



cetb

Bord Oideachais agus
Oiliúna Chorcaí

*Cork Education and
Training Board*

CORK EDUCATION AND TRAINING BOARD

SERVICE PLAN 2022

A Pathway for Every Learner

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MESSAGE FROM THE CATHAOIRLEACH AND CHIEF EXECUTIVE OF CORK ETB

It is with great honour that we jointly present Cork ETB's Service Plan 2022. This Service Plan allows us to reflect on the key priorities and objectives of Cork ETB as set out in our new Strategy Statement 2022 - 2026.

While a lot of progress has been achieved under our previous Strategy Statement and indeed continues, we have identified some key areas where we will further develop our services for our staff, learners, employers and stakeholders. These key areas are clearly evidenced throughout our service plan and are clearly linked to the goals and objectives set out in our Strategy Statement.

Cork ETB plays a pivotal role in our society and is in a position to adapt and co-ordinate with a variety of stakeholders to ensure delivery of a flexible and adaptable service for our learners and stakeholders. The challenge for 2022 will be how our model of provision evolves in a world which is recovering from COVID to ensure we build on our experiences and continue to provide, co-ordinate, review and deliver appropriate and relevant education and training programmes is vital to ensure an efficient, effective and accountable service for learners.

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

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

Cllr. Patrick Gerard Murphy
Cathaoirleach
Cork ETB

Denis Leamy
Chief Executive
Cork ETB

PROFILE OF CORK ETB

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 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.

STRATEGY STATEMENT 2022-2026

In developing strategic priorities, Cork ETB gave particular cognisance to the vision and mission of the organisation which was developed through a consultative process with our staff and stakeholders. Our strategic priorities are to further develop our vision and mission statements for the organisation. All aspects of our strategy are underpinned by the guiding principles and values that have been identified by staff and stakeholders as being an integral part of what it means to be a part of Cork ETB and also what Cork ETB is to stand for.



Guiding Principles:

- Prioritising the needs of learners
- Delivering a high quality service
- Acting with professional integrity
- Doing the right thing
- Treating people with dignity and respect
- Being fair, open and accountable
- Ensuring value for money
- Operating to the highest ethical, professional, moral and legal standards.

Values:



BRAVE



WHAT IT MEANS

We put our learners' needs first and are not afraid to make the hard decisions required to deliver the best possible service.

WE EXPECT OUR PEOPLE TO:

- Make the right call
- Push the boundaries to get the best outcome
- Be tenacious in pursuit of improvements for learners
- Support good decisions and change bad ones
- Be happy to explain our decisions
- Stand up for what we believe in
- Advocate for learners and communities

COMMITTED



WHAT IT MEANS

We have a clear vision and purpose with which we are fully engaged and on which we are determined to deliver.

WE EXPECT OUR PEOPLE TO:

- Work hard
- Go the extra mile
- Put learners' needs first
- Be persistent
- Be loyal to the organisation
- Support colleagues
- Work as a team member
- Be co-operative
- Have a strong work ethic
- Be focused on getting results

POSITIVE



WHAT IT MEANS

We are optimistic and confident about our opportunities and challenges and believe we can make a positive difference to the lives of the people we serve.

WE EXPECT OUR PEOPLE TO:

- Be optimistic
- Respond positively
- Be proactive
- Look for opportunity and act on it
- Embrace change
- Deal with issues promptly
- Be part of the solution

LEADING



WHAT IT MEANS

We expect our people to be leaders - to have a clear vision, take the initiative, and to inspire and motivate learners and colleagues through their example.

WE EXPECT OUR PEOPLE TO:

- Have a vision
- Step up to the challenge
- Communicate
- Motivate
- Encourage
- Aspire
- Build trust
- Tell the truth
- Act as a role model
- Be results-oriented
- Drive innovation
- Influence
- Collaborate
- Demonstrate personal integrity

INNOVATIVE



WHAT IT MEANS

We are focused on constant improvement and being at the forefront of change and innovation in education and training.

WE EXPECT OUR PEOPLE TO:

- Try new approaches
- Be creative
- Drive change
- Be flexible
- Seek to improve
- Find solutions for problems
- Support new ideas
- Contribute positively to change

CARING



WHAT IT MEANS

We adopt a respectful approach to our learners and staff and strive to ensure that each person using our services reaches his/her potential.

WE EXPECT OUR PEOPLE TO:

- Engage with learners and colleagues
- Be genuine
- Be understanding
- Be empathetic
- Acknowledge effort
- Be sensitive
- Look out for colleagues
- Treat people well
- Ask for feedback
- Support those who need it

INCLUSIVE



WHAT IT MEANS

We recognise the diversity of our learners, staff and communities, and strive to actively support their differing needs, remove barriers to engagement and promote a culture which fosters and appreciates this diversity.

WE EXPECT OUR PEOPLE TO:

- Listen
- Support preferences
- Recognise the differing needs of the diversity of our communities
- Treat all members of the learning community with dignity and respect
- Provide a safe environment
- Identify barriers
- Take the initiative
- Encourage engagement
- Challenge preconceptions
- Be self-aware

SERVICE PLAN MONITORING

The priorities, goals and objectives outlined in the strategy statement will form the basis for implementation plans for each strand of the organisation. Actions from the implementation plans will form part of the annual service plan. While the organisation is fully committed to the five-year Strategy, its implementation is subject to the availability of resources. The figure shows the relationship between the overarching strategy and the actions for each part of the organisation.



The Strategy Statement sets out our priorities and aims over a 5-year period, it is important that there is a process in place to support their delivery. Cork ETB will develop additional strategies in a number of specific areas to establish a framework up to 2024 to further enable the organisation to deliver on its Strategy Statement and to inform the annual Service Plan.

In developing the Service Plan a consultation process was undertaken with Senior Managers across all areas of provision to ensure that the actions set out for delivery during the Service Plan cycle are appropriate to the overall priorities and aims set out in the Corporate Strategy Statement.

The consultation process also ensures that the outcomes set out for 2022 are achievable and are owned by the Senior Managers in their respective areas of service provision.

In addition to the above the following groups are also in place to provide assistance and/or resources where required to ensure that outcomes are delivered upon;

- Executive Group
- Senior Management Group
- FET Steering Group
- Principals Group
- Deputy Principals Group
- Youthreach Co-ordinators Group
- Quality Assurance Steering Group
- Administrative Management Group
- Technology Enhanced Learning Group
- Professional Learning and Development Group
- Active Inclusion Group
- Communications Group
- Equality and Human Rights Group

These groups meet regularly and provide cross sector/location support to the project leads and sponsors by ensuring a multidimensional communication process is in place to support and monitor delivery.

STATEMENT OF SERVICES 2022

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.

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

Under the terms of the Performance Delivery Agreement between the Department of Education and Skills and Cork Education and Training Board, a number of specific priorities and goals are identified for delivery. These priorities and goals are aligned with the priorities and goals outlined in the Strategy Statement 2022-2026. The specific actions for the achievement of these priorities, together with the associated performance indicators and targets are to be delivered as follows.

1.LEARNING AND TEACHING

Cork Education and Training Board Strategy Statement 2022 – 2026 Goal

To meet the various requirements and needs of all our learners and other stakeholders we will improve and enhance our education and training provision

Links to ->

Performance Delivery Agreement (PDA) Goal 1: Optimise Student/Learner Experience

OBJECTIVE	ACTION TO MEET OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
CETB Strategy 1.1 Actively pursuing opportunities to: (i) increase the number of Community National Schools (CNSs) (ii) enhance Gaelcholáistí provision,	(i) Cork ETB continues to promote our Community National Schools as a school of choice for our communities	(i) Increased numbers in our schools	(i) To see an increase in October returns by comparison to previous year
	(ii) Continued support to our Gaelcholáistí to enhance Irish medium provision supports provided through the Gaeltacht School Recognition Scheme.	(ii) Enhanced provision for Irish medium schools	(ii) To ensure continued provision of strong Irish medium education in Cork ETB
	Provide support to staff in the improvement of their spoken Irish, especially as it relates to teaching and learning.	Fund teachers undertaking recognised courses in teaching through the medium of Irish	To ensure that all teachers in Gaeltacht schools are competent in teaching through Irish.
	Support out Gaelcholaistí through the ETBI Forum Gaeloideachas to provide support to Irish medium schools in the further development of	All our Gaelcholáistí will engage with the Fórum Gaeloideachas and will take an active part in initiatives run by the Fórum.	Active collaboration between our schools and the ETBI Fórum Gaeloideachas.

	teaching strategies in an Irish medium setting.		
	Fully implementing the Schools' School Improvement Plan as part of the SSE process.	Implementing the 11 key criteria in the policy for Gaeltacht recognition	Will have achieved or substantially achieved the the 11 key criteria by October 2022.
	Develop the Ionad Cultúrtha Dr O'Loingsigh links to our Gaeltacht schools in supporting language and culture development in the Muskerry Gaeltacht	Broaden the Ionad Cultúrtha programme to provide a programme of cultural activities for our Gaeltacht schools.	The Ionad Cultúrtha will initiate a programme for our Gaeltacht schools.
	To develop the services through Irish that Cork ETB offers to our Gaelcholáistí.	Support the amount and standard of Gaeilge spoken in our Head Office.	Training schedule to be developed and implemented as part of our PLD programme.
(iii) support progression between Cork ETB areas of provision,	(iii) Cork ETB continues to develop progression routes and experiences between post primary, Youthreach and FET Colleges	(iii) To formalise and increase formal arrangements	(iii) To have an increase in the number of students using progression routes
(iv) develop learning in culture and arts	(iv) Develop a strategy for the promotion of culture and arts across Cork ETB	(iv) Programme of work defined for 2022 to raise awareness and engage staff and learners in the arts	(iv) To publish a Strategy for the promotion of culture and arts
CETB Strategy 1.2 Positioning Cork ETB as the 'partner of choice' for post leaving-cert, adult and community learning, apprenticeship and further education and training	As a key focus in its development of the Cork College of FET, Cork ETB will continue to develop options at all levels of provision to support learner engagement, in preparation for entry to the workplace, reskilling and/or progression to other education and training options	Increased enrolment and participation rates across all areas of provision Provision of increased apprenticeship training capacity in 2022 with 2 new planned apprenticeships to be introduced in Further Education and Training Colleges	To demonstrate an increase on end of academic returns to the Department and SOLAS Q3 of 2022

CETB Strategy 1.3 Placing Cork ETB's schools as the 'schools of choice' for parents in meeting the educational and developmental needs of their children	Development of a Cork ETB Education Strategy for Schools which will set out a framework for delivery of our Strategy Statement up end of 2024	Publication of Education Strategy for Schools	End of Q2
CETB Strategy 1.4 Researching, adopting and promoting best practice in course/programme design, teaching, learning, assessment and reporting	See CETB Strategy 1.3 Develop and implement a review schedule for FET programmes to ensure validity with reference to a number of criteria, including meeting learner needs. The review to incorporate revision of assessment modes and methods, and to be supported by PLD supports	Improved completion and certification outcomes from courses, and increase in progressions to future learning opportunities in FET and HE	Improved completion and certifications outcomes
CETB Strategy 1.5 Researching, developing and offering innovative solutions to: (i) address learning needs and (ii) enhance course/programme choice and availability throughout the Cork region	Development of specific, appropriate programmes/courses delivered in accessible, online and blended formats to allow greater access to learners in rural locations	A number of high demand courses to be delivered in online and blended formats	Increase in participation rates from learners in more rural communities
CETB Strategy 1.6 Proactively engaging with employers and learners to systematically identify: (i) knowledge/skill needs, (ii) the most suitable pedagogical approaches and (iii)	Identify from locally available data and national employment indicators, areas for additional programme development and actively engage in business forums	Active engagement with employers and employer bodies	Across 2022

practical/work experience requirements	both local and national		
CETB Strategy 1.7 Increasing the use of technology to offer remote and blended learning solutions to those in employment, based remotely or with other access limitations	Work continues within Cork TEL Support Group to further develop and enhance our ability to provide blended learning opportunities and enhance the skill set of our staff and learners	Development of a comprehensive TEL programme of work contained in a strategy document	Publication of a TEL Strategy document
CETB Strategy 1.8 Reorganising courses and programmes to ensure efficiency, value-for-money and the development of specialisms at our major campus locations	The development of Cork College of FET, and the establishment of Departments / Faculties / Centres of excellence, and a move towards consolidation course provision at levels 5 and 6 to improve efficiencies	Consolidation of a number of courses through a process of consultation	Q.3
PDA 1.1 Provide a positive learning experience for all learners, including learners from marginalised groups	<p>An Active Inclusion Support Unit has been established to co-ordinate and ensure access to supports to all groups</p> <p>In schools, Principals actively engage with SENOs and with NEPS in respect of their own school.</p> <p>Further develop the model of SEN provision in schools through engagement with the ETBI SEN Mapping Project</p>	Learners have a positive learning experience with any and all needs being met to ensure active participation	Across 2022
PDA 1.2 Support students/learners at risk of educational disadvantage in line	See Cork ETB Strategy 4.2 and 4.3 See PDA 1.1	Co-ordinated and targeted approach to delivery of supports	Across 2022

with current national policy			
PDA 1.3 Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	Child protection reports are a standard item on all Boards of Management	Board of Management Minutes forwarded to Corporate Services	Full compliance maintained
PDA 1.4 Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	Organisation wide training to commence in 2022	Engagement of staff with training schedule	Central established of all staff trained in Child Protection Procedures

2. OUR TEAM AND ORGANISATION

Cork Education and Training Board Strategy Statement 2022 – 2026 Goal

In pursuit of operational and educational excellence, we will develop our collective capabilities by:

Links to ->

Performance Delivery Agreement (PDA) Goal 3: Governance

OBJECTIVE	ACTION TO MEET OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
CETB Strategy 2.1 Establishing Cork Education and Training Board as an employer of choice	Development of a Cork ETB People Strategy which will set out a framework for delivery of our Strategy Statement up end of 2024	Publication of People Strategy	End of Q1
CETB Strategy 2.2 Attracting and retaining high calibre candidates for all positions	Review of online recruitment campaign to include grades other than teachers	Online content created to allow for online recruitment campaigns targeted in line with specific posts being advertised	End of Q2
CETB Strategy 2.3 Identifying routes for career progression, facilitating internal mobility and planning for succession	See CETB Strategy 2.1	Publication of People Strategy	End of Q1
CETB Strategy 2.4 Developing the leadership capacity of our staff through the provision of customised leadership and related supports	See CETB Strategy 2.1 Developing leadership capacity will be supported through Professional Learning and Development (PLD) supports encompassed in ETB Strategy 2.5	Encompassed in PLD Schedules	Across 2022

CETB Strategy 2.5 Systematically identifying and addressing staff training and developmental requirements to consolidate our position as a learning organisation	A Professional Learning and Development Steering Group (PLD) is established covering three pillars, OSD, FET and Schools There are people identified with responsibility under each pillar with oversight maintained centrally within Head Office. Staff assigned to roles of Professional Learning and Development will work collaboratively in conducting a training need analysis across identified areas, including Finance, to develop a programme of work for the year	A PLD plan and schedule to be developed across the organisation based on a training needs analysis with specific emphasis on financial management Participation tracking system to be developed and in place for all staff	Across 2022
CETB Strategy 2.6 Determining scope for remote working and ensuring equity in the application of objective criteria	Cork ETB will implement in 2022 its remote working policy and will continue to review in light of any national agreement	Uptake by staff of the options available	Across 2022
CETB Strategy 2.7 Periodically reviewing our culture, working environment, team satisfaction and identify scope for enhancement	See CETB Strategy 2.1	Publication of People Strategy	Across 2022
CETB Strategy 2.8 Delivering value-for-money and ensuring effective governance, risk management, probity and responsibility in meeting stakeholder expectations	Health and Safety Review Transition to ESBS Shared Services	To review Cork ETB Health and Safety Statement and implementation of same across the organisation Fully transitioned across all modules active in Cork ETB	End of Q2 End of Q2

	VTOS/Youthreach Learner Payments transition to ESBS Shared Services	Fully transitioned to shared services	End of Q1
	Transition from SAP to P2P systems to have one system for management of payments	Fully transitioned across remaining areas	End of Q2
	See PDA 3.1 to 3.5 PDA 3.7 to 3.9		
PDA 3.1 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 ETBs	Board members given adequate notice of each Board Meeting and attendance register maintained	100% attendance
PDA 3.2 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 Assessment carried out annually with records of completed assessments a discussion item at a designated Board Meeting	To be completed by End of Q2
PDA 3.3 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	Financial and Audit Committees operating as per Code of Practice	External members in place with requisite knowledge, skills and experience
PDA 3.4 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	Reports submitted and presented to Board by Finance and Audit & Risk Committees which are noted in Board Minutes	To be completed in accordance with Code of Practice deadlines for submission of Financial and Annual Reports

	required under the Code of Practice for Governance of ETBs		
PDA 3.5 Self-Assessment by Finance and Audit & Risk Committees	The chairs of both the audit & risk committee and the finance committee should ensure that a self-assessment exercise is completed annually as required under the Code of Practice for the Governance of ETBs	Self-Assessment carried out annually with records of completed assessments a discussion item at a designated Board Meeting	To be completed by End of Q2
PDA 3.6* Staff Development	The Chief Executive should ensure that; <ul style="list-style-type: none"> - A member of staff is appointed as the training manager - Training needs analysis is carried out on an annual basis - Training programme on financial management is developed and implemented 	See Cork ETB Strategy 2.5 regarding arrangements	Across 2022
PDA 3.7 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
PDA 3.8 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 / Appetite Policy and schedule in place with quarterly reviews and regular report to Audit and Risk Committee	Minutes of Senior Management Meetings and Audit & Risk Committee

PDA 3.9 Internal Controls	The Board of each ETB should ensure that it receives adequate assurance that specified controls are operating as intended.	Submission of Financial Statements / Annual Report to Finance Committee, Audit & Risk Committee and Board which includes a statement of Internal controls in place for the assurance of the Board with process flow as outlined in Code of Practice	Review completed in line with statutory deadlines
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*This refers to an ETB ensuring that a member of its existing staff is assigned overall responsibility for the oversight and implementation of training across the ETB with the objective of ensuring a strategic, coherent and efficient approach to training across all functional areas. Such a role can fit in with existing structures and arrangements across the ETB and it is not a requirement that it be a fulltime role. The key issue is to have a member of staff that has overall responsibility and oversight for the training programme.

3. COMMUNICATING AND CONNECTING

Cork Education and Training Board Strategy Statement 2022 – 2026 Goal

To enhance inclusive educational participation, we will optimise awareness of the range of our services, opportunities and learning pathways by:

OBJECTIVE	ACTION TO MEET OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
CETB Strategy 3.1 Communicating Cork ETB's values Ensuring learner engagement is central to what we do	Publication of our Values Alignment Tree and update Workvivo platform to reflect values for integrating with delivery highlights	Promotion of values and alignment of same across the different strands	Across 2022
CETB Strategy 3.2 Collaborating with our partners in education, communities and community organisations	Customer Service Action Plan Continued engagement with various bodies	Action Plan to be developed and published	End of Q3 Across 2022

	and stakeholder at local and national level through active participation on Boards and initiatives	Full take up of all external positions on Boards and Bodies	
	Lead Partner in arranging the OECD Forum 2022 which will be held in person in Cork	Event planned, managed and held successfully	June 2022
CETB Strategy 3.3 Continuing to develop our capacity to mainstream the use of Irish as a working language across the organisation	See Cork ETB Continued translation of systems and documentation with an Irish version of our website to be developed	New Sceim Teanga to be Published	End of Q4
CETB Strategy 3.4 Reviewing, developing and enhancing our systems, policies and protocols to ensure the effectiveness of our internal communications	Continued development of Workvivo as an internal communication platform and policies as appropriate	To continue to develop full capabilities available on Workvivo	New structure to documents and spaces with new content being posted weekly
CETB Strategy 3.5 Developing an integrated marketing and promotional strategy which defines clear learning pathways and highlights associated value for all learners	Development of a Cork ETB Communications Supporting Strategy	Supporting Strategy published	End of Q1
CETB Strategy 3.6 Developing a resource pack to support all staff in the promotion of our identity, pathways and approach to offering life-long learning opportunities	Development of Branding Guidelines and associated templates for use across the organisation	Branding guidelines published	End of Q1

4. SUPPORTING EQUALITY, DIVERSITY AND INCLUSION

Cork Education and Training Board Strategy Statement 2022 – 2026 Goal

To promote inclusion and support equality, we will encourage diversity and provide pathways for all internal stakeholders and prospective learners by:

Links to ->

Performance Delivery Agreement (PDA) Goal 2: Protection Programmes

OBJECTIVE	ACTION TO MEET OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
CETB Strategy 4.1 Sharing a common understanding of inclusion and diversity within the Cork ETB community	Public Sector duty on Equality and Human Rights to be progressed within the organisation	Regular meetings and communication from Equality and Human Rights Working Group	Across 2022
CETB Strategy 4.2 Leading and working collaboratively, across communities, to support educational participation, increase student completion and ensure that we offer a pathway for every learner	Deliver 2022 Mitigating Against Educational Disadvantage action under 2022 FET Plan Active engagement with NCSE on provision for students with additional learning needs	MAEDF expectations delivered on Continued Active engagement	End of Q4 2022 Across 2022
CETB Strategy 4.3 Proactively identifying and addressing obstacles to access, participation and engagement (for both students and staff), while also expanding the supports required to enhance retention rates	Develop additional focussed programmes and continue to support existing programmes for identified disadvantaged/marginalised target groups	New programmes developed at levels 1-4 in Adult and Community Education service in addition to existing programmes	Across 2022

<p>CETB Strategy 4.4</p> <p>Designing and developing dedicated Access Programmes (for young people, school leavers and mature students) which are informed by research and best practice</p>	<p>Improve levels of support and consistency of supports available to learners across all FET centres</p> <p>Develop actions under Cork Access Network (CAN)</p>	<p>Learner Support framework across all FET provision</p> <p>Action plan for CAN inputs</p>	<p>End of Q3 2022</p> <p>Across 2022</p>
<p>CETB Strategy 4.5</p> <p>Undertaking assessments of our buildings and courses/programmes to ensure that those with a disability are not precluded</p>	<p>Review of Cork ETB and FET Estate, as required, for compliance with relevant legislation to ensure access for all</p> <p>Working with the Department of Education to meet the needs of disadvantaged children through the provision of dedicated teaching spaces.</p>	<p>Reports and action plans developed in consultation with appropriate stakeholders</p> <p>Provide additional Special Education units and assess special school requirements.</p>	<p>Across 2022</p> <p>To work with the Department on the increased provision of accommodation as required. Q3 2022</p>
<p>CETB Strategy 4.6</p> <p>Working to support and increase diversity amongst and across our staff and learner population</p>	<p>See CETB Strategy 2.1</p>	<p>Publication of People Strategy</p>	<p>Across 2022</p>
<p>PDA 2.1</p> <p>Assist the DES, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants</p>	<p>Delivery of appropriate programmes, including ESOL support, for Irish Refugee Protection Programme and provision for international protection applicants</p>	<p>Schedule of programmes for Irish Refugee Protection Programme and provision for international protection applicants available to meet demand</p>	<p>Across 2022</p>

5. INFRASTRUCTURE

Cork Education and Training Board Strategy Statement 2022 – 2026 Goal

To support our staff and learners, we will ensure that our capacity and infrastructure is modernised and upgraded by:

OBJECTIVE	ACTION/EVENT TO MEET OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET
CETB Strategy 5.1 Assessing requirements, determining priorities, addressing building and physical infrastructural needs	Development of a Cork ETB Building and Facilities Management Strategy which will set out a framework for delivery of our Strategy covering the period from 2022 to 2024. This Strategy will incorporate climate action initiatives and enabling strategies	Building and Facilities Strategy published	End of Q1
	Leases and Estate Management - adherence to execution and reporting deadlines	Appropriate buildings are sourced for the delivery of courses	Across 2021
	To utilise all available funding streams for Capital buildings Infrastructural investment.	Full assessment of Estate portfolio, prioritising critical buildings. Application for FET strategic investment fund. Applications for Building Upgrade projects.	Q1, 5 Q2, 5 Q3 Q1 Q1
CETB Strategy 5.2 Evaluating ICT investment and the training required to enhance administrative efficiencies and deliver blended learning effectively	Development of a Cork ICT Strategy covering the period from 2022 to 2024 to support our Technology Enhanced Learning Strategy and administrative processes with	Supporting Strategy published	End of Q1

	reference to relevant national strategies		
	Procurement of ICT maintenance contract to enhance efficiencies	Tender process completed and contract awarded	End of Q2
	Provide improved financial and analytical data to internal system users	Develop and roll out reports	Across 2022
CETB Strategy 5.3 Securing funding for capital and ICT investment to address identified priorities and Cork ETB infrastructural development needs	Continue to identify and avail of ICT funding streams available for all areas of delivery To link ICT infrastructure investment to Buildings upgrade actions where appropriate	To make improvements in connectivity, device supports and managed services	To have a number of centres in process during 2022 and
CETB Strategy 5.4 Incorporating and applying sustainability principles and initiatives	See CETB Strategy 5.1	Publication of Building and Facilities Strategy	Across 2022
CETB Strategy 5.5 Developing our own knowledge, capability and capacity to support, design and plan capital projects	Managing Schools/FET Capital Buildings Programme, Emergency Works, Summer Works, Leases and Estate Management	Keeping all CETB FET, Schools & Centres operational, and facilitating necessary upgrade works; to required completion dates and to required standard/specification	To exceed required completion dates and specified standard

OVERVIEW OF 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, Kingsfort Avenue, Castlepark Village, Mallow, Co. Cork
- Scoil Chlíodhna Community National School, West End, 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 28 post primary colleges. This includes 4 Colleges of Further Education which are reported under the Further Education and Training section. Twelve of these colleges are designated Community colleges where there is an agreement with the local Roman Catholic bishop on diocesan involvement in the governance of the college. Cork ETB provides a range of services to these schools including financial, human resource, building, ICT, governance support as well as educational planning support.

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

In addition, Cork ETB provides a number of educational settings of a post primary nature to support the provision of post primary education to students who are not in the main stream provision. These settings are in the form of a special care unit, Eist Linn, Blackrock

FURTHER EDUCATION & TRAINING

COLLEGES OF FURTHER EDUCATION (PLC)

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

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

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

CORK TRAINING CENTRE (TRAINING SERVICES)

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

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

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

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

YOUTH SERVICES

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

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

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

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

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

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

YOUTHREACH

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

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

ADULT LITERACY

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

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

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

COMMUNITY EDUCATION

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

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

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

BACK TO EDUCATION INITIATIVE (BTEI)

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

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

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

CORK GUIDANCE SERVICES

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

OUTDOOR EDUCATION SERVICES

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

ORGANISATIONAL SUPPORT

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

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

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

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

ESTATE MANAGEMENT

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
- Property and Lease Management

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 Management
- Compliance and Legal including Data Protection and FOI
- Health, Safety and Welfare at Work
- Communications and Marketing
- Corporate Training
- Management of Service Level Agreements
- Scéim na dTeangacha Gaeilge Oificiúla
- Insurance
- Administration Support Services to Board and Executive

HUMAN RESOURCES

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

- Recruitment
- Garda Vetting
- Staff Allocation and Utilisation
- Contract Management
- ESBS / Payroll Administration
- Leave Administration
- Occupational health
- Implementation of national agreements and/or systems
- Staff Relations
- Staff Development
- Superannuation
- Management and development of HR led ICT Systems in consultation with ICT Dept

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;

Treasury

- Payments and associated procedures, approvals, controls and compliance (including payroll, contracted training, creditors, grants and Travel & Subsistence)
- Banking
- Financial transaction reporting and reconciliation
- Preparation of Annual Financial Statements
- Budgeting and projections
- Management of ESF Claims
- Manage funding streams
- Co-ordination of C&AG, IAU and ESF Audits
- Review of Internal Control Templates
- Audit Tracker
- Asset Registers

Procurement

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

OTHER SERVICES

CRECHE SERVICES

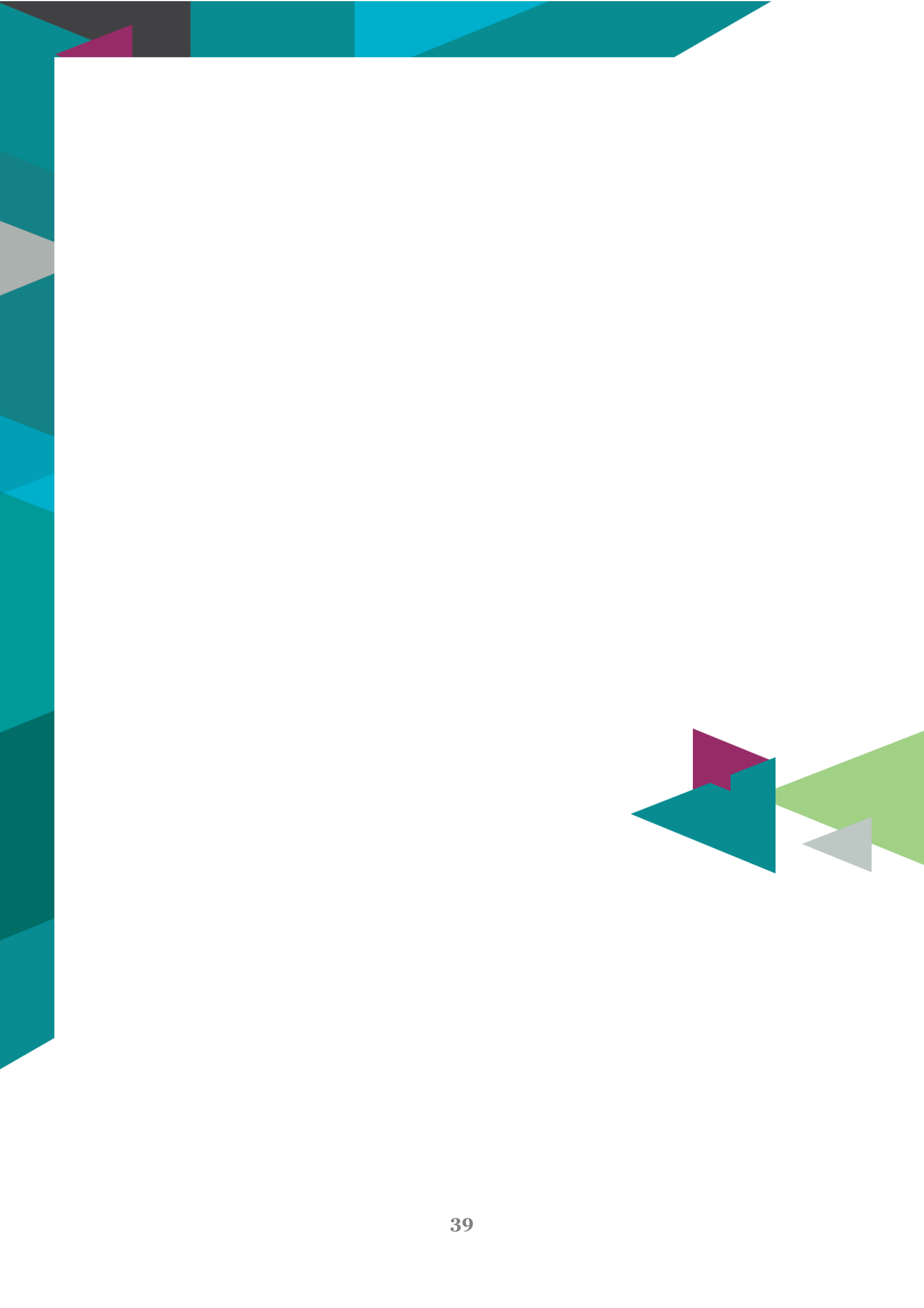
Cork ETB operates two creches, Lios Na Nóg and Cuddles. These services provide early years services to learners, staff and support families in employment with essential childcare placements. Placements offered are full time and all state schemes are operated in both creches in accordance with funding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

PROJECTED RECEIPTS AND EXPENDITURE 2022

	**Projected Year ended 31/12/2022 €	*Draft Year ended 31/12/2021 €
RECEIPTS		
Schools & Head Office Grants	112,189,970	109,990,155
Further Education and Training Grants	87,322,191	75,475,157
Youth Services Grants	4,400,000	4,247,810
Agencies & Self-Financing Projects	9,500,000	9,148,124
Capital	12,000,000	34,454,780
	<u>225,412,161</u>	<u>233,316,026</u>
PAYMENTS		
Schools & Head Office	112,000,000	108,084,414
Further Education and Training	87,322,191	75,458,656
Youth Services	4,200,000	4,144,752
Agencies & Self-Financing Projects	9,300,000	8,775,430
Capital	11,800,000	35,882,632
	<u>224,622,191</u>	<u>232,345,884</u>
Surplus For Period	789,970	970,142

***Unaudited**

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





cetb

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Oiliúna Chorcaí
*Cork Education and
Training Board*

A pathway for every learner

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