continued achievements and growth of Cork ETB and in particular of the continued engagement with stakeholders which ensure that Cork ETB is an active social partner across multiple fora.

Signed:  _____

Date: 25th June 2020

Cllr. Patrick Gerard Murphy

Chairman, Cork Education and Training Board

4. Profile of Cork Education and Training Board

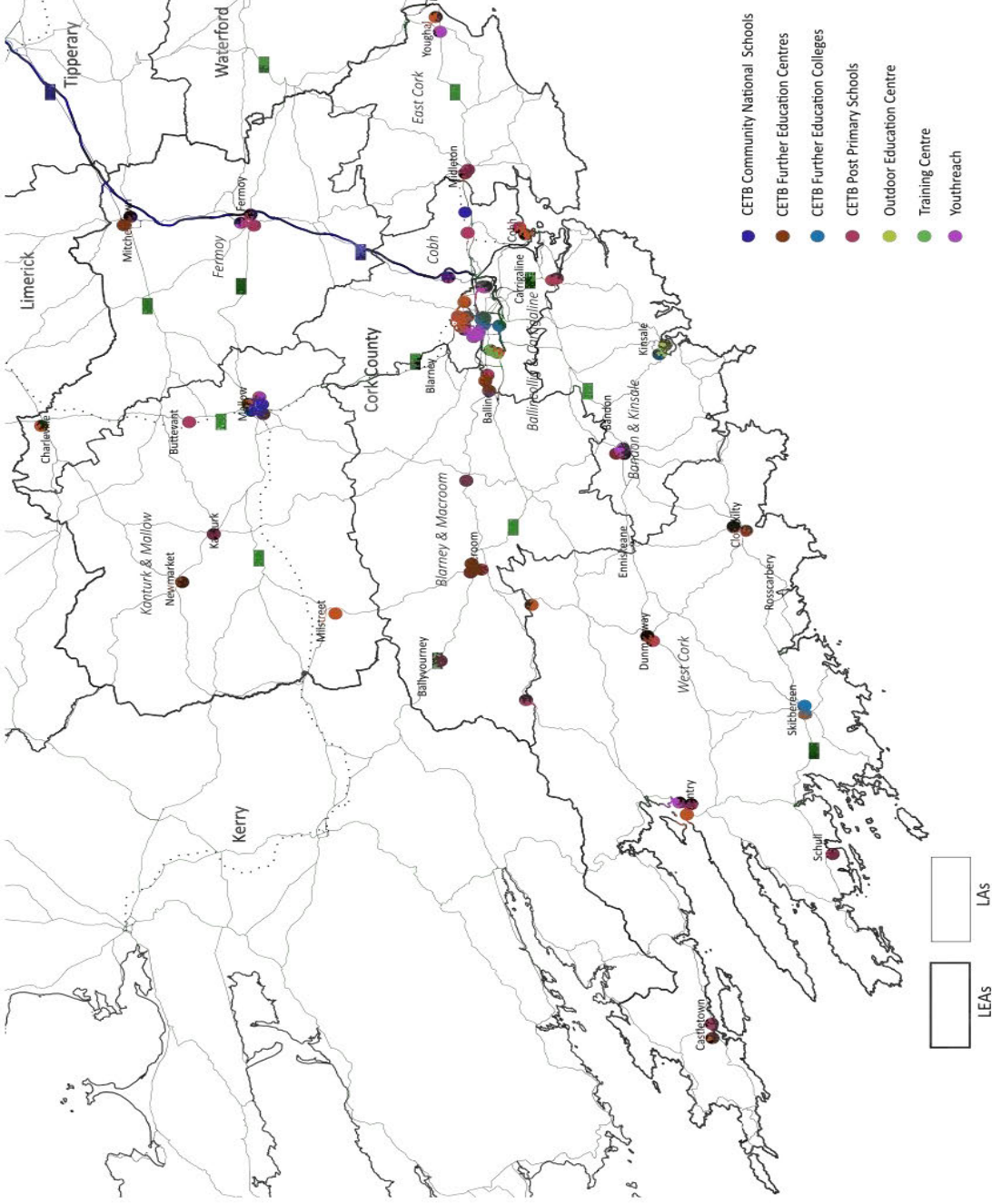
Cork Education and Training Board (hereinafter referred to as Cork ETB) was established under the Education and Training Boards Act, 2013 and is responsible and accountable for the proper direction and control of its functions in the Cork City and Cork County Councils' local authority areas.

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

Primary Students	343
Post Primary Students	12001
Further Education (PLC) Students	3743
Apprenticeship Training	739
Community Training Centres	100
Local Training Initiatives	280
Specialist Training Providers	185
Specific Skills Training	1012
Traineeship Training	195
Youthreach	621
Adult Literacy Groups	3642
BTEI Groups	1690
ESOL	754
Evening Training	871
ITABE	268
Skills for Work	191
Skills for Advance	140
Community Education	4948
Voluntary Literacy Tuition	45
Recognition of Prior Learning	25
Other Funding	78
TOTAL	31,871

Source of Data: All data has been sourced from PLSS System with the exception of the Primary, Post Primary and Further Education Students which is sourced from returns to the DES. The reference year for all data is 2019.

Geographical Map of Cork ETB



5. Our Strategic Themes, Priorities and Actions

Strategic Themes

Our Strategy Statement contains four primary pillars.

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

Each pillar has priorities and actions to be delivered over the lifetime of the Statement. To ensure consistency of approach and transparency, the Service Plan is aligned the priorities and actions as set out in the statement which in turn cascade into local implementation and development plans, the outcomes of which are reported in an Annual Report. During 2019 the following outcomes were commenced or delivered.

1) Our Learners

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

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

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

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

Priorities	Actions	Expected outcomes for 2019 (where services on academic year list for 2018/2019)	Outcomes delivered or commenced during 2019
<p>1.1 To provide a positive and holistic learning centred experience for every learner</p>	<p>→ We will work to promote and foster the personal development of all our learners to enhance their wellbeing as members of our learning communities</p>	<p>Work continues to implement the Junior Cycle Wellbeing Programme in accordance with DES guidelines</p> <p>Identification of opportunities for sharing good practice between our schools will continue to evolve</p> <p>We will fully implement the general learning components of the QQI awards within the structure of FE Programmes e.g. WE, Personal Effectiveness, communications</p> <p>Active participation in lifelong learning festival and STEM community events to engage learners of all abilities and ages will be encouraged and supported</p>	<p>The expected outcomes were identified across our full range of services;</p> <ul style="list-style-type: none"> • Community National Schools • Post Primary Colleges • Colleges of Further Education • Cork Training Centre • Youthreach • Adult Literacy • Adult and Community Provision <p>All outcomes were delivered</p>

		<p>We will continue to provide Learner Centred tuition in a friendly, supportive and flexible learning environment where Learners can explore their needs and interests and set their own learning goals.</p> <p>We will standardise individual learning plan templates for learners which incorporates life skills, academic certification and vocational preparation.</p> <p>We will provide training on key working for relevant staff to support the development of individual learning plans for learner as per the Youthreach Operational Guidelines.</p> <p>A review of current best practice in this area will be undertaken to identify training needs and plan the appropriate supports for staff.</p> <p>We will continue to develop new programmes in consultation with Community Groups and organisations in rural areas.</p> <p>Continuation of our Arts for Health programmes for older people. Evaluation of AFH programme in WC will be completed in 2019. (AFH is a partnership programme with CETB, HSE, CCC Arts Office and Uilinn)</p> <p>We will continue to network and develop links for the service in order to identify new courses and progression options for learners</p> <p>Guidance Counsellors set in place structures to comply with additional</p>	
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		requirements to support asylum seekers relating to the Labour Market Access Provision Directive /Integration Events	
	→ We will engage actively with SOLAS and other partners, to implement the strategic priorities as contained in the Further Education and Strategy 2014-2019 to develop the skills, knowledge and competencies of our learners	<p>Centre plans will be put in place as a result of QA recommendations to address quality of service and attainment of results</p> <p>We will complete compliance with QQI QA policies and procedures</p> <p>Active engagement with SOLAS representatives regarding targets and direction of future FET provision will be pursued</p>	<p>Cork ETB Centres have actively engaged with SOLAS and QQI to ensure programmes are targeted and are in compliance with QQI QA requirements.</p> <p>Cork ETB's formal "Re-Engagement" process with QQI was successfully completed/</p>
	→ We will implement DES and SOLAS guidelines and policies in relation to teaching and learning at all levels to encourage and foster a culture of lifelong learning for our learners	We will continue to support services and centres in fostering a culture of lifelong learning for learners	<p>Cork ETB continues to be a lead in lifelong learning and the promotion of same through the Lifelong Learning Festival</p> <p>Cork ETB continued to implement fully the new teaching and learning methodologies embedded in the Junior Cycle and where appropriate has included them in our approach to teaching and learning at post primary senior level cycle</p>
	→ We will aim to provide our learners with life skills to meet their needs as active learners and citizens by encouraging participation in various ETB Boards, Committees and representative groups	In line with QA students have the facility to evaluate their programmes and give feedback using appropriate mechanisms	Cork ETB, with Aontas/SOLAS, facilitated a structured Learner Feedback forum and commenced planning for local/regional Learner Forums.
	→ We will encourage our learners to participate in various ETB boards, committees and representative groups	We will encourage and actively ensure student representation on BOM, Student Council where appropriate and provided for	In 2019 new School Boards were established and student representatives were elected where appropriate and provided for.

		We will support Learner representation on CETB board	
	→ We will expand direct and indirect support services over the lifetime of the strategic plan to support our learners	We will develop our learner support services in FET and promote the adoption of the active inclusion approach and network to all FET Services	Cork ETB's Active Inclusion pilot successfully completed, and AI Report published. Active Inclusion approach and supports expansion to wider FET services commenced.
	→ We will, in accordance with the DES and SOLAS priorities, improve the learning experience and learning outcomes for learners impacted by disadvantage at all stages of their learning journey	<p>We will ensure that the work wise skills programme incorporates QQI Accredited modules in addition to individual tailored training and work placement</p> <p>We will develop data bases of employers on an individual Centre basis and across the YR Programme</p> <p>Assess final year students in skills abilities, career profile and psychometric testing across all Youthreach Centre's in 2019.</p>	<p>Work Wise programme successfully implemented across all YR centers, and improved employer engagement achieved.</p> <p>YR learning testing approach in place.</p>
	→ We will target supports for all our learners with special education needs, and other vulnerabilities, to support their participation and progression within education and training	<p>Youthreach Centres and CTC's will work with PLC colleges to further develop the current Access scheme to support students progressing to PLC. This will support our meeting target 2 of the CETB Strategic Performance Agreement with SOLAS.</p> <p>Staff will be training in assessing learners individual learning style and preparing student support packs so that teaching can be tailored appropriately</p> <p>Develop Personal Profile pack for students who exit programme to include All tests, CV and extracurricular Qualifications obtained whilst on the programme</p>	<p>Review of Access programme commenced, establishment of HE-FE support role as a collaboration between UCC and Cork ETB.</p> <p>Staff assessment training undertaken, and personal profile approach finalised and implemented in YR centres.</p>

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>Increase in the number of accredited programmes on offer from the literacy service.</p> <p>Continue to develop new and varied family learning programmes with a particular focus on unemployment blackspots (as identified by the CSO).</p>	All actions achieved.
	→ We will utilise national and international research to identify and engage with best practice in building strong communities of learning, and engage with national and international projects and initiatives to contribute positively to such communities	<p>We will where required Implement CPD commitment for both technical and general skills for teacher staff</p> <p>Focus for 2019 will be to engage further with one local, one national and one international research project e.g. Instructional Leadership Programme NCCA Student Voice Erasmus Research Project</p> <p>We will engage in the promotion of the Community National School Model as the educational provider to build strong multi denominational learning communities</p> <p>We will actively participate in the development of a FET Teacher placement programme</p> <p>Team collaboration and sharing of practice through QA advisory groups</p>	<p>Our schools have participated in DES CPD at primary and post primary level. We have been proactive in engaging in additional quality CPD for school leaders and teachers</p> <p>FET teacher placement model for Teachers in Industry further developed and availed of by 24 teachers.</p> <p>QA advisory groups reviewed and supplemented.</p>
1.3 Positive learning environments with suitable resources	We will proactively engage and negotiate with DES and SOLAS to endeavour that all necessary resources, both budgetary and staffing, are available to Cork ETB	We continue to negotiate with DES and SOLAS to ensure that all available resources are explored and optimised	Consultation with DES and SOLAS continued during 2019 to maximise resources to support delivery of services

1.4 Commitment to technology-enhanced learning to support independent and collaborative learning	→ We will continue to review and invest in our ICT infrastructure	WE continue to review and invest as appropriate	Review of plans take place on annual basis to ensure investment is targeted and appropriate.
	→ We will develop specific strategies to build the capacity of our schools and colleges in the use of ICT as a teaching and learning tool	We will continue to review ICT Infrastructure and upgrade in line with TEL Strategy action items Provide training and support on assistive technologies available to learners. Pilot using Moodle in a Youthreach Centre. Provide training in ICT for staff to support the use of TEL.	A mobile device contract was put in place in 2019 incorporating the provisions of mobile devices as well as training in the use of technology as a teaching and learning tool Schools have been implementing their digital learning strategy in line with national requirements Moodle deployed on trail basis in YR setting. FET staff facilitated and supported to avail of Level 7 and 8 PG TEL programmes through NUIG and NCI.
	→ 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	We will finalise and adopt ICT Strategy We will, in collaboration with Schools/Colleges and providers of FET services review and revise e-Learning plans and Digital Strategies We will, in collaboration with Schools/Colleges and providers of FET services Align remaining ICT Grant funding with sustainable teaching and learning technology impacts	The FET TEL Group, made up of representative of the FET Colleges, Training Centre and Youth reaches met on a regular basis to assess and promote the use of technology as a teaching and learning tool.

2) Our People

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

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

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

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

Priorities	Actions	Expected outcomes for 2019 (where services on academic year list for 2018/2019)	Outcomes delivered or commenced during 2019
2.1 To attract and recruit the best people for the organisation	→ We will, through active planning, identify the roles required within the organisation and develop targeted recruitment campaigns, with particular focus on roles where a supply skills deficit has been identified	We will continue to attend at Teaching Careers Fairs & develop relationship with various university careers service to increase information flow to M.Ed students.	In 2019 Cork ETB attended two recruitment fairs. An online campaign was also developed and rolled out across social media platforms targeting students.
	→ 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	We will finalise input and testing of job vacancy request system to be completed in conjunction with software provider.	Changes to the online Teacher Substitution panel were completed in 2019 to make the system more user friendly in respect of teachers registering availability and schools sourcing replacements

	<p>→ 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</p>	<p>We will finalise SOPS for the recruitment of primary school teachers to support Community National School in their recruitment</p> <p>Further analysis to be completed to establish key sources of teacher applications and improve flow of candidates</p>	<p>Procedures were agreed with Community National School Teachers.</p> <p>Online substitution panel was reviewed and upgraded with software provider to be more user friendly</p>
<p>2.2 To support the professional development of our people</p>	<p>→ 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>	<p>Develop newly established CETB Deputy Principals' Forums across primary, post primary and FET schools and colleges</p> <p>Work will continue with Principals Fora, FET Strategy and QA group to identify appropriate learning and development initiatives</p> <p>PLC Principals will optimise participation in Cork EB QA CPD programmes in conjunction with FESS</p> <p>We will continue to encourage participation in learning and development initiatives</p> <p>The collaboration and sharing of best practice through the use of SharePoint and CETB QA advisory groups will continue for the FET Sector</p> <p>Further QA training for identified centres</p> <p>CETB is exploring other internationally recognised accreditation models with a view to upskilling tutors.</p>	<p>A number of different groups and Fora were established across the various areas, schools, FET and Administration for the sharing, collaboration and support of work in all centres and areas of delivery.</p> <p>The groups meet on a regular basis and continue to identify and participate in various initiatives to enhance CPD on an individual and collective basis.</p> <p>QA training delivered across FET services and Centres.</p>

		<p>Learning practitioners in Youthreach/PLC/Cork Training Centre will complete a WIT Integrating Literacy module to support the integration of literacy in their classes</p> <p>Mentoring programme identified as being crucial to the induction of new appointees at senior management level, list of mentors to be established in 2019</p>	
	<p>→ Develop, within available resources, a model of support which allows for the release of staff to partake of relevant and appropriate CPD opportunities</p>	<p>Principals will continue to seek to identify aspiring leaders and encourage them to avail of the national Inservice programmes</p> <p>We will continue to review arrangements to ensure the support is available to allow for the release of staff for relevant CPD opportunities</p> <p>We will encourage and facilitate teacher participation in national networks and associations</p> <p>A programme for FET teacher industry placement will be expanded</p> <p>We will continue to support attendance at events as per CETB CPD policy.</p>	<p>All staff were encouraged to avail of CPD opportunities and where staff engaged with same support was made available to ensure their continued participation</p>
	<p>→ Develop opportunities for staff to avail of work placement opportunities for staff to avail of in Industry / business and other training / learning settings</p>	<p>We will continue and seek to expand work placement opportunities for our staff</p>	<p>Work placement opportunities for teaching staff to expand their industry knowledge base to support delivery of courses continued in 2019</p>

<p>2.3 To provide a positive, professional and supportive work environment for all staff</p>	<p>→ We will develop an intranet system for all staff to ensure access to information by all staff</p>	<p>We will, through collaboration with all Departments in Head Office, finalise structure and content, with a phased go-live implementation to commence by end Q1</p> <p>We will in conjunction with Corporate Service continue to monitor and develop site content with assistance from relevant Departments</p> <p>We will scope out Phase 2 development and enhancements with a view to further enhancing the system as a toolkit for staff and Managers</p>	<p>The first iteration of an intranet site with corporate policies and procedures in one location was launched in 2019. All staff were given access to same. Phase 2 development commenced in 2019</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 them to support each other in the delivery of education and training</p>	<p>Each school keep under review their Technology Enhanced Learning Strategy in line with national guidelines</p> <p>Future ICT investment in schools will continue to be based on implementing this strategy</p> <p>Develop a SharePoint site for Primary and Post Primary Principals with all schools on a shared IT Platform i.e. Microsoft 365</p> <p>We will provide SharePoint access to all staff and encourage to use information available in respect of professional and personal lives</p> <p>Develop a structured IT support and guidance group with IT Department to develop a co-ordinated approach to school developments e.g. virtual learning environments (VLE's)</p>	<p>The implementation of technology enhanced learning continues to be developed in all areas of provision.</p> <p>Microsoft 365 was made available to all schools / locations</p> <p>Virtual learning programmes were explored and moodle was further populated for FET delivery.</p>

	<p>→ We will target specific initiatives to promote staff wellbeing and encourage the positive engagement of our staff throughout the organisation</p>	<p>Explore the option of professional supervision and reflective practice supports for staff.</p> <p>Promote staff wellbeing in centres.</p> <p>We will further explore with HSA the possibility of implementing a “Work Positive” pilot.</p>	<p>Staff well-being initiatives were supported at school/centre level</p>
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3) Our Services

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

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

Priorities	Actions	Expected outcomes for 2019 (where services on academic year list for 2018/2019)	Outcomes delivered or commenced during 2019
3.1 Seek to develop and promote the Community National School model of primary education.	→ We will develop our existing CNS schools as models of best practice	We continue to support and promote ETB schools as models of best practice and will commence a specific publicity campaign to raise public awareness	A targeted publicity campaign was undertaken to promote our Community National Schools as a provider of choice for parents took place in 2019 across all social media platforms
	→ We will seek opportunities to increase the number of Community National Schools under the aegis of Cork ETB	We will engage in competitions for new schools in Cork	Engaged in a competition for Carrigaline, Co. Cork
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>We will develop a new Manufacturing Operator Traineeship in 2019</p> <p>A Review of existing software courses will take place in 2019</p> <p>We will implement SOLAS “Skill to Advance” programme and related training programmes</p> <p>New culinary and hospitality training and apprenticeship facility will be set up in Westside Business Centre during 2019</p>	<p>Traineeships developed and made available to prospective learners.</p> <p>3 new apprenticeships in ICT area commenced</p> <p>Skills to Advance initiative adopted, provision under the initiative made available to employees and companies seeking upskilling/retraining opportunities.</p> <p>Hospitality training centre largely completed and open for Commis Chef apprenticeship</p>

		A further mapping of progression routes, for participants from CE programmes, will be included on 2019/2020 plans to ensure compatibility with other Cork FET provisions	and elements of Level 5 culinary skills and hospitality PLC programmes. Finalisation of facilities commenced. Progression route mapping commenced as part of local planning process.
3.5 Develop and promote the provision of youth services	→ We will develop the role of Cork ETB as the agent for Youth Services operating in collaboration and consultation with the Department of Youth and Child Affairs	Transitioning to new funding scheme in 2019 Redesignated youth project approved in 2018 and new West Cork Service to commence Q1 2019	Cork ETB Youth Services have engaged extensively with the planning and preparation for the revised funding scheme roll out. West Cork service commenced.
	→ We will support the provision, development and assessment of youth work services in Cork through the provision of appropriate targeted resources	Cork ETB are commissioned to conduct local areas profiles for a County/City profile, this work will commence in Jan-April 2019 Register of Youth Clubs eligible to receive Youth Club Grant will be updated in 2019	All actions completed.
3.6 To enhance social and economic cohesion in our learners' communities through the provision of relevant knowledge and skills for lifelong learning,	→ 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	FET Colleges will put in place common attendance policies and entry interview procedures for learners We will provide training in active teaching and learning, integrating literacy and cross curricular planning to support learner participation We will participate in DEASP local events targeting young people in line with government initiatives	All actions being progressed.

personal development, progression and employment		Adult Guidance Counsellors will set in place structures to comply with additional requirements to support asylum seekers relating to the Labour Market Access Provision Directive	
	→ We will promote, develop and manage the Apprenticeship and Traineeship programmes to ensure training meets industry needs	New apprenticeships will be introduced in 2019; ICT Network Engineer ICT Cyber Security Commis Chef	All actions completed

4) Our Organisation

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

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

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

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

Priorities	Actions	Expected outcomes for 2019 (where services on academic year list for 2018/2019)	Outcomes delivered or commenced during 2019
4.1 To ensure an appropriate infrastructure is developed to make the best use of available resources	<p>→ To bring approved new school building and school extension projects to completion by the earliest dates possible, major projects include:</p> <ol style="list-style-type: none"> 1. Coláiste an Chraoibhín, Fermoy 2. St. Colman's Community College, Middleton 3. Carrigaline Education Campus 4. Clonakilty Community College 5. Davis College, Mallow. 6. Scoil Chlíodhna, CNS, Carrigtwohill (temporary accom) 	<p>We will continue to be proactive in pursuing the delivery of completion dates by with the DES and other parties</p> <p>Works continues in progressing works</p>	<p>Work continued during 2019 to deliver on completion dates. The following builds were completed in 2019:</p> <ol style="list-style-type: none"> 1. Coláiste an Chraoibhín, Fermoy extension 2. Scoil Chlíodhna, CNS Carrigtwohill, additional temporary accommodation 3. Carrigtwohill Community College additional temporary accommodation

	7. Carrigtwohill Community College (temporary accom)		
	<p>→ To pursue approval for further major capital projects identified as part of the Government's 2016 to 2021 Major Capital Investment in School Building Plan, such projects include:</p> <ol style="list-style-type: none"> 1. Carrignafof Community College, Cobh 2. Coachford College 3. Coláiste Choilm, Ballincollig 4. Coláiste Ghobnatan, Baile Mhuirne 	<p>We will continue to progress approval for identified projects</p>	<p>Approval was granted for the following projects:</p> <ol style="list-style-type: none"> 1. Carrignafof Community College, Cobh – extension 2. Coachford College – new school 3. Colaiste Ghobnatan, Baile Mhuire – extension. 4. Carrigtwohill Community College – additional temporary accommodation 5. Scoil Chliodhna, CNS, Carrigtwohill – additional temporary accommodation
	<p>→ We will continue to identify priorities for new buildings, extensions and/or improvements to existing buildings and to proactively seek the necessary resources to deliver same</p>	<p>We will continue to review the priority needs of all property with a view to establishing a plan for refurbishment of older building</p>	<p>An application was submitted to DES for additional accommodation as follows:</p> <ol style="list-style-type: none"> 1. Colaiste Mhuire Buttevant (additional accom) 2. Coachford College - (temporary accommodation)
	<p>→ We will continue to review ICT systems to ensure that they are appropriate, fit for purpose, secure and deliver efficiencies for all users</p>	<p>We will continue to engage with external software providers, DES / PMO and SOLAS to further enhance and develop fit for purpose IT systems</p> <p>We will continue to roll out appropriate software systems to all areas of the organisation to ensure efficiencies are delivered for all users</p> <p>We will continue our active engagement with national projects and support their implementation e.g. shared payroll services,</p>	<p>Cork ETB continued to review ICT systems to ensure that they are fit for purpose.</p> <p>Systems under review in 2019 were;</p> <ul style="list-style-type: none"> • Office 365 • Sharepoint • Moodle • CORE • DCS • Property Register

		financial services, school management system	Cork ETB also engaged proactively with ESBS shared services during 2019 for all projects
4.2 To continue to develop an organisational structure which supports Cork ETB services	→ 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	We will adopt and support our services in the implementation of the new 2019 Code of Governance	Code of Governance 2019 was adopted by the Board of CETB, reviewed and implementation progressed.
	→ Continue to review Cork ETB structures to ensure that services are delivered in a cost efficient, effective and compliant manner	We will actively engage with the Payroll Shared Services Project to ensure that Cork ETB receives a product that is fit for purpose and will ensure business continuity	Cork ETB engaged proactively at national level with respective parties to ensure readiness for payroll shared services.
	→ Continue to review and develop good governance structures and processes in line with the identified requirements from our Executive Self Evaluation and in preparation for Statutory Review in Further Education and Training	We continue to review structures and processes	Work on the Executive Self Evaluation was completed in 2019 with initial scoping and planning for the Statutory Review in Further Education and Training commenced.
4.3 Support ethical governance to ensure accountability and value for money	→ We will continue to develop and monitor our processes to ensure compliance with statutory and regulatory requirements	A national project for the development of a Health and Safety manual for the sector will be completed by end Q2 with an implementation phase to commence immediately thereafter.	A suite of Health & Safety Templates were drawn up for sector during 2019
		New revised SLA's will be introduced during Q1 supported by a central register to assist with the monitoring of same to ensure compliance with terms of SLA	New SLA's fully implemented in 2019

	→ Enhance management accounting and financial reporting systems to support improved decision making in Education and Training Services	We will complete a full roll out of Purchasing Cards in 2019	Phase 1: Roll out of purchasing cards completed in 2019 for schools. Phase 2: To commence Q2 2020 for other centres. Training was provided to all relevant personnel
	→ 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	Lease register was established during 2018 however work has commenced to make improvements in the electronic register system to enhance reporting capability with a view to being in place by end Q3	Work continues on lease register to ensure it remains up to date and improvements for electronic system finalised at end of 2019
4.4 To develop a strong recognisable Cork ETB Brand	→ Develop and implement a co-ordinated marketing and branding campaign to raise awareness of Cork ETB as an organisation and all the services it provides and delivers	A Co-ordinated publicity campaign is implemented for PLC Colleges with a targeted campaign to commence in Q2 for Community National Schools	Work continued in 2019 to promote Cork ETB Brand, an on-line publicity campaign for Community National Schools was undertaken in Q3. Publicity campaign for FET Colleges was co-ordinated centrally.
	→ We will recognise and celebrate the achievements of our learners and staff as a means of supporting and fostering a culture of excellence	We will take every opportunity and continue to ensure all achievements including academic are acknowledged and celebrated through school-based ceremonies, ETB events and through social media We will continue to celebrate outstanding achievements by our students in the Leaving Certificate and Leaving Certificate Applied Programmes through the annual Cork ETB Awards Ceremony FET College Graduation Ceremonies will continue as a means of recognising the achievements of our learners	Social media platforms were used consistently during 2019 to promote achievements and initiatives across all services Award and graduation ceremonies to celebrate learner achievements took place in 2019 All FET Colleges and Training Centres had graduation ceremonies in 2019

		<p>We will explore the possibility of an Awards Night for FET to celebrate high achievement Award holders</p> <p>We will apply to the Irish Education Awards on an annual basis as a means of benchmarking our FET Colleges as service providers</p>	<p>Three FET Colleges were shortlisted for various categories in the Irish Education Awards with one College winning the category of Best Further Education Provider in 2019</p>
4.5 Develop and enhance internal and external communication systems	→ We will develop a fit for purpose Customer Charter which will establish good practices and procedures and facilitate feedback	We will develop a Customer Charter in accordance with the 2019 Code of Governance	Customer Charter and Customer Complaints Procedure published in 2019
	→ Commitments given in Scéim na dTeangacha Gaeilge Oifigiúla will be delivered within the lifetime of the current scheme	During 2019 a new Sceim Teanga will be published with our commitments clearly specified	New Sceim Teanga was developed and published during 2019
	→ We will ensure that all staff have a corporate email account for effective communication, security protection and access to ICT systems	We will as part of the intranet implementation develop a plan for a corporate email solution	A plan was developed during 2019 for corporate emails as part of the roll out of Office 365
4.6 Strategic networking and partnerships with key stakeholders	→ We will ensure that Cork ETB is represented on relevant Boards, Bodies and Fora related to the provision of education and training	We will continue to ensure active representation across a range of Fora	Cork ETB ensured active participation across a range of Fora in 2019 and that all vacant positions on Boards etc were filled
	→ We will continue to develop relationships with our stakeholders based on mutual	We will continue to actively engage with external stakeholders and develop	Work continued on this during 2019 with active participation at various levels of the

	<p>respect and shared professionalism in the best interests of our learners</p>	<p>relationships and links through attendance on various stakeholder bodies and events</p>	<p>organisation, the following is a broad overview;</p> <ul style="list-style-type: none"> • OECD • Higher Educational Institutes • Local Government Initiatives • Local Partnerships • SOLAS • DES • National ETBI Fora • Business organisations
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5. Overview 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, Kingsfort Avenue, Castlepark Village, Mallow, Co. Cork
- Scoil Chlíodhna Community National School, West End, Carrigtwohill

In 2019 there was an increase of 85 Students across both schools. This increase demonstrates the success of the model in the respective communities.

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.

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. Cork ETB awaits further developments at national level in this area.

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 11 community schools and two comprehensive schools in Cork.

In 2019 Cork ETB Post Primary Schools exceeded the projected growth in the Service Plan 2018 by over 200 students with an increase of 525 students across our recognised post primary schools. 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 actual growth in numbers.

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, Cork.

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.

Enrolments fell for the academic year 2019-2020 to 3,743 from 4,000 in the previous year. The improving economic situation, with more employment opportunities, and the continuing policy adopted by the Higher Education sector to increase enrolments and reduce the CAO points requirements for a large number of course impacted significantly on enrolments into courses.

The PLC sector continues to engage with the introduction of Apprenticeships and Traineeships and have successfully engaged in introducing same into the Colleges. The Property Services/Auctioneering apprenticeship was introduced to Cork College of Commerce and evidenced high demand and commencement figures. A number of pre-apprenticeship programmes were approved by SOLAS for development in St John's College and delivery of these will commence in 2020.

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.

In November 2019 Cork Training Centre opened the Westside Further Education and Training Centre, which provides customised facilities for a range of FET programmes, primarily to service the needs of the Hospitality and Catering sectors, including the commis chef apprenticeship and hospitality and culinary skills programmes at QQI Level 5 and Level 6. An additional training kitchen facility will be completed in early 2020 at the centre.

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 employee requirements.

Youth Services

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

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

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

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

Their work and delivery are supported and monitored by Cork ETB's Youth Services team. In 2019 approval was sought and received from the Department of Children and Youth Affairs for the expansion of the youth services team, leading to the recruitment of a Youth Development Officer (senior Youth Officer), with a complement of three Youth Officer positions in support. Two Youth Support staff posts have been advertised for the service, increasing its capacity and ability to support the youth service function of the ETB. This expansion and development of the Youth Services team is particularly important as the sector moves towards the implementation of the revised youth funding scheme from the Departments of Children and Youth appears in 2020. The scheme, branded "*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.

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.

In 2019 the number of learners engaged with the programme fell to 621 from 768 in the previous year. This drop can be attributed the impact of retention procedures in post primary schools and the impact of a full labour economy in 2019.

Youthreach is an educational and training programme for young people age 15- 20 years, who 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 CETB 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.

SOLAS published the independent Evaluation of the National of Youthreach Programme and its own responses and recommendation regarding the Findings in May 2019, against which CETB has commenced reviewing and benchmarking its provision.

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.

In 2019 there was a reduction in the numbers engaged directly with the service, number fell to 3,833 from 4,335. This drop can be attributed to changes in delivery where the delivery of literacy was either encompassed within specific programmes or additional programmes were introduced such as Skills for Work Programme.

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.

In 2019, the Regional Skills for Work role, where a coordinator managed and coordinated programme delivery across the South Eastern region (Cork, Kerry, Waterford and Wexford) was realigned, and the coordinator now is solely responsible for programmes in the Cork region.

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. This is significant growth area with numbers increasing to 4,948 from 4,375 in the previous year. This increase is a reflection of the continued engagement with various stakeholders at local level. 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.

In 2019 there was a reduction in the numbers engaged directly with the service, number fell to 1,690 from 3,030. The improving economic situation with more employment opportunities, impacted significantly on enrolments into courses.

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

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

Cork Guidance Services

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

ORGANISATIONAL SUPPORT

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

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

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

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

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

Capital Building Projects & Procurement

The Capital Building Projects & 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
- 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
- SEAI Monitoring and Reporting.

Procurement

- On-going development and monitoring of CETB procedures and roll out and implementation throughout the organisation, to ensure value for money and compliance with best practice with National/EU thresholds.
- Continued implementation of Corporate Procurement Plan 2018-2019
- Preparation of Multi Annual Procurement Plan (MAPP) for submission to ETBI
- Procurement of goods / services in accordance with policies and procedures
- Participation in national Procurement networks, and liaising with OGP, ETBI, procurement forums as appropriate.

- Maintenance of contracts register and renewals

Corporate Services

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

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

Human Resources

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

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

Information Communications Technology

The role of ICT continues to evolve across all facets of Cork ETB's services. Its importance in underpinning administration and governance along with teaching and learning has grown significantly. As a Department the range of services and supports to Colleges/Centres are;

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

Finance

Cork ETB's Finance Department provides Financial and Management accounting services throughout the organisation. Financial oversight, training, advice and support is provided by the finance team, to ensure compliance with financial operating procedures, legislative and revenue requirements. Some of the services provided are;

- Payments processing and associated procedures, approvals, controls and compliance
- Banking and management of receipts from funders
- Financial transaction reporting and reconciliation
- Preparation of Annual Financial Statements
- Budgeting, reporting and financial projections
- Management of ESF Claims
- Management of funding streams
- Co-ordination of C&AG, ESF and Internal Audits
- Co-Ordination of Review of Internal Controls
- Co-Ordination of Stock/Asset Register
- Management of Payroll and associated processes
- Reporting to Finance, Audit/Risk Committees and Board