



**cetb**

Bord Oideachais agus  
Oiliúna Chorcaí

*Cork Education and  
Training Board*

# ANNUAL REPORT 2022

A PATHWAY FOR EVERY LEARNER

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# MESSAGE FROM THE CATHAOIRLEACH AND CHIEF EXECUTIVE OF CORK EDUCATION AND TRAINING BOARD

It is with great pride that we jointly present the Cork ETB Annual Report for 2022. Cork ETB, as in previous years, continues to experience significant change, both internally and within its external environment. Its focus remains on evolving its services to ensure that the emerging education and training needs of its learners and the wider community are met, providing the necessary knowledge and skills to progress to or within further education and training, or to higher education or employment opportunities.

The outcomes identified in the Annual Report demonstrate 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 2022, continued to engage and consolidate its role as an education and social partner within Cork city and county. This was particularly evident through our collaboration with Cork City and County Councils, MTU, UCC and SOLAS in jointly hosting the OECD Local Development Forum in June 2022. 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, in 2022 we welcomed the wind down of Covid restrictions and a return to more normal models of service delivery, which was of huge benefit to our learners and staff. Following the launch of our Strategy Statement 2022-26, several supporting strategies were developed and commenced in 2022 to support the delivery of our strategic priorities, including a People Strategy, Communications Strategy and ICT Strategy, as well as an Arts in Education Strategy which was launched by Minister Norma Foley in December 2022. We were very proud to be awarded patronage of a second

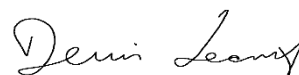
Community Special School in Rochestown, with work underway to open in early 2023. We were also delighted to welcome Minster Foley to perform the official sod turning for the Carrigtwohill campus in December 2022. We achieved some notable milestones in FET, with Minister Simon Harris launching our new Cork College of FET in February 2022, which was followed in November 2022 by his announcement of a significant capital investment for a FET College of the Future to be located in our Bishopstown Campus.

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





# 2022 HIGHLIGHTS



# 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 Education and Training Board.

## FUNCTIONS OF THE ETB 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 2022 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 7 occasions, with details of attendance outlined in the table below

MEMBER NAME	NOMINATING BODY	24.02.22	24.03.2022	28.03.2022	26.05.2022	30.06.2022	22.09.2022	24.11.2022	NO OF MEETINGS ATTENDED
Cllr. Patrick Gerard Murphy (Chair)	Cork County Council	X	X	X	X	X	X	X	7
Mrs. Mary Hegarty (Vice-Chair)	ACCS/JMB /NAPD	X			X	X	X	X	5
Cllr. Karen Coakley	Cork County Council	X			X	X	X	X	5
Cllr. Kay Dawson	Cork County Council	X	X	X	X	X	X	X	7
Cllr. Noel McCarthy	Cork County Council	X		X	X	X	X	X	6

Cllr. Noel McCarthy	Cork County Council	X		X	X	X	X	X	6
Cllr. Gobnait Moynihan	Cork County Council							X	1
Cllr. Alan Coleman	Cork County Council						X		1
Cllr. James Kennedy	Cork County Council				X				1
Cllr. Ben Dalton O'Sullivan	Cork County Council	X							1
Cllr. Sean Martin	Cork City Council	X		X			X	X	4
Cllr. Mary Rose Desmond	Cork City Council	X		X	X		X	X	5
Cllr. Derry Canty	Cork City Council		X	X	X		X	X	5
Cllr. Colette Finn	Cork City Council	X	X	X		X			4
Ms. Maura Fitzgibbon	Staff Nominee			X	X	X			3
Mr. Patrick O'Dwyer	Staff Nominee	X	X	X		X	X		5
Mrs. Maria McGrath	NPAETB	X	X	X		X			4
Vacant	NPAETB								
Mr. Denis Kirby	Chambers Ireland	X	X	X	X		X	X	6
Mr. Liam Ahern	Down syndrome Ireland	X	X			X	X	X	5
Mr. Declan O'Leary	National Youth Council of Ireland	X	X	X	X	X		X	6
Ms. Ann Piggott	ICTU	X	X		X	X	X	X	6



## FINANCE COMMITTEE MEETING

During the year the Finance Committee met on 5 occasions, with details of attendance outlined in the table below.

COMMITTEE MEMBERS	INTERNAL OR EXTERNAL	17.02.2022	22.03.2022	07.06.2022	13.09.2022	22.11.2022	NO. OF MEETINGS ATTENDED
Mr. Jamie O'Leary (Chair)	External	X	X	X	X	X	5
Ms. Mary Hegarty	Internal	X					1
Cllr. Kay Dawson	Internal	X	X	X			3
Mr. Desmond Daly	External		X	X	X	X	4
Mr. Sean O'Sullivan	External	X	X	X	X	X	5
Mr. Kieran Hannon	External	X	X		X	X	4

## AUDIT AND RISK COMMITTEE MEETING

During the year the Audit and Risk Committee met on 5 occasions, with details of attendance outlined in the table below.

COMMITTEE MEMBERS	INTERNAL OR EXTERNAL	22.02.2022	15.03.2022	21.06.2022	20.09.2022	13.12.2022	NO. OF MEETINGS ATTENDED
Mr. Tim Healy (Chair)	External	X	X	X	X	X	5
Mr. Denis Kirby	Internal	X	X	X	X	X	5
Mr. Tom Rigney	External	X	X	X	X	X	5
Mr. Declan O'Leary	Internal		X		X	X	3
Mr. Jamie O'Leary	External	X	X	X	X	X	5
Mr. Liam Ahern	Internal					X	1

## 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 2022. 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 2022 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 affirm adherence to the relevant procurement policy and procedures 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 2022

The Annual Financial Statement for the year ended on 31st December 2022 is subject to audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of the Annual Report 2022. The ETB will publish the audited financial statements as soon as practicable after they have been signed off on by 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;
  - Salaries and short term employee benefits
  - Post-employment benefits
  - 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: 25.05.2023

Cllr. Patrick Gerard Murphy  
Chairman, Cork Education and Training Board





# PROFILE OF CORK EDUCATION AND TRAINING BOARD

## INTRODUCTION

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 34,983 learners in 2022, 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.

In 2022 Cork ETB's newly opened Community Special School in Carrigaline completed its first academic year with great success. The Department of Education awarded patronage of a second community special school to Cork ETB, to be opened in early 2023 in Rochestown.

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 and community-based education, by which people of any age or background can progress within further education and training, to higher education or also onward to or within the world of work.

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 was officially launched in February 2022 and this year saw significant progress in the initial phase of this project, including the establishment of a Project Oversight Group, appointment of project management consultants, agreement of a



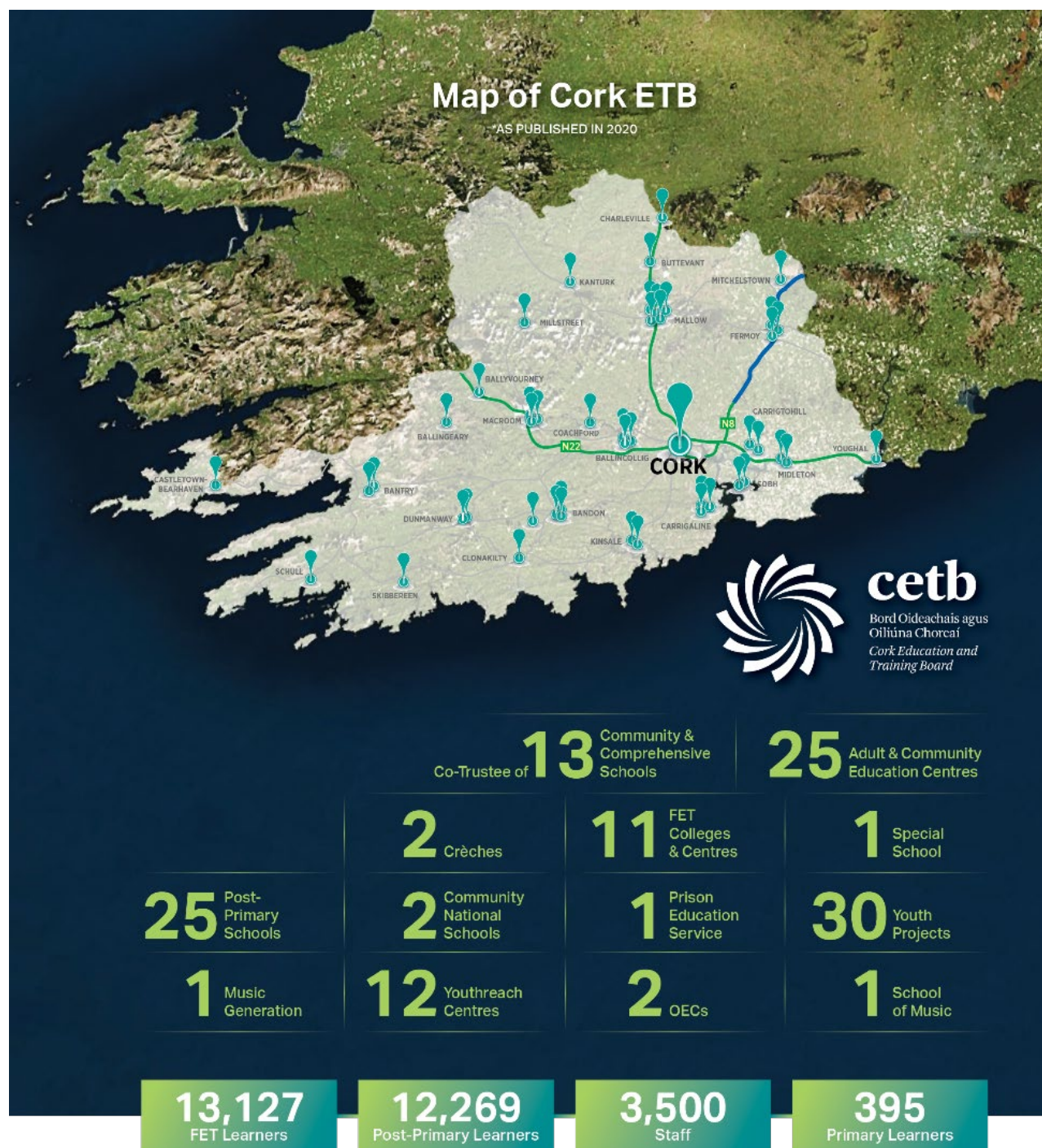
programme plan, stakeholder consultations and analysis of data in relation to courses and processes to underpin the change to come.

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. In 2022, one of the key priorities associated with the emergence from Covid-19 restrictions was to ensure that students and adult learners who were not in a position to engage fully with learning during the pandemic were provided with the supports to engage fully moving forward. An emerging trend of additional mental health issues arising from the experience of the pandemic required significant resources from schools and further education and training centres to support our learners.

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. In 2022, following internal review, a revised structure was implemented within our Head Office in order to ensure the most efficient and effective resourcing of our strategic priorities.

Information on the full range of education and training provision is available on Cork ETB's website.

## GEOGRAPHICAL MAP OF CORK ETB



# STATEMENT OF SERVICES AS OUTLINED IN SERVICE PLAN 2022

Cork ETB through its engagement with the Department of Education 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 the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) and 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 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 were delivered during 2022 are outlined below.

## 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 (2022)	OUTCOME
<b>CETB Strategy 1.1</b> Actively pursuing opportunities in Cork to: (i) increase the number of Community National Schools (CNSs), (ii) enhance Gaelcholáistí provision, (iii) support progression between Cork ETB areas of provision, (iv) develop learning in culture and arts	(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	Increased enrolments observed in 2022
	(ii) Continued support to our Gaelcholáistí to enhance Irish medium provision	(ii) Enhanced provision for Irish medium schools	(ii) To ensure continued provision of strong Irish medium education in Cork ETB	Cork ETB supports the provision of an ETBI Development Officer for Gaelcholaisti and Gaeltacht schools. There are a number of support programmes in place.
	(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	In 2022 2,365 learners progressed to courses within FET, 8% above the target set in CETB's Strategic Performance Agreement and an increase of 35% over 2021.
	(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	Arts in Education Strategy Published December 2022

<b>CETB Strategy 1.2</b> 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	In 2022, 16,377 individual learners participated in FET programmes with 24,972 activities. This compares to 13,618 and 18,984 respectively in 2021.  Work to develop the two planned apprenticeship is still ongoing with expected commencement in 2023.
<b>CETB Strategy 1.3</b> 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	On review a decision was taken to develop an implementation plan for the new Department of Education Strategy when published
<b>CETB Strategy 1.4</b> 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	Improved completion and certification outcomes from courses, and increase in progressions to future learning opportunities in FET and HE	Improved completion and certifications outcomes	FET certification levels increased by 3.5% over 2021, with progression rates within FET increasing by 35%. Figures for FET-HE progressions have not yet been released.



	to be supported by PLD supports			
<b>CETB Strategy 1.5</b> 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	An initial pilot in the Auctioneering and Property Apprenticeship has been successfully completed in 2022.
<b>CETB Strategy 1.6</b> Proactively engaging with employers and learners to systematically identify: (i) knowledge/skill needs, (ii) the most suitable pedagogical approaches and (iii) practical/work experience requirements	Identify from locally available data and national employment indicators, areas for additional programme development and actively engage in business forums both local and national	Active engagement with employers and employer bodies	Across 2022	Active engagement continues in this area.
<b>CETB Strategy 1.7</b> 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	Development of a TEL Strategy document commenced in Q4 with a view to publication in Q1 2023
<b>CETB Strategy 1.8</b> Reorganising courses and programmes to ensure efficiency,	The development of Cork College of FET, and the establishment of Departments / Faculties / Centres	Consolidation of a number of courses through a process of consultation	Q.3	Cork College of FET project established with substantial data analysis undertaken in



value-for-money and the development of specialisms at our major campus locations	of excellence, and a move towards consolidation course provision at levels 5 and 6 to improve efficiencies			consultation with key stakeholders.
<b>PDA 1.1</b> Provide a positive learning experience for all learners, including learners from marginalised groups	An Active Inclusion Support Unit has been established to co-ordinate and ensure access to supports to all groups  In schools, Principals actively engage with SENOs and with NEPS in respect of their own school.  Further develop the model of SEN provision in schools through engagement with the ETBI SEN Mapping Project	Learners have a positive learning experience with any and all needs being met to ensure active participation	Across 2022	The Active Inclusion Support Unit continued to develop its supports for learners and centres in 2022.  Schools actively engaged in developing SEN model. Schools are working closely with SENOs to provide additional special classes where resources permit.  Cork ETB is involved in an ETBI school mapping initiative; significant progress has been made in Phase 1 and Phase 2 of the initiative.
<b>PDA 1.2</b> Support students/learners at risk of educational disadvantage in line with current national policy	See Cork ETB Strategy 4.2 and 4.3 See PDA 1.1	Co-ordinated and targeted approach to delivery of supports	Across 2022	Resources for special education are specifically targeted at students with additional needs.  A fund for students with disabilities was rolled out on a pilot basis to targeted full time learner groups.
<b>PDA 1.3</b> Ensure all necessary child safeguarding measures are in place in accordance with	Child protection reports are a standard item on all Boards of Management agendas	Board of Management Minutes forwarded to Corporate Services	Full compliance maintained	Completed.

the Child Protection Procedures for Primary and Post-Primary Schools 2017				
<b>PDA 1.4</b> 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	Child protection training commenced rollout at organisation level in 2022; all staff at primary and post primary level have received training.

## 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 (2022)	OUTCOME
<b>CETB Strategy 2.1</b> 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	People Strategy Published with an associated implementation plan
<b>CETB Strategy 2.2</b> Attracting and retaining high calibre candidates for all positions	Review of online recruitment campaign to include grades	Online content created to allow for online recruitment campaigns targeted in line with specific	End of Q2	Targeted online campaign was run in tandem with main teacher recruitment campaign and as

	other than teachers	posts being advertised		required to support additional non teaching vacancies throughout the year
<b>CETB Strategy 2.3</b> Identifying routes for career progression, facilitating internal mobility and planning for succession	See CETB Strategy 2.1	Publication of People Strategy	End of Q1	People Strategy Published with an associated implementation plan
<b>CETB Strategy 2.4</b> 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	Adaptive leadership training programme commenced delivery to Executive and Senior Leadership teams. Further leadership training supported by PLD service.
<b>CETB Strategy 2.5</b> 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	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 develop and in place for all staff	Across 2022	Training Needs Analysis conducted across FET, Head Office and school leadership teams in 2022, and training planned and delivered across a range of areas.  Software to support the communication, enrolment and tracking of training implemented.

	analysis across identified areas, including Finance, to develop a programme of work for the year			
<b>CETB Strategy 2.6</b> 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	Interim remote working arrangements implemented
<b>CETB Strategy 2.7</b> Periodically reviewing our culture, working environment, team satisfaction and identify scope for enhancement	See CETB Strategy 2.1	Publication of People Strategy	Across 2022	People Strategy Published with an associated implementation plan
<b>CETB Strategy 2.8</b> Delivering value-for-money and ensuring effective governance, risk management, probity and responsibility in meeting stakeholder expectations	Health and Safety Review	To review Cork ETB Health and Safety Statement and implementation of same across the organisation	End of Q2	Implementation of Health and Safety statements reviewed and supported across organisation.
	Transition to ESBS Shared Services	Fully transitioned across all modules active in Cork ETB	End of Q2	Completed for HR/Payroll/Time & Pensions
	VTOS/Youthreach Learner Payments transition to ESBS Shared Services	Fully transitioned to shared services	End of Q1	Completed successfully
	Transition from SAP to P2P systems to have one system for management of payments	Fully transitioned across remaining areas	End of Q2	Completed successfully
	See PDA 3.1 to 3.5 PDA 3.7 to 3.9			

<b>PDA 3.1</b> 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	Quorums achieved for all meetings
<b>PDA 3.2</b> 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	Completed in Q2
<b>PDA 3.3</b> 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	Completed
<b>PDA 3.4</b> 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 ETBs	Reports and minutes 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	Completed. Committee chairs present to the Board. Minutes are submitted to the Board following the reviews.

<b>PDA 3.5</b> 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	Completed.
<b>PDA 3.6*</b> Staff Development	The Chief Executive should ensure that; <ul style="list-style-type: none"> <li>- A member of staff is appointed as the training manager</li> <li>- Training needs analysis is carried out on an annual basis</li> <li>- Training programme on financial management is developed and implemented</li> </ul>	See Cork ETB Strategy 2.5 regarding arrangements	Across 2022	PLD Group established to support and develop PLD in conjunction with Corporate Services, review of policy and procedures completed with a dedicated space on Workvivo
<b>PDA 3.7</b> 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	Completed.
<b>PDA 3.8</b> 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	Risk Management reviews undertaken on a quarterly basis with a risk appetite statement developed with a bi-annual review
<b>PDA 3.9</b> Internal Controls	The board of each ETB should ensure that it receives adequate assurance that	Submission of Financial Statements / Annual Report to Finance Committee, Audit & Risk	Review completed in line with statutory deadlines	Completed.



	specified controls are operating as intended.	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		
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### 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 (2022)	OUTCOME
<b>CETB Strategy 3.1</b> 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	Values Alignment promotional material completed and issued.
<b>CETB Strategy 3.2</b> Collaborating with our partners in education, communities and community organisations	Customer Service Action Plan	Action Plan to be developed and published	End of Q3	Action plan in development
	Continued engagement with various bodies 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	Across 2022	Engagement ongoing to ensure full take up of positions.
	Lead Partner in arranging the OECD Forum 2022 which will be	Event planned, managed and held successfully	June 2022	Successfully completed.

	held in person in Cork			
<b>CETB Strategy 3.3</b> 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	Updated legislation removed requirement for new Sceim Teanga; work ongoing to implement previous Sceim targets
<b>CETB Strategy 3.4</b> 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	Workvivo now available to all staff and relaunch in progress. New document structure completed.
<b>CETB Strategy 3.5</b> 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	Completed.
<b>CETB Strategy 3.6</b> 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	Completed.

#### 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 (2022)	OUTCOME
<b>CETB Strategy 4.1</b> 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	Completed – assessment and implementation plan finalised for approval by SMT.
<b>CETB Strategy 4.2</b> 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	This funding was reframed in 2022 as REACH funding and Cork ETB allocated €775,870 to community groups under this fund.  All resources for special education are assigned as per DE circulars. Schools are engaged in active training for all teachers in providing for inclusion in the classroom.
<b>CETB Strategy 4.3</b> Proactively identifying and addressing obstacles to access, participation and engagement (for	Develop additional focussed programmes and continue to support existing programmes for identified disadvantaged/ma	New programmes developed at levels 1-4 in Adult and Community Education service in addition to existing programmes	Across 2022	Cork ETB awaits a QQI framework to be finalised prior to the achievement of this objective.

both students and staff), while also expanding the supports required to enhance retention rates	regionalised target groups			
<b>CETB Strategy 4.4</b>  Designing and developing dedicated Access Programmes (for young people, school leavers and mature students) which are informed by research and best practice	Improve levels of support and consistency of supports available to learners across all FET centres  Develop actions under Cork Access Network (CAN)	Learner Support framework across all FET provision  Action plan for CAN inputs	End of Q3 2022  Across 2022	The Active Inclusion Support Unit continued to develop its supports for learners and centres in 2022  A number of actions were successfully implemented including the delivery of targeted seminars and the establishment of a Memorandum of Understanding with Cork Chamber to provide a work experience model for targeted groups.
<b>CETB Strategy 4.5</b> Undertaking assessments of our buildings and courses/programmes to ensure that those with a disability are not precluded	Review of Cork ETB and FET Estate, as required, for compliance with relevant legislation to ensure access for all  Working with the Department of Education to meet the needs of disadvantaged children through the provision of dedicated teaching spaces.	Reports and action plans developed in consultation with appropriate stakeholders  Provide additional Special Education units and assess special school requirements.	Across 2022  To work with the Department on the increased provision of accommodation as required. Q3 2022	Reports and plans are currently in development.  Cork ETB is actively engaging with DE and NCSE regarding the provision of additional capacity for special classes.
<b>CETB Strategy 4.6</b> Working to support and increase diversity amongst and	See CETB Strategy 2.1	Publication of People Strategy	Across 2022	Completed.

across our staff and learner population				
<b>PDA 2.1</b> Assist the DES, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	Delivery of appropriate programmes, including ESOL support, for Irish Refugee Protection Programme and provision for international protection applicants	Schedule of programmes for Irish Refugee Protection Programme and provision for international protection applicants available to meet demand	Across 2022	A significant increase in activity and delivery for Ukrainian refugees and other international protection applicants was delivered throughout 2022.

## 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 (2022)	OUTCOME
<b>CETB Strategy 5.1</b> 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	Draft Estate Strategy developed  Sustainability/Climate Action strategy detail requirements in development.
	Leases and Estate Management - adherence to execution and reporting deadlines	Appropriate buildings are sourced for the delivery of courses	Across 2022	All leases and Property Management now consolidated under Buildings and Estate Unit. Systematic review

	To utilise all available funding streams for Capital buildings Infrastructural investment.	<p>Full assessment of Estate portfolio, prioritising critical buildings.</p> <p>Application for FET strategic investment fund.</p> <p>Applications for Building Upgrade projects.</p>	<p>Across 2022</p> <p>Across 2022</p> <p>Across 2022</p>	<p>ongoing on leases in place.</p> <p>Review of Property register ongoing.</p> <p>Completed – SAR application submitted for College of the future and SUIF applications for priority facilities.</p>
<b>CETB Strategy 5.2</b> 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 reference to relevant national strategies	Supporting Strategy published	End of Q1	ICT Strategy Published Q2
	Procurement of ICT maintenance contract to enhance efficiencies	Tender process completed and contract awarded	End of Q2	Completed Q3
	Provide improved financial and analytical data to internal system users	Develop and roll out reports	Across 2022	Financial system enhancements DPEM reporting allow for Management Financial oversight.



				Data Analytics Unit established under FET to provide detailed reporting.
<b>CETB Strategy 5.3</b> 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	Several infrastructural upgrades completed across centres
<b>CETB Strategy 5.4</b> Incorporating and applying sustainability principles and initiatives	See CETB Strategy 5.1	Publication of Building and Facilities Strategy	Across 2022	Draft Estate Strategy developed  Sustainability/Climate Action strategy detail requirements in development.
<b>CETB Strategy 5.5</b> 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	Completed



# OVERVIEW OF EDUCATION, TRAINING AND CORPORATE SERVICES

## SCHOOLS

### PRIMARY SCHOOLS

Cork ETB is patron of 2 Community National Schools (CNS) and 2 Community Special Schools, one of which is scheduled to open in early 2023. 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

Rochestown Community Special School (opening early 2023)

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 13 Community and Comprehensive Schools in Cork.



In addition, Cork ETB provides post primary education to students while they are in the care of the high support, residential care unit in Éist Linn, Blackrock.

## FURTHER EDUCATION AND 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.

### BISHOPSTOWN CAMPUS (TRAINING SERVICES)

Bishopstown Campus, 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 AND DEVELOPMENT

## OVERVIEW

The services delivered by the organisational support and development function are focused on the delivery of corporate support services which are essential to assist staff in schools and centres to focus on the delivery of direct services to learners to ensure they

have a high-quality learning experience. This ensures 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 corporate support 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 Department of Education on a national basis. These projects, and in particular Education Shared Business Services (ESBS) in both payroll and finance, are important to the sector and Cork ETB. During 2022 Cork ETB continued to work collaboratively and positively with relevant stakeholders and in particular with ESBS.

In preparation to transition to shared services, during late 2021/early 2022 a review of functional areas under each department was commenced and new structures were implemented in the course of 2022. The functions as outlined below reflect the new structures.

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.

## BUILDINGS AND ESTATES

The Buildings and Estates Department provides a range of services to support schools and centres in respect of estate management, building programmes and property management requirements. The range of services provided are;

- 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
- Property and Lease Management
- Facilities Management – organising of HO maintenance, CETB energy efficiency etc
- Assistance to non-ETB schools when requested by DE Building Unit Capital Projects

## PROCUREMENT

The Procurement Department provides supports to schools, centres and head office departments in respect of procurement requirements.

- 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
- Marketing & Communications

- Management of Service Level Agreements
- Scéim na dTeangacha Gaeilge Oificiúla
- Insurance
- Legal
- Corporate Training
- Strategic Reporting
- 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 COMMUNICATION 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.



**cetb**

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