

# Cork Education and Training Board

## Annual Report 2021



**cetb**

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

## A Pathway for Every Learner

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# 1. Message from the Cathaoirleach an Chief Executive of Cork Education and Training Board

It is with great pride that we jointly present the Cork ETB Annual Report for 2021. 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 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 2021, continued to engage and consolidate its role as an education and social partner within the City and County Fora. The engagement of staff in local initiatives to support communities and our learners demonstrates the flexibility and adaptability of the organisation to rise to any challenge.

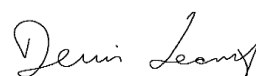
Looking back, 2021 was a year that continued to present challenges in respect of managing COVID 19 and our responses to same. It was a year when we entered a robust consultation process for the development of our new Strategy Statement 2022-2026 as well as laying the foundation for our new Cork College of FET. However, one area that we are especially proud of was the opening of Cork ETB's first Community National Special School in Carrigaline which came to fruition through all strands of the organisation working as one to ensure the school opened in time for the start of the academic year 2021-2022.

We would like to take this opportunity to express our thanks and appreciation to the staff of Cork Education and Training Board, Members of the Board, members of Boards of Management and Advisory Groups for their hard work and support to ensure that we deliver on our priorities, continue to strive to provide learners with appropriate quality services in support of their lifelong learning journey and who ensure Cork ETB continues to be a vibrant organisation. We would also like to express our gratitude to our learners, members of the community and employers who continue to choose Cork ETB as a provider of choice in Education and Training.



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Cllr. Patrick Gerard Murphy  
Cathaoirleach



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Denis Leamy  
Chief Executive

## 2. Cork Education and Training Board Statement

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

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

### **Functions of the Board**

Decisions taken by the Board are reserved functions and are set out in Section 12 (2) of the Education and Training Board Act 2013 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 Board Act 2013.

### **Responsibilities of the Board**

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

In preparing those accounts, the Board is required to:

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

During 2021 the Board approved the following documentation;

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

### **Board Meetings**

During the year the Board met on seven occasions, with details of attendance outlined in the table below. (AP – Apology, P – Present, A – Absent, R – Resigned, V-Vacant)

<b>Board Members Name</b>	<b>Nominating Body</b>	<b>25.02.21</b>	<b>25.03.21</b>	<b>27.04.21</b>	<b>27.05.21</b>	<b>24.06.21</b>	<b>23.09.21</b>	<b>23.11.21</b>	<b>No. Of Meetings attended</b>
Cllr. Karen Coakley	Cork County Council	AP	P	AP	P	P	P	AP	4
Cllr. Kay Dawson	Cork County Council	P	P	AP	P	P	P	P	6
Cllr. Noel McCarthy	Cork County Council	AP	P	P	P	P	P	P	6
Cllr. Patrick Gerard Murphy (Chair)	Cork County Council	P	P	P	P	P	P	P	7
Cllr. Gobnait Moynihan	Cork County Council	AP	P	P	P	A	P	P	5
Cllr. Martin Coughlan	Cork County Council	A	A	A	A	R	V	V	0
Cllr. James Kennedy	Cork County Council	P	P	P	P	P	P	P	6
Cllr. Ben Dalton O'Sullivan	Cork County Council	A	P	P	P	P	A	P	4
Cllr. Sean Martin	Cork City Council	P	P	P	P	P	P	P	7
Cllr. Mary Rose Desmond	Cork City Council	P	P	P	P	P	AP	A	5
Cllr. Derry Canty	Cork City Council	AP	P	P	AP**	P	P	P	5
Cllr. Colette Finn	Cork City Council	P	P	P	P	P	P	P	7
Ms. Maura Fitzgibbon	Staff Nominee	P	P	P	P	P	P	P	7
Mr. Patrick O'Dwyer	Staff Nominee	P	P	P	P	A	P	AP	5
Mrs. Maria McGrath	NPAETB	AP	P	AP	P	P	P	P	5
Mr. Rob Bateman	NPAETB	P	P	P	P	P	R	V	5
Mrs. Mary Hegarty (Vice-Chair)	ACCS/JMB/NAPD	P	AP	P	P	P	P	P	6
Mr. Denis Kirby	Chambers Ireland	P	P	P	P	P	P	P	7
Mr. Liam Ahern	Down syndrome Ireland	P	P	P	P	P	P	P	7
Mr. Declan O'Leary	National Youth Council of Ireland	P	P	P	P	P	P	P	7
Ms. Ann Piggott	ICTU	P	P	P	P	P	P	P	7

\*\* AP as on Cork ETB Business

## **Finance Committee Meetings**

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

Register of Attendance & Frequency of Meetings of the Finance Committee						
<b>Committee Members Name</b>	<b>Specify if they are an Internal or External Member</b>	<b>21<sup>st</sup> February 2021</b>	<b>10<sup>th</sup> June 2021</b>	<b>14<sup>th</sup> September 2021</b>	<b>17<sup>th</sup> November 2021</b>	<b>No. of Meetings Attended</b>
Mr. Jamie O'Leary (Chair)	External	Present	Present	Present	Present	4
Ms. Mary Hegarty	Internal	Present	Present	Apology	Present	3
Cllr. Kay Dawson	Internal	Apology	Present	Present	Apology	2
Mr. Desmond Daly	External	Present	Present	Apology	Present	3
Mr. Sean O'Sullivan	External	Present	Present	Present	Present	4
Mr. Kieran Hannon	External	Present	Apology	Present	Present	3

## **Audit and Risk Committee Meetings**

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

Register of Attendance & Frequency of Meetings of the Audit & Risk Committee							
<b>Committee Members Name</b>	<b>Specify if they are an Internal or External Member</b>	<b>23<sup>rd</sup> February 2021</b>	<b>15<sup>th</sup> March 2021</b>	<b>18<sup>th</sup> May 2021</b>	<b>21<sup>st</sup> September 2021</b>	<b>14<sup>th</sup> December 2021</b>	<b>No. of Meetings Attended</b>
Mr. Tim Healy (Chair)	External	Present	Present	Present	Present	Present	5
Mr. Denis Kirby	Internal	Present	Present	Present	Present	Present	5
Mr. Tom Rigney	External	Present	Present	Present	Present	Present	5
Mr. Declan O'Leary	Internal	Present	Present	Present	Present	Present	5
Mr. Jamie O'Leary	External	Present	Present	Present	Present	Present	5

### **Risk Management:**

The Board maintains active oversight of risk management and confirms that it has carried out an assessment of the principal risks, associated mitigation measures and reviewed the effectiveness of these measures in 2021. The Board manages risk for the organisation through a structured risk management programme. The Board is assisted in its risk management function by the Audit and Risk Committee. The Board also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit and any external Audit such as an ESF audit and or Revenue Audit. In addition, there is a review of Internal Controls performed on an annual basis.

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

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

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

### **System of internal controls:**

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement of Internal Control, which is subject to change until the external audit is completed, has been included in the Annual Financial Statements (AFS) for the year ended the 31st of December 2021 which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report that has been submitted to the Minister

### **Procurement Policy and Procedures:**

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

### **Taxation:**

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

### **Financial Statements 2021**

The Annual Financial Statement for the year ended on 31<sup>st</sup> December 2021 is subject to audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of the Annual Report 2021. The ETB will publish the audited financial statements within one month of receipt of the C&AG.

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

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

Signed: 

Date: 26<sup>th</sup> May 2022

Cllr. Patrick Gerard Murphy

Chairman, Cork Education and Training Board



### 3. Profile of Cork Education and Training Board

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

The Education and Training Boards Act sets out a wide range of statutory functions for the Boards, including the option available to the Minister for Education of assigning additional specific responsibilities to a Board or Boards, as required.

As the statutory body with responsibility for the promotion and delivery of quality education and training in Cork, active participation on various boards ensures Cork ETB contributes positively to the development of Cork as a City and County of Learning with a strong economic and societal future ahead. This is further enhanced through active collaboration with many stakeholders such as Department of Education, DFHERIS, SOLAS, MTU, UCC, Cork City Council, Cork County Council, Cork Chamber, Partnerships Boards, Local Community Development Committees, UNESCO, OECD Local Employment and Economic Development Forum.

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

To support lifelong learning and to ensure our learners are provided with a range of options that are equality based with a focus on the provision of excellent teaching and learning, Cork ETB delivers of a wide and varied suite of education and training services, including but not limited to:

- Community National Schools (Primary Education)
- Post-Primary Schools and Colleges
- Further Education Colleges (Post Leaving Certificate)
- Training Services
- Adult and Community Education services
- Youth Services
- Creche Services
- Outdoor Education Services

The services provided bring challenges to the organisation when combined with the number of learners and stakeholders to whom we provide services and the diversity of what the expectations are in respect of outcomes.

Cork ETB is one of the largest education providers in Cork, catering for over 25,791 learners in 2021, across its Primary, Post Primary and Further Education and Training Services. The total staff complement of Cork ETB is 3,500 making it one of the largest employers in the region.

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

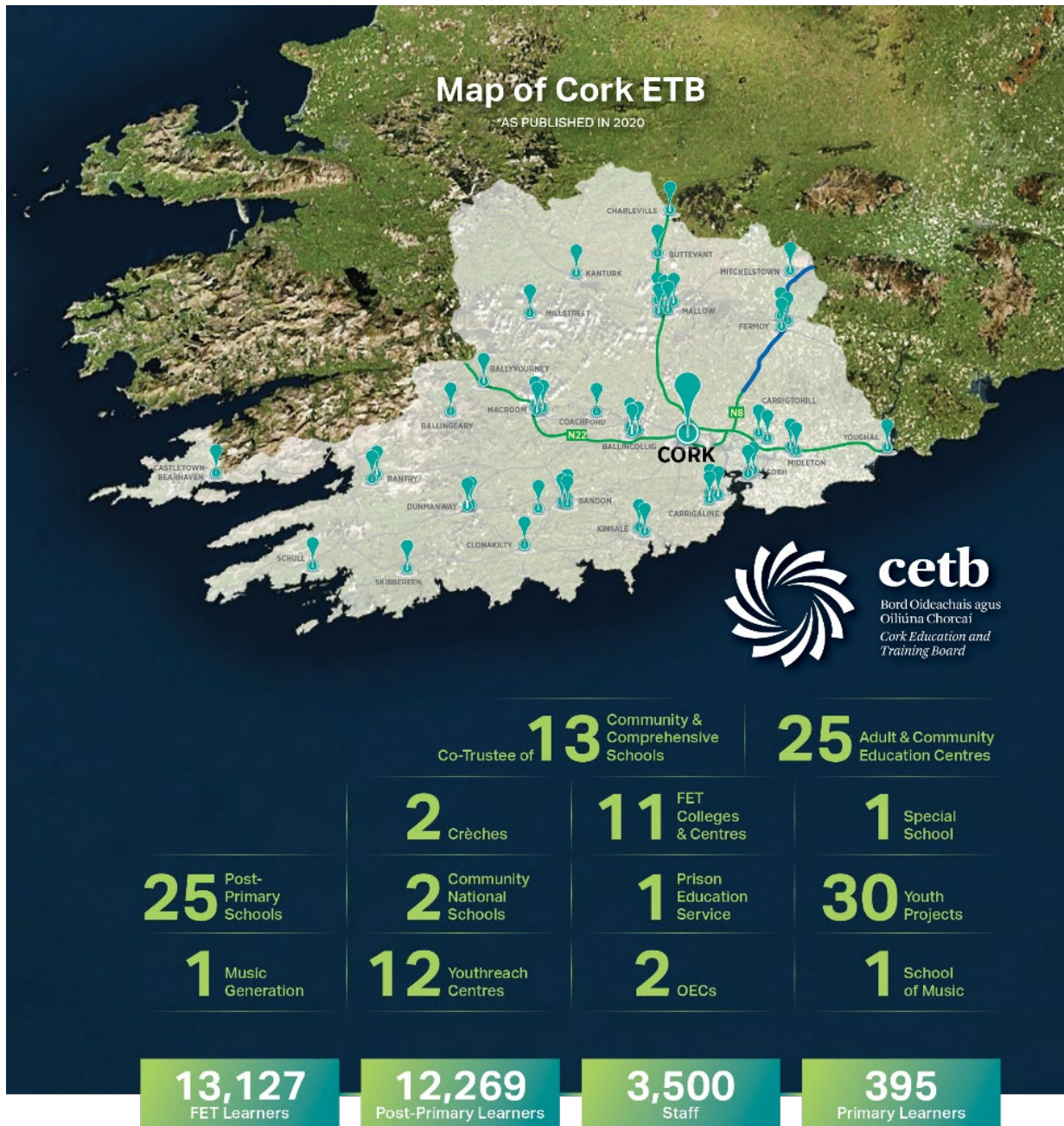
Cork ETB actively collaborates with SOLAS in the development of strategic goals to promote Further Education and Training as the vehicle for development and upskilling, through the provision of specialised courses, traineeships, apprenticeships, literacy and community-based education, by which people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

Empowering our learners to reach their potential through focused teaching and learning is at the core of what our schools, colleges and centres do. However, we strive for this in an environment that is supportive and nourishing of all aspects of the learners' personal development to ensure they are equipped with the skills, knowledge and resilience to follow their chosen pathway. The celebration of individual achievement is central to this development.

Cork ETB delivers a range of supports to our education and training provision including financial, human resource, estates, ICT, corporate services, governance support as well as educational planning support.

Information on the full range of education and training provision is available on Cork ETBs website.

# Geographical Map of Cork ETB



## 4. Statement of Services as outlined in Service Plan 2020

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

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

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The development of Cork College of FET is a strategic priority of Cork ETB and is one that reflects the national strategy of SOLAS and DFHERIS. This is a substantial undertaking which commenced in 2021 and will see Cork ETB entering into a phase of consolidation, growth and development of both its infrastructure and provision of services to learners.

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

In 2021 Cork ETB opened its first Community National Special School in Carrigaline. This project was delivered with very tight deadlines through the active cross functional collaboration of internal Cork ETB Departments, Dept of Education, NEPs

The impact of COVID-19 continued to provide challenges for the teaching, learning and administration community in terms of delivery and changing public health advice. Cork ETB maintained a business as usual approach with a focus on ensuring all learners / students completed their education and training examinations / assessments. This approach also was replicated in the administration function with a focus on maintaining operation integrity and completion of specific projects identified for 2021.

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

Under the terms of the Performance Delivery Agreement between the Department of Education and Cork ETB, the following goals and priorities were identified in our 2021 Service Plan.

The specific actions for the achievement of these priorities, together with the associated performance indicators and outcomes that were delivered during 2021 are outlined below;

Goal	Priority	Action	Performance Indicator	Target and Outcome
Governance	Attendance rates at board meetings	Individual boards should re-emphasise the requirement for attendance at all board meetings as per the Code of Practice for Governance of CETB's.	Attendance Register	Board Meetings continued to be delivered online with full quorums at all meetings
	Board Self Assessments	All boards should carry out self-assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required.	Self-Assessments carried out with Records of completed assessment sheets and discussion item in minutes of boards	Self-Assessments carried out in March 2021
	Financial expertise on audit and finance committees	Appointments to audit and finance committees should be made by the board in consultation with committee chairs. External members of committees should bring the required audit and financial skills and experience to the role.	Finance and Audit Committees operating as per code of practice	External members with requisite skills and experience
	Board appraisal of work carried out by Finance and Audit & Risk Committees	The chair of each board should ensure that board members are provided with written reports on the work carried out by finance and audit & risk committees as required under the Code of Practice for Governance of ETB's.	Report submitted and presented to Board by Finance and Audit & Risk Committees	Reports presented to March Board Meeting and noted in Minutes
	Self-Assessment by Finance and Audit & Risk Committees	The chairs of both the audit & risk and the finance should ensure that a self exercise is completed annually as	Self-Assessments carried out with Records of	Self-assessments carried out by Finance

		required under the Code of Practice for the Governance of ETBs.	completed assessment sheets and discussion item in minutes of Committees	and Audit & Risk Committees
	Departmental reporting deadlines	Reporting deadlines set by the Department should be adhered to.	Submission of reports as requested by Department in the required deadlines	Reports submitted in accordance with deadline dates
	Risk Management Policy	The board of each ETB should ensure that there is an ongoing process designed to identify and address significant risks involved in achieving an entity's outcomes. The audit and risk committee should support the board in this role.	Risk Management policy in place with active Risk Register in place with quarterly reviews. Regular reporting to Audit and Risk Committee	Reviews noted in the minutes of the Audit and Risk Committee meetings
	Internal controls	The board of each ETB should ensure that it receives adequate assurance that specified controls are operating as intended.	Internal controls system in place for the assurance of the board with process flow as outlined in Code of Practice	Review completed in accordance with statutory deadlines
	Follow best practise in procurement	Analysis of 2020 expenditure and preparation of MAPP for ETBI submission Preparation of Corporate Procurement Plan for 2021  Support implementation of	Identify areas requiring organisation wide procurement processes. Structured approach to procurement prioritises.	Analysis of expenditure completed and 2021 Corporate Procurement Plan produced with ongoing supports and training provided as necessary

		Procurement Procedures and provide on ongoing training and support as necessary	Increase procurement compliance. Keep updated with developments in public procurement	
Staff Support	Staff Development	<p>The Chief Executive should ensure that;</p> <ul style="list-style-type: none"> <li>• A member of staff is appointed as the training manager</li> <li>• Training needs analysis in financial management is carried out on an annual basis</li> <li>• A training programme on financial management is developed and implemented</li> </ul>	A review of Organisational Learning and Development will commence to ensure appropriate structures and arrangements are in place to accommodate training needs analysis and appropriate programmes are developed and implemented	A Professional Learning and Development Group was established in 2021 across all directorates with a programme of work to be developed for 2022 based on a training needs analysis of specific targeted areas
Child Protection	Optimise Student/Learner Experience	<ul style="list-style-type: none"> <li>• Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017</li> <li>• Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017</li> </ul>	Child Protection Reports a standard report on all BOM	Full compliance maintained
Service Delivery	Protection Programmes	Assist the DES, as needed, to meet the needs arising from the Irish		



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

Goal	Priority	Action	Performance Indicator	Target
Equality and Human Rights	Implementation of Cork ETB's public sector duty on Equality and Human Rights	<ul style="list-style-type: none"> <li>Cork ETB's Equality and Human Rights Draft Value Statement should be publicised and implemented within the wider organisation</li> <li>Work will be commenced in respect of the assessment and prioritisation of equality and human rights issues experienced by service users and staff.</li> </ul>	Assessment of Human Rights and Equality Issue	Values Statement developed and published; assessment of Human Rights and Equality issues commenced with a view to finalising in 2022.
ESBS Shared Payroll Services	<ul style="list-style-type: none"> <li>To prepare for and implement transitional learner payments from CETB to ESBS</li> <li>To prepare for transition of employee payrolls from CETB to ESBS Shared Payroll service solution and ensure all pre-implementation tasks identified internally and</li> </ul>	<ul style="list-style-type: none"> <li>Work with ESBS on system design and implementation</li> <li>Transition lead and Project Team SMEs to be agreed</li> </ul>	<ul style="list-style-type: none"> <li>Successful transition of learners wave 2 to ESBS.</li> <li>Key resources in place and consequential vacancies identified and filled.</li> </ul>	<p>Transfer VTOS and Youthreach learners in accordance with ESBS implementation time frame Q2.</p> <p>All pre-implementation items identified as required on the ESBS</p>

	<p>through the ESBS BRC (Business Readiness Checklist) are achieved</p> <ul style="list-style-type: none"> <li>To develop ERecruitment shared service solution for implementation across all ETBs</li> </ul>	<ul style="list-style-type: none"> <li>Identify areas where changes can be implemented in preparation for transition to shared payroll solution</li> <li>Roll out of DCS PTT system to remaining centres</li> <li>Provide SME resource to work with ESBS to agree solution for ERecruit module on CoreHR</li> </ul>	<ul style="list-style-type: none"> <li>Changes implemented which will ensure readiness for upgrade</li> <li>All remaining centres (6) transferred to electronic timesheets</li> <li>Agree ERecruitment solution prototype for implementation as part of the Shared Services plan</li> </ul>	<p>Business readiness checklist in place by end Q3/Q4 2021</p> <p>While some deadlines moved due to unforeseen issues Cork ETB and ESBS continued to work collaboratively during 2021 across all projects</p>
Building Infrastructure	Continue to support and influence Departmental Capital investment in Schools and FET sector Estate infrastructure	Management and administration of current and future Projects in line with Technical guidelines.	<p>Complete Works at -</p> <ul style="list-style-type: none"> <li>Carrigaline Education Campus</li> <li>Carrigaline Community Special School</li> <li>Davis College, Mallow</li> <li>St Colmans CC Midelton</li> </ul>	<p>Sept/Oct 2021</p> <p>September 2021</p> <p>October 2021</p>

			<ul style="list-style-type: none"> <li>• St Brogans, Bandon – Phase 1 Permanent accommodation extension</li> <li>• Carrigwohill CC Temporary accommodation</li> <li>• Coachford Temporary accommodation</li> <li>• Scoil Chliodna Carrigwohill Temporary Accommodation</li> <li>• Colaiste Mhuire Buttevant Temporary Accommodation</li> <li>• Colaiste Choilm Temporary Accommodation</li> </ul>	<p>September 2021</p> <p>August 2021</p> <p>August 2021</p> <p>March 2021</p> <p>July 2021</p>
			<p>Progress Design and Procurement for -</p> <ul style="list-style-type: none"> <li>• Colaiste Mhuire Buttevant</li> <li>• Coachford College</li> <li>• St. Brogans Bandon</li> <li>• Colaiste Choilm</li> <li>• Non-ETB schools at DES request</li> <li>• Carrignafoy CC Cobh</li> <li>• Colaiste</li> <li>• Ghobnatan, Baile Mhuirne</li> <li>• Colaiste Treasa, Kanturk</li> </ul>	<p>December 2021</p> <p>November 2021</p>

Property Management	<ul style="list-style-type: none"> <li>Management of all Cork ETB properties and leases</li> <li>Undertake a detailed review and analysis of FET building stock and develop strategic investment / divestment plan</li> </ul>	<p>Adequate systems should be in place to manage all the required information for properties and leases</p> <p>A new Property Register platform should be finalised and implemented in 2021</p> <p>Work will commence on populating all required information in respect of Cork ETB properties and leases</p> <p>Undertaken Building Report for all FET buildings, and commenced Condition Reports for initial group of FET buildings</p>	Property Register	<p>Review leased properties with population of same completed based on current available information</p> <p>Work continued during 2021 on updating the property register and with SOLAS regarding condition reports</p>
Document Management Solution	Agree specification for a Document management solution to meet organisation needs	Identify and agree key requirements of a document management solution for the organisation	Agree specification for a document management solution to initiate procurement process	Work on a specification is underway however it was delayed in 2021 due to the prioritisation of work associated with ESBS
ICT	ICT Development Plan	Develop an ICT Development Plan to support the delivery of CETB	Engagement of stakeholders in process	Work commenced with a view to finalising in 2022

		Strategy Statement 2022-2026		
Staff Support	Recruitment and Retention of Staff	Continued engagement with stakeholders at national level to minimise the impact of skills shortages across key posts, including teaching posts.	Ensure all vacancies can be advertised on a range of platforms – ongoing engagement through ESBS and DES Teacher Supply to ensure that a co-ordinated approach that meets the needs of the organisation is taken	Improvements made to Cork ETB processes
	Wellbeing	Continue to promote and support wellbeing initiatives at organisation and individual school/centre basis	Each location to promote initiatives within available resources  Identify and promote at least one organisation wide initiative to promote staff wellbeing during the year	Wellbeing initiatives continued to be delivered within available resources
Optimise Student and Learner Experience	Develop, improve and Implement Quality Assurance systems	Cork ETB will continue to ensure robust Quality assurance approaches through its involvement in the Statutory Review of Quality Assurance procedures by QQI	Completed Self Evaluation Report and satisfactory External Panel review Report	Completed and published by end of Q4 2021
	Provision of appropriate guidance counselling and support services for learners across FET services	Procurement of learner Counselling Service. Employment of Ed. Psychologist and augmentation of the Active inclusion Team	Enhanced support services in place, improvements in learner retention and attainment	Active Inclusion Team expanded to provide support across a range of initiatives.
	Engage more effectively with employers	Develop the ETB's employer engagement function by reassigning staff into specific	A team of staff working on a co-ordinated basis to increase	Employer Engagement

		<p>employer engagement roles to meet the requirements of employers for the upskilling and reskilling of people in employment in line with the provisions of the Skills to Advance initiative.</p> <p>Initiate a range of programmes under the Skills to Compete initiative for workers affected by COVID 19</p> <p>Develop effective communication channels for and with employers and employees. Cork ETB will continue to enhance teaching and learning on established programmes through targeted work shadowing programmes for staff</p>	<p>awareness of Cork ETB services and employer needs</p> <p>Range of Skills to Advance programmes and initiatives developed and delivered with employers for existing employers</p> <p>An increased in the uptake on the Skills to Advance Programmes and within staff for the work shadowing programme.</p>	<p>structure operational by Q2 2021</p> <p>Programmes roll out for delivery across 2021</p>
	Improve communications channels and information available to learners	Develop single point of access for learners to obtain information regarding FET services and courses	<p>FET information portal</p> <p>Integrated social media approach for FET services</p>	Work commenced as part of the FET College of the Future Programme with co-ordination of information taking a high priority
	Increase online and blended learning options available to learners	Development of an approved Blended Learning strategy.	Strategy approved by QQI	By end of Q3

		<p>Identification of appropriate areas for blended learning delivery</p> <p>To ensure that the skills acquired during remote learning are incorporated into the Teaching and Learning environment in Primary and Post Primary Schools in the context of a return to physical school environment</p>	<p>Blended Learning programmes available in at least 4 subject areas/disciplines</p> <p>Each school/centre proactively work to embed skills learned during the remote learning phase.</p> <p>Schools/Centres use the skills developed during the remote learning phase to enhance the service to learners and in particular to enhance the service to learners who may not be able to attend the school/centre in person for a particular period</p>	<p>From Q2 2021</p> <p>Each school/centre will have a strategy in place to incorporate and build on the skills learned during remote learning.</p>
	<p>Develop an agreed ETB Development plan for the delivery of the “FET College of the Future” model directed by National FET strategy</p>	<p>Development Plan developed that provides for integrated FET service delivery</p>	<p>Development in place to support Cork ETB Strategy Statement 2022-2026</p>	<p>Plan in place with agreement in 2021 to establish a Cork College of FET with associated Campus and Centre’s of excellence structures identified.</p>
	<p>Addressing the needs of Disadvantaged individuals and communities</p>	<p>We will develop additional supports and a coherent framework of supports to meet the needs of those most disadvantaged</p>	<p>Mitigating Educational Disadvantaged focus</p>	<p>Response mechanisms in place for a co-ordinated response to ensuring full use of available funding.</p>

	Define place for CETB within local and national Tertiary Education sector.	We will engage with local and National HE providers to create additional and new pathways and progression links for learners engaging in FET programmes	Additional progression agreements in place. Agreements to develop concurrent programmes with at least one HE provider	Positive engagement continued across 2021
YOUTH	Continue to support the provision, development and assessment of youth work services across Cork through the provision of appropriate, targeted, resources	Continue implementation of UBU, "Your Place, Your Space" in conjunction with Youth Service providers and agents acting on behalf of CETB	Successful review of existing projects, service plans agreed and implemented for all targeted projects/areas	Agreed priorities and focus established throughout 2021
Schools	Implementation of the Primary and Post Primary Schools' Core Values Plan	In collaboration with ETBI we will complete Phase 1 of the implementation Plan and commence Phase 2 of the Plan	All schools will have engaged with the Plan during Phase 1. The pilot school will have commenced its engagement as part of Phase 2	Phase 1 completed and Phase 2 commenced with all schools actively engaged through the identification of a values co-ordinator
	Successful completion of the revised Leaving Certificate/Leaving Certificate Applied and the Junior Certificate examinations process	In partnership with the DES and the SEC we will ensure that we have all the required procedures in place so that all our students will be able to fully engage with the LC/LCA and JC examination/assessment process for 2021.	Successful completion of the state examinations / assessments in line with national requirements.	All students will have been able to optimise their performance in the state examinations / assessments.  All students successfully engaged in the 2021 State Examination process



## 5. Overview of Education, Training and Corporate Services

### SCHOOLS

#### Primary Schools

Cork ETB is patron of 2 Community National Schools (CNS) and 1 Community National Special School. For Cork ETB, our involvement in primary education in Ireland marks a new beginning.

- Scoil Aonghusa Community National School, Mallow
- Scoil Chlíodhna Community National School, Carrigtwohill
- Carrigaline Community Special School

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

#### Post Primary Schools

Cork ETB is patron to 24 post primary colleges. Twelve of these colleges are designated Community colleges where there is an agreement with the local Roman Catholic Bishop on diocesan involvement in the governance of the college. Cork ETB provides a range of services to these schools including financial, human resource, building, ICT, governance support as well as educational planning support.

Cork ETB is also co-patron with a diocese or religious order of 12 Community and Comprehensive Schools in Cork.

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

### FURTHER EDUCATION & TRAINING

#### Colleges of Further Education (PLC)

CETB has 4 dedicated Colleges of Further Education which continue to deliver a range and profile of Post Leaving Certificate courses broadly similar to those delivered in the previous year. While colleges did, wherever possible, adapt and modify courses to meet local labour market and learner needs, the capacity within the ETB to provide for the development and introduction of completely new courses continues to be restricted, due to an inability to recruit additional specialist staff due to the schemes position of being in excess of its teacher allocation.

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

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

## Cork Training Centre (Training Services)

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

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

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

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

## Youth Services

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

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

- YMCA
- Foróige
- Youthwork Ireland Cork

- Cobh Youth Services
- Cork Simon
- Meitheal Mara
- Good Shepherd Services
- Churchfield Trust.

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

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

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

## Youthreach

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

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

## Adult Literacy

Cork Education and Training Board focuses on offering an integrated Adult Literacy Education Service, with accreditation from Levels 1-6, on the National Framework of Qualifications (NFQ). Within this remit CETBs Literacy Service delivers a wide variety of programmes aimed at improving reading, writing, numeracy and ICT skills for adults who wish to improve their competencies and enhance their functional participation in personal, social, community and economic life. Programmes offered are varied and flexible and range from one to one Volunteer support, to intensive group tuition and accredited / certified outcomes. Certification focuses on learning outcomes at NFQ levels 1-3.

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

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

## Community Education

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

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

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

## Back to Education Initiative (BTEI)

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

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

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

## Cork Guidance Services

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

## Outdoor Education Services

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

## ORGANISATIONAL SUPPORT

The services delivered by organisational support are focused on the delivery of non-learning services which are essential to assist educators and trainers to focus on the delivery of direct services to learners to ensure they have a high-quality learning experience and that Cork ETB remains innovative, reactive and to the forefront of education and training provision. Cork ETB has since its establishment reviewed and implemented changes to how non-learning services are structured and delivered by Head Office to all area of learning provision.

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

While organisational design is a continuous process of evolution, there are a number of sectoral projects being undertaken by the DES on a national basis. These projects and in particular shared services in both payroll and finance, are important to the sector and Cork ETB. During 2021 Cork ETB continued to work collaboratively and positively with relevant stakeholders and in particular with ESBS.

In preparation to transition to shared services, during 2021 a review of functional areas under each department was commenced with a view to implementing new structures in 2022. For 2021 the departments functioned as outlined below.

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

### Capital & Procurement

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

#### Buildings

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

#### Procurement

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

## Corporate Services

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

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

## Human Resources

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

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

## Information Communications Technology

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

- Project Management of new systems including upgrades
- Infrastructure development and management of same
- Identification of appropriate software systems and upgrades for same
- Development and maintenance of communication systems
- Technical Support
- Management of Contractors

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

## Finance

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

- Payments and Payment Cards - associated procedures, approvals, controls and compliance (including, contracted training, creditors, grants and travel & subsistence
- Payroll for staff/apprentices/learners
- Banking
- Receipting
- Financial transaction reporting and reconciliation
- Preparation of Annual Financial Statements
- Budgeting and projections
- Management of ESF Claims
- Manage funding streams/Other Receipts/Fees
- Co-ordination of C&AG, IAU and ESF Audits
- Review of Internal Control Templates
- Audit reports - Recommendations Tracker
- Asset Registers
- Reporting to Finance Committee, Audit/Risk Committee and the Board

## OTHER SERVICES

### Creche Services

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