



Bord Oideachais & Oiliúna
LUIMNIGH & AN CHLÁIR

LIMERICK & CLARE
Education & Training Board

Annual Report 2021

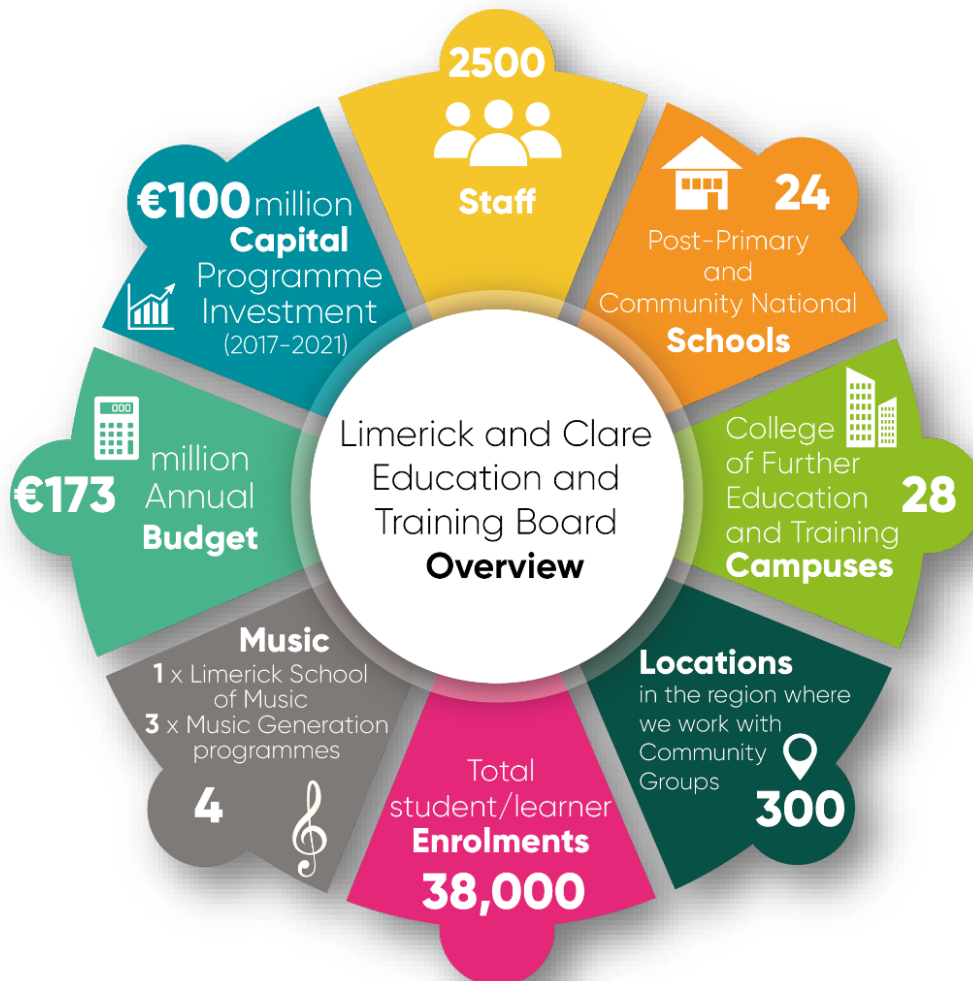




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Message from the Cathaoirleach

As Chairperson of Limerick and Clare Education and Training Board, I am pleased to present the Annual Report for 2021.

Looking back, 2021 was another challenging year, particularly in a time of a continuing global pandemic. Limerick and Clare Education and Training Board continued to evolve and adapt to remote working, demonstrating the flexibility and adaptability of the organisation to rise to any challenge.



I would like to take this opportunity to thank the Board and Chief Executive for their support during this challenging year. I would also like to express my sincere gratitude to the staff, students and learners of Limerick and Clare Education and Training Board for their continued hard work, professionalism and dedication as we continue to work together to empower the lives of the people of the region through education and training

Cllr. Kieran O' Hanlon

Chairperson

Limerick and Clare Education and Training Board



Foreword from the Chief Executive

Welcome to the Limerick and Clare Education and Training Board Annual Report 2021. The publication of our annual report and financial statements is a primary expression of public accountability for our Education and Training Board. This report provides an overview of the services provided and progress made in 2021 under the four key goals outlined in the Limerick and Clare Education and Training Board Strategy Statement 2017-2021 and commitments made by the authority in the Limerick and Clare Education and Training Board's Service Plan 2021.



The Limerick and Clare Education and Training Board Annual Report 2021 has been prepared in compliance with the statutory requirements outlined in Section 28 of the Education and Training Boards Act 2013. Section 28 (1) states that:

Each education and training board shall, not later than 30 June in each year, prepare, adopt and submit to the Minister a report in relation to the performance of its functions during the year immediately preceding the year in which the report is submitted, and the Minister shall, as soon as may be after receiving the report, cause copies of the report to be laid before each House of the Oireachtas.

The authority has included Monitoring and Evaluation Feedback in Appendix 1 of this Annual Report, summarising the progress Limerick and Clare Education and Training Board achieved in 2021 in implementing commitments as outlined in the ETB's Service Plan for 2021.

This Annual Report for 2021 is reflective of another year conducted during a global pandemic and unprecedented social, economic and cultural opportunities and challenges, as well as being reflective of national priorities as set by the Department of Education and the Department of Further and Higher Education, Research, Innovation and Science. However, due to the collaborative approach, cooperation, flexibility and professionalism of staff the organisation has again delivered on its commitments as set out in our 2021 Service Plan.

I wish to thank the Chairperson and all members of the ETB Board, along with the senior management team and staff throughout the organisation for their on-going dedication and commitment over the past 12 months.


George O'Callaghan

Chief Executive

Limerick and Clare Education and Training Board



Limerick and Clare Education and Training Board Statement

Limerick and Clare 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 Limerick and Clare local authority areas.

Limerick and Clare 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 Limerick and Clare 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 2021 the Board approved the following documentation;

- Adoption of the Annual Report
- Financial Statements
- Adoption of the Service Plan
- Ensured accurate records were kept of meetings and decisions



Board Meetings:

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

Name	Nominating Body
Cllr Kieran O’Hanlon (Chairperson)	Limerick City and County Local Authority
Cllr Clare Colleran Molloy	County Clare Local Authority
Mr Michael Cregan	Member from Bodies as per Section 30 (11) (b) of the Education and Training Boards Act (2013)
Cllr Michael Donegan	Limerick City and County Local Authority
Ms Elaina Fitzgerald	Member from Bodies as per Section 30 (11) (b) of the Education and Training Boards Act (2013)
Cllr Liam Galvin	Limerick City and County Local Authority
Mr Michael Guilfoyle	Staff Representative
Ms Kate Hehir	Staff Representative
Ms Sheila Hickey	Parent Representative
Cllr Gabriel Keating	County Clare Local Authority
Cllr Sarah Kiely	Limerick City and County Local Authority
Cllr Joe Killeen	County Clare Local Authority
Mr Sean McMahon	Member from Bodies as per Section 30 (11) (b) of the Education and Training Boards Act (2013)
Cllr Paul Murphy	County Clare Local Authority
Cllr Ann Norton	County Clare Local Authority
Mr Mark O’Dea	Member from Bodies as per Section 30 (11) (b) of the Education and Training Boards Act (2013)
Mr Dónal Ó hAiniféin	Parent Representative
Ms Marian Petty	Member from Bodies as per Section 30 (11) (b) of the Education and Training Boards Act (2013)
Cllr Elena Secas	Limerick City and County Local Authority
Cllr John Sheahan	Limerick City and County Local Authority
Cllr Brigid Teefy	Limerick City and County Local Authority



Limerick and Clare Education and Training Board Attendance at Meetings 2021

	19/01/2021	23/02/2021	23/03/2021	20/04/2021	15/06/2021	21/09/2021	16/11/2021
<i>Cllr. Clare Colleran Molloy</i>	X	√	X	X	√	√	√
<i>Mr. Michael Cregan</i>	X	√	√	√	√	√	√
<i>Cllr. Michael Donegan</i>	√	√	√	√	√	√	√
<i>Ms. Elaina Fitzgerald</i>	√	√	√	√	√	√	√
<i>Cllr. Liam Galvin</i>	√	√	√	√	√	√	√
<i>Mr. Michael Guilfoyle</i>	√	√	√	√	√	√	√
<i>Ms. Catherine Hehir</i>	√	X	√	√	√	√	√
<i>Ms. Sheila Hickey</i>	X	√	X	X	X	X	√
<i>Cllr. Gabriel Keating</i>	√	√	√	√	√	√	√
<i>Cllr. Sarah Kiely</i>	X	√	√	√	√	X	√
<i>Cllr. Joe Killeen</i>	√	√	√	√	√	√	√
<i>Mr. Sean McMahon</i>	X	√	√	√	X	X	X
<i>Cllr. Paul Murphy</i>	√	√	√	√	√	√	√
<i>Cllr. Ann Norton</i>	√	√	√	√	X	√	√
<i>Mr. Mark O'Dea</i>	√	√	√	√	√	X	√
<i>Mr. Donal ÓhAiniféin</i>	√	√	√	√	√	√	√
<i>Cllr. Kieran O'Hanlon</i>	√	√	√	√	√	√	√
<i>Ms. Marian Petty</i>	√	X	√	√	X	√	X
<i>Cllr. Elena Secas</i>	√	√	√	√	√	√	√
<i>Cllr. John Sheahan</i>	√	√	√	√	√	√	√
<i>Cllr. Brigid Teefy</i>	√	√	√	√	√	X	√

Board Members' Expenses and Meetings Attended

Expenses are paid to Board Members for travel to Board-related meetings. This information can be viewed in the Annual Financial Statements of Limerick and Clare Education and Training Board.

Limerick and Clare Education and Training Board Finance Committee 2021

The Limerick and Clare Education and Training Board Finance Committee fulfils an important role in the governance framework of the ETB by reviewing and reporting to the Board on the draft service plan; whether the Chief Executive is implementing the Service Plan, as adopted by the Board, and within the expenditure limits set by the Minister; and whether the accounts as presented by the Chief Executive should be accepted by the Board.



Finance Committee Membership

External

Mr Sean Conlon, **(Chairperson)**

Ms Sadie Ahern

Mr Eugene O'Brien

Internal

Cllr John Sheahan

Cllr Joe Killeen

Ms Elaina Fitzgerald

Finance Committee Meetings Attended 2021

	1st Meeting	2nd Meeting	3rd Meeting	4th Meeting
<i>Date:</i>	23/02/2021	22/03/2021	17/11/2021	07/12/2021
<i>Mr. Sean Conlon, Chairperson</i>	√	√	√	√
<i>Ms Sadie Ahern</i>	√	√	√	√
<i>Mr. Eugene O'Brien</i>	√	√	√	√
<i>Cllr. John Sheahan</i>	√	√	√	x
<i>Cllr. Joe Killeen</i>	√	√	√	√
<i>Ms. Elaina Fitzgerald</i>	√	√	x	√

Limerick and Clare Education and Training Board Audit and Risk Committee

The Limerick and Clare Education and Training Board Audit and Risk Committee fulfils an important role in the governance framework of the ETB by assisting the Board monitor internal control, comprising corporate governance, risk management, internal audit and financial/non-financial controls implemented by executive management. The Committee does not undertake management responsibilities and is not a substitute for entity management controls and accountabilities.

Audit and Risk Committee Membership

External

Mr Donal Fitzgibbon, **(Chairperson)**

Mr Fergus Dunne

Cllr Mary Howard

Mr Declan Phillips

Mr Matt Power

Internal

Cllr Gabriel Keating

Cllr Sarah Kiely

Mr Sean McMahon



Audit & Risk Committee Meetings Attended 2021

	1st Meeting	2nd Meeting	3rd Meeting	4th Meeting	5th Meeting	6th Meeting
<i>Date:</i>	22/02/2021	19/03/2021	30/03/2021	06/09/2021	20/10/2021	09/12/2021
<i>Mr. Donal Fitzgibbon, Chairperson</i>	√	√	√	√	√	√
<i>Mr. Fergus Dunne</i>	√	√	x	√	√	√
<i>Cllr. Mary Howard</i>	√	√	√	√	√	√
<i>Cllr. Gabriel Keating</i>	√	√	√	√	√	√
<i>Cllr. Sarah Kiely</i>	√	x	x	x	√	x
<i>Mr. Sean McMahon</i>	x	x	x	x	√	x*
<i>Mr. Declan Phillips</i>	√	√	√	√	√	√
<i>Mr. Matt Power</i>	√	√	√	x	√	√

*Resigned

Risk Management

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

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

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

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



System of internal controls

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

Procurement Policy and Procedures

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

Taxation

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

Financial Statements 2021

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

Cllr Kieran O'Hanlon,
Limerick and Clare ETB

Date: 21st June, 2022



Limerick and Clare Education and Training Board – The Board

Functions of Limerick and Clare Education and Training Board

The general functions of Limerick and Clare Education and Training Board, as stated in the Education and Training Boards Act 2013, shall be to:

- a) establish and maintain recognised schools, centres for education and education or training facilities in its functional area,
- b) when directed to do so by the Minister under *section 20*:
 - i. establish and maintain recognised schools in its functional area,
 - ii. establish and maintain centres for education in its functional area,
 - iii. maintain centres for education or recognised schools in its functional area, and
 - iv. establish, maintain or resource education or training facilities in its functional area,
- c) plan, provide, co-ordinate and review the provision of education and training, including education and training for the purpose of employment, and services ancillary thereto in its functional area in:
 - i. recognised schools or centres for education maintained by it,
 - ii. education or training facilities maintained or resourced by it,
 - iii. children detention schools,
 - iv. prisons, and
 - v. facilities maintained by other public service bodies,
- d) enter into arrangements with, and provide support services to, education or training providers, in accordance with *section 22*,
- e) establish scholarships in accordance with *section 24*,
- f) adopt a strategy statement in accordance with *section 27*,
- g) adopt an annual service plan in accordance with *section 47*,
- h) co-operate with anybody nominated to carry out the internal audit functions under *section 52*,
- i) provide education and training at the request of, and on behalf of, anybody which funds training out of money provided to that body by the Oireachtas,
- j) support the provision, co-ordination, administration and assessment of youth work services in its functional area and provide such information as may be requested by the Minister for Children, Equality, Disability, Integration and Youth in relation to such support, and
- k) assess whether the manner in which it performs its functions is economical, efficient and effective.

The functions of the Board are either executive or reserved. Executive functions are carried out by the Chief Executive and reserved functions are carried out by the Board. Reserved functions are set out in Section 12 (2) of the Education and Training Boards Act 2013.

Limerick and Clare Education and Training Board was established on 1 July 2013 under the provisions of the Education and Training Boards Act 2013. Section 51 of that Act requires the ETB to keep in such form and in respect of such accounting periods as may be approved by the Minister for Education with the consent of the Ministers for Finance and Public Expenditure and Reform, all proper and usual accounts of the monies received or expended by it.



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

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.

Ethics

Ethics in Public Office Act 1995 and the Standards in Public Office Act 2001

Each member of the Board of an ETB must comply with the relevant provisions of the Ethics in Public Office Act 1995 and the Standards in Public Office Act 2001. The Ethics in Public Office Act 1995 provides for the disclosure of registerable interests by holders of designated directorships and occupiers of designated positions of employment in public bodies prescribed for the purposes of the Ethics legislation. Board members and designated staff are required to provide annual Disclosures of Interests in respect of issues that could materially influence the performance of functions.

Committees of Education and Training Boards

Part 5 44. -(1) Subject to section 45, an Education and Training Board may establish committees to-

- a) perform such one or more of its functions as, in its opinion, could be better or more conveniently performed by a committee, or
- b) advise it in relation to the performance by it of any of its functions and may determine the terms of reference and regulate the procedure of any such committee.

(2) A committee established under subsection (1) shall consist of not more than 12 members and may, subject to subsection (9) and subsection (12) (c), consist partly of members who are not members of the education and training board concerned.



Board Meetings

1. Schedule 3: Paragraph 2 (1) of the Education and Training Boards Act 2013 - subject to the provisions of this paragraph and section 31 - every education and training board shall hold such and so many meetings, at such times, and in such places as it thinks proper.
2. Schedule 3: Paragraph 2 (2) Every education and training board shall hold at least one meeting in every 2 months other than the months of July, August and September.
3. Schedule 3: Paragraph 2 (3) Every education and training board shall hold at least one meeting during the period commencing on the 1st day of July and ending on the 30th day of September in every year.

Minutes are maintained and adopted in support of Limerick and Clare Education and Training Board meetings. Members record of attendance at Limerick and Clare Education and Training Board meetings and details of their expenses are recorded in this report.

Public Sector Duty

Section 42 of the Irish Human Rights and Equality Commission Act 2014 sets out the Positive Duty required of Public Bodies, including Limerick and Clare Education and Training Board. The authority, in performing its function, has regard to:

- The elimination of discrimination
- The promotion of equality of opportunity and treatment of its staff and the people to whom it provides services
- The protection of the human rights of its members, staff and the people to whom it provides services.

Code of Practice for the Governance of Education and Training Boards

Circular Letter No 0002/2019

The primary legislation governing education and training boards is the Education and Training Boards Act 2013, which must be observed at all times. The Code of Practice for the Governance of Education and Training Boards Circular Letter No 0002/2019, whilst it sets out guidelines in certain situations, should be primarily considered as a set of standards for members and staff of the Board. Members and staff are expected to ensure that their activities in relation to the ETB are governed at all times by these standards, in letter and in spirit. It should be noted that:

- the Code should be read in conjunction with the legislative provisions which govern the ETB sector and the Public Sector generally. Existing legislative provisions on matters that are also the subject of this Code continue to apply and for the avoidance of doubt, in the event of any conflict or inconsistency, the legislative provisions prevail;
- provisions contained in the Code may be amended from time to time by the Minister for Education;
- the Minister for Education or the Minister for Public Expenditure and Reform may issue circulars and/or guidance notes, from time to time, in relation to the Code or related matters;

The Code of Practice provides a framework for the application of best practice in corporate governance in education and training boards. Limerick and Clare Education and Training Board confirms that the 2019 Code of Practice of Governance for Education and Training Boards that issued in 2019 has been adopted and that it complies with the up-to-date requirements of the Code in its governance practices and procedures.



Limerick and Clare Education and Training Board is guided by the principles set out in the Code of Practice document in meeting its responsibility to ensure that all activities meet the highest standards of corporate governance.

Draft Annual Financial Statements (AFS)

Financial Statements 2021 - Limerick and Clare Education and Training Board Annual Financial Statements for the year ended 31st of December 2021 is subject to audit by the Office of the Comptroller and Auditor General at the time of publication of the Limerick and Clare Education and Training Board Annual Report for 2021. Limerick and Clare Education and Training Board will publish the audited financial statements within one month of receipt from the Office of the Comptroller and Auditor General.

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 31st of December 2021, which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairperson's Comprehensive Report that has been submitted to the Minister.



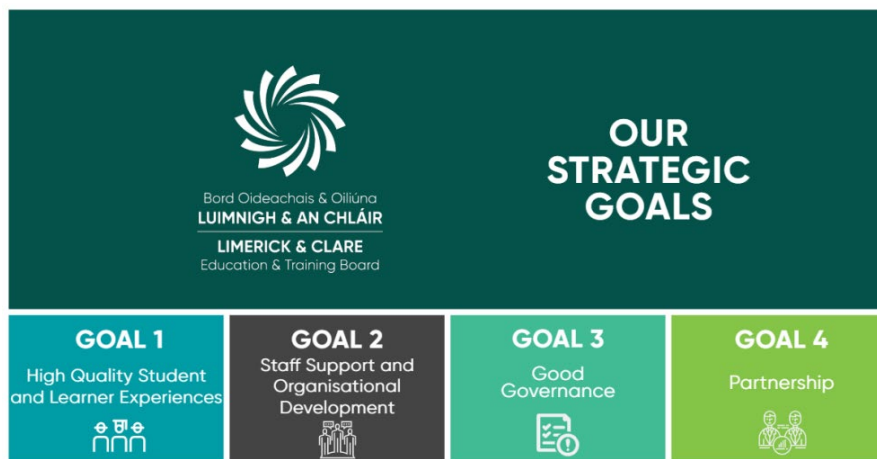
Organisation Support & Development



Organisation Support and Development

Within Limerick and Clare Education and Training Board, Organisation Support and Development oversees the management of the ETB's resources across the Human Resources, Corporate Services, Finance, ICT, and Capital and Procurement departments.

The role of Organisation Support and Development is to lead on the delivery of organisational and strategic administrative initiatives (structures, policy, systems, initiatives and interventions), which enhance the capability of Limerick and Clare Education and Training Board to deliver on the four goals outlined in its Strategy Statement and ensure best practice in terms of the authority's corporate governance. This is done in collaboration with the Directors of the ETB's Schools and Further Education and Training divisions.



Working across all 4 goals, Organisation Support and Development aims to deliver increased value to Limerick and Clare Education and Training Board by further enhancement of sound and coherent policies, systems and engagement processes, which ensure that the ETB is compliant with legislation, attracts and retains high quality staff, demonstrates excellence in governance and supports the achievement of the authority's vision as defined in the Strategy Statement.



The success of Limerick and Clare Education and Training Board has been built on the committed effort of staff. The importance of providing a supportive, collaborative, safe and healthy working environment for all staff has been reflected in *Priority Goal 2 – Staff Support and Organisational Development*. Organisational design is an evolving process and will be influenced by a number of national projects including Payroll and Finance Shared Service. Limerick and Clare Education and Training Board continued to develop and update relevant policies and procedures during 2021 to ensure compliance with relevant legislation, best practice, customer service and corporate governance.

Information Communications Technology

Good progress was made with a programme of planned improvements during 2021, including a keen focus on identifying e-business solutions and reviewing existing processes. The challenges associated with the COVID-19 pandemic and the reliance on technology to accommodate remote working, which had to be delivered in a short timeframe for staff, was successfully achieved. The ICT strategy which provides a roadmap to enhance and improve the use of ICT in teaching, learning and administration practices across the organisation greatly assisted the speedy introduction of remote working for all staff. The role of ICT continued to evolve across all areas of the ETB's services during 2021. Its importance to the organisation has grown significantly and its range of services and supports to administrative offices and schools/centres are constantly evolving. As a department, the range of services and supports to offices, schools, and centres it offers includes:

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

The ICT Department develops and maintains the communication systems of Limerick and Clare Education and Training Board, endeavouring to ensure data protection and security across all ETB systems. The ICT Department will continue to assist and advise on all ICT procurement and to ensure Business Continuity and Disaster Recovery Plans are completed and reviewed.

The ETB has invested and developed remote access systems that support and facilitate new ways of working. Most of the services required by staff are now available from anywhere via a portal. Developments in cloud services, and primarily the rollout of Microsoft Office 365 and other productivity tools, means that the ETB is not entirely dependent on its offices and buildings in order to perform day-to-day business.



Legal and Compliance

Demonstration of compliance is on-going, with all policies under constant review. As a result of the pandemic, Limerick and Clare Education and Training Board reviewed and updated their training modules to take on board the evolving nature of COVID and the additional controls necessary to put in place to protect the health and safety of our staff, students and learners.

A gap analysis of the Code of Practice for the Governance of Education and Training Board was completed which has shown the high level of compliancy under C.L. CL 0002/2019. Compliance is also demonstrated through regular review and follow-up on audit findings.

Data Protection

In order to be compliant with and to fulfil statutory obligations in accordance with the Data Protection Act 2018, Limerick and Clare Education and Training Board gathers, stores and processes large amounts of data on a variety of data subjects. The ETB is committed to a policy of protecting the rights and freedoms of individuals with respect to the processing of their personal data. The authority has a designated Data Protection Officer who acts as the point of contact for all data privacy queries and has developed a Data Protection Policy in order to supplement its Privacy Policy. The ETB continues to upskill staff in the requirements under GDPR and training forms part of the induction process for all new staff. Refresher training is delivered on a regular basis. During 2021, Limerick and Clare Education and Training Board received 6 Data Access Requests.

Freedom of Information

Section 8 of the Freedom of Information Act 2014 requires Freedom of Information (FOI) bodies to prepare and publish as much information as possible in an open and accessible manner on a routine basis outside of FOI, having regard to the principles of openness, transparency and accountability as set out in Sections 8(5) and 11(3) of the Act. This allows for the publication or giving of access to records outside of FOI, provided that such publication or giving of access is not prohibited by law. The scheme commits FOI bodies to make information available as part of their normal business activities in accordance with this scheme and Limerick and Clare Education and Training Board has published the ETB's FOI Publication Scheme on its website and has a designated FOI Officer. During 2021 Limerick and Clare Education and Training Board received 13 FOI Requests.

These requests came from journalists, interest groups, and staff. 9 requests were granted, 1 was partially granted, 1 was withdrawn and 2 were denied.

Protected Disclosures

In accordance with the provisions of the Protected Disclosures Act 2014, Limerick and Clare Education and Training Board has appointed a designated officer for receiving protected disclosures and has put in place a Policy for the Making of Protected Disclosures by Limerick and Clare Education and Training Board Staff which is published on the ETB website. This policy, in tandem with the legislation, will encourage staff to report potential wrongdoing in the knowledge that their concerns will be taken seriously and investigated, where appropriate, and that their confidentiality will be respected. As required by Section 22 of the Protected Disclosures Act 2014, Limerick and Clare Education and Training Board confirms that no Protected Disclosures were made in 2021.

Risk Management

A Corporate Risk Management Policy is in place and, based on a business plan, Limerick and Clare Education and Training Board provides a risk register reflective of risks identified.

The Risk Register is a living document which is updated as new risks are identified, or risk likelihood/severity is amended due to suitable controls being put in place to reduce/remove the risk.



The Board maintains active oversight of risk management and confirms that it has carried out an assessment of the principal risks, associated mitigation measures and reviewed the effectiveness of these measures in 2021. The Board manages risk for the organisation through a structured risk management programme. The Board is assisted in its risk management function by the Audit and Risk Committee. The Board also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit and any external audit such as an ESF audit and/or Revenue audit. In addition, a review of the effectiveness of the system of internal controls was conducted in 2021 – this review takes place annually. Risk Management is a standing agenda item at all management meetings and consideration includes, inter alia:

- Risk reports from senior management, including the Chief Risk Officer (CRO)
- Reports of the Audit and Risk Committee
- Risk reports from senior management including the ETB's Compliance Officer
- Audit Register

Limerick and Clare Education and Training Board undertook a number of activities in 2021 to support the management of enterprise risk and to demonstrate good governance. The underpinning evidence base for this work is legislation relevant to Limerick and Clare Education and Training Board and the Code of Practice for the Governance of Education and Training Boards (CL 0002/2019). The following outputs were completed during the year:

- Quarterly review and updating of the Corporate Risk Register
- Quarterly review and updating of the Further Education and Training Risk Register
- Quarterly review and updating of the Schools Risk Register
- Alignment with our Strategy Statement and relevant KPIs assigned to each risk on spreadsheet

The key risks identified were presented to the Audit and Risk Committee and work was on-going on managing the risks identified, reducing risk and identifying new risk areas. The focus was on identifying the key risks that could prevent Limerick and Clare Education and Training Board deliver on its Strategy Statement and associated control measures to be implemented in order to mitigate the impact of such risks.

The risks identified are added to the Risk Register and categorised as follows:

Compliance, Contractual, Financial, Operational, Reputational and Strategic. These risks are then rated in terms of likelihood and impact, and classified accordingly as Red, Amber or Green risks. Once the risks have been identified and recorded on the risk register, they are reviewed by Management as follows: Red - every quarter, Amber - six monthly, Green – annually. The Board confirms that it has carried out an assessment of the ETB's principal risks and details of these identified risks, including associated mitigation measures or strategies, have been submitted as an Appendix to the Chairperson's Comprehensive Report to the Minister for Education.

The Chairperson of Limerick and Clare Education and Training Board confirms that the organisation is adhering to the relevant aspects of the Public Spending Code. The Board of Limerick and Clare Education and Training Board confirms that the 2019 Code of Practice of Governance for Education and Training Boards that issued in 2019 has been adopted and that the ETB is progressing the implementation of the up-to-date requirements of the Code in its governance practices and procedures across the organisation. Areas of non-compliance can be viewed in the Annual Financial Statements.



Insurance and Legal issues

Support and advice continued to be provided in 2021 by the Corporate Services department to all staff throughout the organisation in respect of legal issues arising, potential claims, and personal injuries claims.

Health and Safety

Limerick and Clare Education and Training Board aims through the control of risks and an on-going policy of risk reduction to ensure that accident/incident or near miss occurrences are avoided, thereby safeguarding the safety, health and welfare of staff, students/learners and contractors who have reason to enter any of the authority's buildings. The ETB has rolled out a number of training courses via Privacy Engine to ensure compliance with the legislation. Online systems are also used to notify the ETB of changes in legislation in relation to Health and Safety. The ETB had 3 reportable accidents to the Health and Safety Authority during 2021.

Official Language Scheme

Limerick and Clare Education and Training Board is guided by the principles and committed to implementing the obligations arising from the Official Languages Act 2003. The ETB commenced a new Scheim Teanga in 2021 for a period of 3 years which has been submitted to the Minister for Culture, Heritage and the Gaeltacht.

Human Resources

Limerick and Clare Education and Training Board Human Resources department provide the full range of HR related services, functions and supports to all management and staff throughout the organisation.

In 2021 HR managed the recruitment and selection process amounting to 2,234 applications which resulted in 342 appointments ensuring a pipeline supply of various categories of staff to meet the needs of our students and learners in all of our Schools and FET Centres. HR successfully managed all recruitment campaigns in 2021 through use of virtual platforms as appropriate in order to comply with pandemic related restrictions and guidelines.

In addition to the above the authority's post-primary schools appointed 85 posts of responsibility in 2021. The HR Department managed this internal recruitment process, leading to the strengthening of Leadership and Management teams within ETB schools, with emphasis on achieving the highest standards of educational outcomes for students to sustain an environment that underpins high quality in student care, learning and teaching.

The roll out of our online Onboarding modules was also managed by Human Resources in 2021 for all newly appointed staff.

Capital and Procurement

Limerick and Clare Education and Training Board continued to invest in educational infrastructure across Limerick and Clare in 2021. During 2021, staff from the Capital and Procurement department engaged in both formal and informal professional development, while staff also provided training to FET and schools Senior Management Teams, and school and centre-based admin staff on the National Procurement Policy and the ETB Multi-Annual Procurement Plan (MAPP).



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

The close collaboration between the Capital and Procurement and Finance departments was maintained in 2021. The Capital and Procurement Officer reported to both Audit and Finance Committees on the Capital Programme and Procurement function during 2021, while reports on all tenders over €100,000 continue to issue to each meeting of the Finance Committee. The effectiveness of the collaboration between the Finance and Capital and Procurement departments was demonstrated in the coordinated response to meeting the PPE needs of schools and centres for PPE and supplies to enable reopening of educational facilities following the lockdown in 2021. Close cooperation was also required for completion of the Multi-Annual Procurement Plan (MAPP), submitted to ETBI on time in September 2021.

Finance Strategy

The objective of the Finance department is to support the Board in the achievement, within budget, of objectives set out in the annual Service Plan. Finance support includes decision-making support, corporate control of public money, transaction processing and statutory accountability, and ensuring the ETB has complied with its obligations under tax law. The Chairperson of the Board confirms that Limerick and Clare Education and Training Board has complied with its obligations under tax law.

Statutory Accountability

Limerick and Clare Education and Training Board confirms that it is its responsibility for the preparation of the annual report and financial statements and considers that the financial statements properly present the income and expenditure of the authority and the state of affairs of the authority.

Sources of Funding

A detailed breakdown of sources of funding can be viewed in our Annual Financial Statements (AFS).

Financial Statements 2021

It is the responsibility of Limerick and Clare Education and Training Board for the preparation of the annual report and financial statements and, based on the information available to it, considers that the financial statements properly present the income and expenditure of the authority and the state of affairs of the authority.

Limerick and Clare Education and Training Board's Annual Financial Statements for the year ended 31st December 2021 are subject to audit by the Office of the Comptroller and Auditor General (C&AG).

Following audit sign-off by the C&AG, Limerick and Clare Education and Training Board will publish the audited financial statements within one month of receipt from the C&AG.



Financial Summary
for the year ended the 31st of December 2021

Limerick and Clare Education and Training Board
Operating Statement for the Year Ended 31st December 2021*

Limerick and Clare Education and Training Board Financial Statements for 2021 are prepared and submitted to the Department of Education and to the Comptroller and Auditor General for audit. Following audit sign-off by the C&AG and following Department of Education presentation of the accounts to the Houses of the Oireachtas, the Financial Statements will be published on the Limerick and Clare Education and Training Board website and linked to the Annual Report.

Financial data in relation to the following is included in the Annual Financial Statement

- Non-Salary-related fees paid in respect of Committee members;
- Salaries and short-term employee benefits;
- Post-employment benefits;
- Termination benefits;
- Key management compensation, if any;
- The number of employees whose total employee benefits were between €0 to €59,999;
- The number of employees whose total employee benefits were between €60,000 to €69,999 and within each pay band of €10,000; and
- Overall figure for employer pension contributions.



Schools Division

Limerick and Clare Education and Training Board is responsible for the management and operation of 2 community national schools and 18 post-primary schools in Limerick and Clare. The ETB is also co-patron of 4 Community Schools. In addition to the management of primary and post-primary schools, the division also has responsibility for Youth Work Services and the Local Creative Youth Partnership (LCYP).

Schools Division



Support for Schools during COVID-19

The announcement on 12 March 2020 of the closure of all schools, colleges, universities, and other training and learning facilities was the commencement of a series of challenges across the education sector.

Remote Learning, Teaching and Assessment

The Taoiseach, Micheál Martin TD, announced on Thursday, 6th January, 2021 that schools would be closed until 1st February, 2021. From Monday, 11th January students, including children with special needs, had to recommence with a programme of remote learning in line with the rest of the Government restrictions.

Supporting the Transition to Remote Learning and Teaching

Limerick and Clare Education and Training Board supported schools with professional development and workshops on sharing best practice in relation to utilising on-line tools and systems. All staff meetings and staff Professional Development days focused on upskilling everyone to be more proficient and comfortable with the school's excellent Learning Management System (LMS), G Suite for Education (Google) or Microsoft 365 (Microsoft). Schools also received training and support in using Zoom. Students in our schools became familiar with this Learning Management System and each school has a dedicated Remote Learning Portal on its school website. This is the main portal for accessing on-line classes and feedback from teachers.

All schools surveyed all parents/guardians, students, and staff in relation to the use of digital technologies for the period of Remote Learning that commenced on 11 January 2021.

Mungret Community College, was chosen by the Department of Education Inspectorate to take part in a pilot evaluation which is being developed as a model for further expansion later in the year - *Evaluation of Remote Teaching and Learning (ERTAL)*. The report of this evaluation was extremely positive.



The first three weeks of school closures in January 2021

Schools focused their efforts for the three weeks of Remote Learning on teaching, learning and the provision of effective feedback to students. Students had a blend of on-line 'live' classes, 'flipped learning' lessons, assignments, and homework. Teachers communicated this information to students via the school's Learning Management System (LMS).

Supports for Students including Internet Connections and Data Bundles on Mobile Providers

Principals and Deputy Principals surveyed students and families to ensure that devices were made available to students to support them while at home.

Wellbeing including physical activity

Schools prioritised wellbeing during the school closure and utilised resources from NEPS, the Department's National Educational Psychological Service, developed for keeping Children and Young People well during COVID-19. These resources aim to support children and young people's learning and wellbeing.

Supporting Students with Additional Education Needs

Schools maintained regular contact with students and their parents and guardians where additional education needs were required. The National Council for Special Education developed resources for parents of children with additional needs who may benefit from specific advice during the period of school closure

COVID-19 Response Plans

Limerick and Clare Education and Training Board Schools Division continued to ensure the quality of educational outcomes for all children, especially the vulnerable and disadvantaged, were minimised from January 2021. Weekly video-conferencing meetings of Principals and Deputy Principals continued in 2021 and this good practice has been maintained since. Resources including plans, templates, online forms etc. were developed throughout 2021 to maintain continuity of education and students' wellbeing; while also supporting teachers with relevant professional development opportunities to respond to the rapid switch to Remote Teaching and Learning.

Schools were supported with the Department of Education plan to reopen schools in March and April 2021. The completion and implementation of the COVID-19 Response Plan by all schools was supported by the Schools Division as the means through which schools could best prevent the introduction and spread of COVID-19 in the school environment. This important living document continued to be adapted over time to reflect the evolving COVID-19 context. The success of this degree of preparedness and ongoing effective management of COVID-19 Response Plans was endorsed by the Department of Education Inspectorate visits and reports in accordance with the Supporting the Safe Provision of Schooling (SSPS) Inspections are carried out in primary and post-primary schools. During these inspections, inspectors looked at how schools are implementing the Department's COVID-19 response plan for the safe and sustainable operation of primary and special schools. At the end of each inspection the inspectorate provided verbal feedback to the school and a printed report. The report from each inspection was also published on the Department of Education website. The process of conducting SSPS inspection visits is designed to provide an assurance to the public that the Department's guidelines are being implemented and to support schools in implementing them.



Schools were supported to continue to be highly creative and adaptable in facilitating alternative means of conducting parent information evenings, parent-teacher meetings, and meetings with parents of students with special educational needs (SEN). All schools conducted parent teacher meetings remotely using MS Teams, Zoom or Google Meet. Parent Information evenings and Open Nights were all delivered using Zoom.

Primary Level

Our two community national schools are child-centred, inclusive, multi-denominational, state supported primary schools providing high quality primary education for every child in accordance with the National Primary School Curriculum of the Department of Education. The schools enrolled 232 pupils in 2021.

Our Community National Schools benefit from the support network of Principals organised by the Director of Schools. The schools receive guidance and assistance from the Schools Division Support Team and the boards of management of each school has received training on their responsibilities and functions throughout 2021 via Zoom Webinar due to COVID-19 restrictions

Each school participates in the national support network organised by ETBI regarding the *Goodness Me Goodness You* programme for Community National Schools.

Actual and Projected Enrolments (Primary)

Roll Number	School	Enrolment 2021	Projected Enrolment 2022
20313J	Mol an Óige Community National School, Ennistymon, Co Clare	112	112
	Glenroe Satellite Classroom, Glenroe, Co Limerick (Under auspices of Mol an Óige Community National School, Ennistymon, Co Clare)	21	26
20312H	Raheen Wood Community National School, Tuamgraney, Co Clare	99	108
	Total	232	246



Post-Primary

Limerick and Clare Education and Training Board schools provide a welcoming and inclusive environment, have a commitment to excellence in teaching and learning, are highly innovative and responsive to the needs of their local communities and provide strong school leadership. Our schools are noted for having an inviting and inclusive school culture and are dedicated to ensuring each student reaches their potential. In September 2021, the recognised student enrolment in Limerick and Clare Education and Training Board schools was 9,133 students, which represents almost 40% of the overall enrolment for post-primary students for the region (Source: Department of Education Post-Primary Schools Statistics 2019-2021).

The overall aim of the Schools Division is to enhance the effectiveness of each of its ETB schools by providing a range of supports to further enrich student experiences and student outcomes. This is achieved through consultation with Principals and Deputy Principals, specific forum groups (Transition Year Coordinators Forum, Guidance Counsellor Forum, SENCo Forum, Assistant Principal Forum, Digital Leader Forum, and Student Support Team Coordinator Forum), teachers, and our support team through the identification of priority areas. The Schools Division supports schools with the implementation of Department of Education requirements and through close partnership with the key providers from DE support services such as the Professional Development Service for Teachers, Junior Cycle Team, National Educational Psychological Service, Tusla, the National Council for Special Education Needs, the Centre for School Leadership, and other relevant bodies. The Schools Division provides supports through three main service delivery channels, namely: Leadership in Schools, Quality Learning, Teaching and Assessment, and Student and Staff Support

Individual schools are supported by Limerick and Clare Education and Training Board to enhance their role in communities by increased collaboration and communication with all stakeholders, including students, parents, local sporting, community, and voluntary organisations.

Limerick and Clare Education and Training Board post-primary schools benefit from the support network of Principals and Deputy Principals organised by the Director of Schools. The schools receive guidance and assistance from the Schools Division Support Team. The boards of management of each school received training on their responsibilities and functions throughout 2021 via Zoom Webinar due to COVID-19 restrictions.

Post-Primary Programmes

Programmes on offer in Limerick and Clare Education and Training Board post-primary schools include:

- Junior Certificate
- Transition Year Programmes
- Leaving Certificate
- Leaving Certificate Vocational Programme
- Applied Leaving Certificate Programmes

Subjects on offer through the schools' curriculum include science, technology, engineering, maths, (STEM) languages, humanities, and arts at both Junior and Senior levels. A focus on the holistic development of our students involves encouraging engagement in extracurricular activities including creative arts, sport, drama, music, science, entrepreneurship, debating and multimedia projects. Limerick and Clare Education and Training Board schools continue to attract a significant cohort of post-primary students with a total of 9,133 students enrolled in September 2021.



Actual and Projected Enrolments (Post-Primary)

The table below outlines the increased enrolments across our Limerick and Clare Education and Training Board schools in 2021 and the projected enrolments for September 2022.

Limerick and Clare Education and Training Board schools project increasing enrolments for September 2021 to reach approximately 9,665 students.

Roll Number	School	Enrolment	
		30th Sept '21	Projected 30th Sept '22
70830N	Ennis Community College, Ennis, Co Clare	532	582
70840Q	Ennistymon Vocational School, Ennistymon, Co Clare	193	249
70860W	St Michael's Community College, Kilmihil, Co Clare	268	281
70880F	St Joseph's Community College, Kilkee, Co Clare	139	176
70900I	Scariff Community College, Scariff, Co Clare	406	430
70901K	St Anne's Community College, Killaloe, Co Clare	590	644
71700F	Coláiste Mhuire, Askeaton, Co Limerick	339	321
71790J	Desmond College, Newcastle West, Co Limerick	408	464
71840V	Coláiste Chiaráin, Croom, Co Limerick	693	718
71850B	Hazelwood College, Dromcollogher, Co Limerick	577	608
76061W	Coláiste na Trócaire, Rathkeale, Co Limerick	482	500
76070A	Coláiste Iosaef, Kilmallock, Co Limerick	445	456
76073G	Castletroy College, Castletroy, Limerick	1233	1243
76075K	St John Bosco Community College, Kildysart, Co Clare	265	269
76093M	Coláiste Íde agus Iosef, Abbeyfeale, Co Limerick	682	676
76101I	Gaelcholáiste Luimnigh, Sir Harry's Mall, Limerick	661	652
76414G	Thomond Community College, Moylish Park, Limerick	573	595
76476F	Mungret Community College, Mungret, Limerick	647	801
TOTALS		9133	9665



Inspection Reports

The Department of Education Inspectorate conducted COVID related Inspections in 2021 in 8 of our schools. Limerick and Clare Education and Training Board very much welcomes the feedback and support provided by the Inspectorate.

Delivering Education Equality in School (DEIS)

The DEIS (Delivering Education Equality in School) programme was offered in 5 of our schools. An extremely broad range of subjects including languages, the humanities, arts, technologies, and science were offered at both junior and senior cycle. Students were encouraged to take part in all aspects of school-life, including extra-curricular activities like culinary arts, drama, music, technology, and sport. In order to ensure the highest quality of teaching and learning, and the best possible educational experience for its students, supports were offered by the Schools Division to all schools in the areas of Continuing Professional Development, Teacher Induction, Language Literacy and Numeracy, Special Education, Technology-Enhanced Teaching and Learning, the Teacher and Leadership programme, English as an Additional Language, as well as Leadership Development and Support Programmes for Principals, Deputy Principals and Middle Management post holders. Meetings with the principals and DEIS coordinators of the DEIS schools were organised during 2021 to examine and promote best practice in supporting students in DEIS schools.

Supporting students with Additional Education Needs – establishment of Special Classes

Limerick and Clare Education and Training Board has responded to the need for increased provision and care for students with Additional Education Needs (AEN) and their parents and guardians with the considerable expansion of special classes and Autistic Spectrum Disorder (ASD) Units over the last two years. Limerick and Clare Education and Training Board outlined its objective to provide a special class or ASD Unit in every school across Limerick and Clare over the next five years. All new schools include provision for two ASD Units. LCETB works very closely with the National Council for Special Education (NCSE) to improve access to special classes and ASD Units in Limerick and Clare.

Current & Planned provision for students with Additional Education Needs in Limerick and Clare Education and Training Board schools

Limerick and Clare Education and Training Board schools have increased the number of special classes from five in 2019 to fifteen special classes for September 2021. This is a significant increase to cater for the needs of students in our communities. The Schools' Division is working closely with NCSE to review the projected need for additional classes in schools across the region.

Students in special classes require experienced teachers with appropriate qualifications and, wherever possible, a background in working with students with special educational needs. Schools are very proactive in meeting the continuing professional development needs of their special class teachers, in addition to developing and reviewing their whole school policies in relation to the education and inclusion of students with special educational needs.



Supports for Schools

Schools have been supported in the development of inclusive school practices including ongoing support of Special Education Needs Coordinators (SENCOs), Additional Education Needs Teams in schools, Boards of Management, school leaders, teachers, and Special Needs Assistants (SNAs). All Admissions Policies for Limerick and Clare Education and Training Board schools include clear information for parents/guardians on admissions of students with Additional Education Needs.

Enrolment at Post-Primary in Ennis

At the behest of Limerick and Clare ETB a series of meetings of the patrons (CEIST, Diocese of Killaloe, ERST and Limerick and Clare ETB) of the post-primary schools in Ennis took place via Zoom to review the issue of pupils without school places for the 2021-2022 academic year at post-primary in Ennis and to examine options to address the problem in forthcoming years and to develop a collaborative framework regarding the post-primary enrolment process in the Ennis area over the next number of years.

Highlights in 2021

Junior Health Sciences Academy ‘Early Careers’ Event

Limerick and Clare Education and Training Board’s Schools Division worked with the Health Sciences Academy, a partnership between University of Limerick, the UL (University of Limerick) Hospitals Group and the HSE Mid-West Community Healthcare Organisation, in organising the extraordinarily successful event. Limerick Education Centre promoted the event throughout the Limerick, Tipperary, and Clare network of schools. Due to the ongoing restrictions caused by COVID-19, the event took place online via Zoom.

The virtual event provided information on careers in health for students, with a combination of videos, interactive online discussions, questions and answers and panellist discussions. The concept for the event was jointly developed by the Health Sciences Academy at University of Limerick and the ETB’s Schools Division as a collaborative response to reach out to schools and students, particularly those students in Transition Year, who cannot visit hospitals or other clinical settings for work experience. It was designed to be as informative and interactive as possible, highlighting healthcare as a career path for Transition Year students. The event was informed through desktop research, focus groups of students and teachers in Limerick and Clare Education and Training Board schools and the wider involvement of Limerick Education Centre. Over 1,600 students attended the event.

‘Shannon Region Junior Chef of the Year 2021’ Inspires Next Generation of Culinary Stars

This initiative, facilitated by Limerick and Clare Education and Training Board’s College of FET Hospitality Campus in Limerick and the Schools Division, is aligned with the national FET strategy to integrate ‘taster’ vocational courses into second-level education.

Limerick and Clare Education and Training Board schools participated in two different hospitality taster courses specifically developed for transition years: a junior chef ‘apprenticeship taster’ and a barista skills taster. The courses were aimed at students who have an interest in the hospitality sector as a career, or in learning an essential skill for life.



The Junior Chef ‘Apprenticeship Taster’ course was run by a team of professional executive chefs from the ETB’s Hospitality Campus and the Panel of Chefs of Ireland. The taster course culminated in a competition specifically for transition year students – the Shannon Region Junior Chef of the Year 2021. The Minister for Further & Higher Education, Research, Innovation & Science, Simon Harris TD, sent a special video message to help celebrate the inaugural event.

Seminars for Parents & Guardians

Limerick and Clare Education and Training Board organised a series of special online seminars for parents/guardians of children who attend schools on important topics for parents. The first of these was held on the importance of sleep and how we can ensure that our children benefit from a good sleep routine with a consultant called Tom Coleman. The seminars are growing in popularity with parents and guardians across Limerick and Clare Education and Training Board.

Collaboration with University of Limerick School of Education

Schools Division hosted several online seminars for University of Limerick School of Education students prior to going out on school placement. Each online seminar, ‘Teaching Through COVID-19: Schools Perspective’ provided an insight into relevant areas for these student teachers such as National Policy & Guidelines, Health & Safety consideration, COVID-19 policies and supports for teachers.

Middle Leadership Seminars

Three on-line seminars were organised for LCETB Schools Leadership & Management teams during 2021 and 2022. The purpose of these seminars being to stimulate and support participants to interrogate what Middle Leadership means and asks of them, underpinned by theory and applied practice. The series supports participants to enhance both their competence and confidence in responding to changes in schools.

Muintearas in ár Scoileanna - Connection in our Schools

Limerick and Clare Education and Training Board Schools Division organised an online seminar for staff of all schools on 30 November 2021 with the renowned Dr. David Coleman. This event was a very uplifting and inspirational session and was organised to acknowledge the outstanding contribution and commitment of all staff in our Limerick and Clare Education and Training Board schools since schools reopened in September 2021.

BT Young Scientist 2021

The BT Young Scientist Exhibition was held online from Wednesday 6 – Friday 8 January 2021. A total of twenty-five (25) projects from Limerick and Clare Education and Training Board post-primary schools qualified, with eight (8) of our schools represented. Sixteen projects were successful in being selected as winners or determined as highly commended.



Local Creative Youth Partnership (LCYP) national website

Limerick and Clare Education and Training Board led the design and development of a website to host the logos and links to the three ETB Pilot Partnerships - www.lcyp.ie.

Youth Work Function

The development of Youth Work services in Limerick and Clare Education and Training Board is under the remit of the Director of Schools. The Education and Training Boards Act 2013, which incorporates the definition of youth work as set out in the Youth Work Act 2001, outlines the key role of the statutory sector as one of supporting the development of youth work programmes and services and promoting greater co-ordination with other services for young people.

The statutory function of Limerick and Clare Education and Training Board, as set out in the Act, is to ‘support the provision, co-ordination, administration and assessment of youth work services in its functional area and provide such information as may be requested by the Minister for Children, Equality, Disability, Integration and Youth in relation to such support’. In accordance with Section 44 of the Education and Training Boards Act 2013, Limerick and Clare Education and Training Board has established a Youth Work Committee which makes recommendations to the authority on the performance of its functions under the Act (Section 10):

(j) Support the provision, co-ordination, administration and assessment of youth work services in its functional area and provide such information as may be requested by the Minister in relation to such support

(k) Assess whether the manner in which it performs its functions is economical, efficient and effective.

In fulfilling its statutory functions regarding youth work, Limerick and Clare Education and Training Board’s Youth Officer Team works in partnership with a range of key agencies, both voluntary and statutory, which have a role in the provision of services for young people in the region.

The UBU Your Place Your Space scheme comprises a significant proportion of the funding administered by the Limerick and Clare Education and Training Board Youth Work function. The scheme provides out of school supports to young people designated as disadvantaged. The value of these youth work-based projects is demonstrated by the government decision to recognise youth work as an essential service in the national response to the impacts of COVID-19. The Limerick and Clare Education and Training Board Youth Work team worked closely in partnership with all the organisations to support them in very challenging conditions.

In late 2021 and following a national call to ETBs, the Limerick and Clare Education and Training Board was notified that its application to set up a new UBU Your Place Your Space site in the Authority’s administrative area had been approved by the DCEDIY. The specific area identified was the Killaloe Municipal District of Co Clare and the process of drawing up a Service Requirement and inviting applicants to deliver the new service will be a significant task for 2022. The new site will bring to 27 the number of UBU Your Place Your Space projects in the Limerick and Clare Education and Training Board area.

The Limerick and Clare Education and Training Board Youth Work Committee continued to support the implementation of the Youth Work Plan 2018-2021 which aims to ensure the ETB succeeds in its responsibilities to support the provision, co-ordination, administration and assessment of youth work services in the Limerick and Clare region.



FET Division



Further Education and Training Division (FET)

One of the key pillars of the national FET Strategy is Building Skills to anticipate and respond to rapidly evolving regional and national needs. For the FET Division, it means providing quality-assured, relevant, responsive and future-focused FET curriculum and building a skills eco-system through strategic partnerships, to stay clearly aligned with key skills needs of the region and industry sector requirements.

Through networking with the Mid-West Regional Skills Forum, the IDA, the local Councils, IBEC, local Community Development Companies, PAUL Partnership, LEO Enterprises, SMEs, etc. targeted interventions were developed through Skills to Advance and other provision to address the upskilling needs of the region.

In 2021, the FET Division continued to provide strong vocational courses, more flexible provision in terms of modularisation and increased vocational options. Key sectors are targeted, in line with the skills needs of the region.

Hospitality and Tourism

In February 2021, the College of Further Education and Training, Hospitality Campus launched a new leadership programme, Developing Leaders for Hospitality and Tourism, a QQI Level 6 Major Award aimed at providing targeted training for the hospitality industry at this challenging time. Three programmes were developed nationally in collaboration with industry partners, offering upskilling opportunities to those in team leadership and supervisory management roles. It offers clear and attractive career pathways for those working in the sector.

The FET Hospitality Campus was awarded the “Recognition of Quality Culinary Education, World Association of Chefs Societies” in 2021. Limerick and Clare ETB is the first ETB and the second college in Ireland to receive this accreditation. This puts the Hospitality Campus in the international arena with colleges in Asia, Australia and the USA. The Hospitality Campus has an international platform and will be engaging with international colleagues and learners.

Film Industry

With the film industry around Troy Studios booming, the need for skilled personnel across a range of skills is also growing. In 2021, a new online part-time Creative Producing Programme for aspiring producers in the Mid-West was launched, in partnership with Innovate Limerick through Film in Limerick. In October 2021, the Innovate Limerick initiative, supported by Limerick and Clare Education and Training Board in partnership with the prestigious Sheffield DocFest in England, delivered a three months training programme that culminated with four commissioned teams to receive €10,000 in funding each, as well as further training and support to produce their documentary projects in the Mid-West. The training scheme aims to inspire and support documentary directors and producers to create inspiring, engaging world-class documentaries that reach a wide international audience.



In 2021, expanding on current Film and Media provision, the FET Division offered the Advanced Music and Sound Engineering programme (Digital Media and Sound Production, Level 6) for the first time at our Mulgrave Street Campus. This has enabled existing Level 5 Media learners to progress to further develop their skills and subsequently gain employment or progress to further advanced studies at TUS or MIC. The development of the eircom site/warehouse adjacent to the College will allow for the further development and progression of film and digital media courses.

Mitigating Against Educational Disadvantage Fund 2021

The AISS applied for funding to pilot a learner assistance fund under the Mitigating Against Educational Disadvantage Fund. While the timeline was extremely short, circa €30k financial assistance was distributed to learners before the end of the year, following a formal application and approval process based on four criteria. The needs for an ongoing Learner Assistance Fund has been highlighted and the MAEDF process has provided us with valuable feedback on how this could be further developed.

Examples of MAEDF Initiatives:

- Kilrush Boat Building - Clare Community Education Service in partnership with local sailing club Seoil Sionna designed, developed and delivered an inclusive community-training project at the Kilrush Marina. This involved building a St. Ayles Rowing Skiff, a popular rowing boat from Scottish traditions which was once built by community groups. MAEDF funding was used to purchase materials. Working in Kilrush, we focused on local employment opportunities/mini enterprises in an area which has been identified as an unemployment blackspot in Co. Clare. The project provides a safe space for the people of West Clare and the surrounding area to come together, invest in community, build relationships and develop social capacity.
- The Mitigating Against Educational Disadvantage funding also allowed Family Learning in Clare to purchase resources and support Family Learning work across our ETB. Resources such as books, puppets, sensory materials, etc. have been delivered to Family Learning staff in Limerick City, East and West Limerick to support Family Learning provision in each area.
- MAED also provided funding for engaging those least likely to attend Further Education and Training courses. One kayaking course has had a significant impact on engaging 25 new learners to course, especially from the Traveller Community. 'The Ripple Effect'- The adventures of a Family Learning kayaking course in partnership with a DEIS Band 1 Primary School: How outdoor projects can engage 'hard to reach' parents.

Apprenticeships and Traineeships Development

In 2021, the FET Division continued to intensify its focus on the development of new apprenticeships and traineeships options in its Shannon and Raheen campuses, in line with the national strategy. Key developments in 2021 included:

- Façade Design Glazing Traineeship (Construction) - This Level 5 QQI major award, developed in collaboration with industry partners, will provide learners with foundational knowledge of construction and the specific knowledge and skills required for the façade design industry. This course targets school leavers and unemployed individuals both mature and non-mature and offers significant opportunities for employment and further education and training.



- Manufacturing Electronics Traineeship (Manufacturing) - This course developed in collaboration with industry partners, provides learners with foundational knowledge of electronic industry manufacturing processes' and equipment including Surface Mount Process, Electronics, Robotics and Good Manufacturing Practices.
- HGV Driver Traineeship (IRHA) (Logistics) - In a response to the national shortage of professional road haulage drivers, the ETB offers the first iteration of the HGV Professional Driver Traineeship. This traineeship will equip participants with the skills, knowledge and required licence to gain employment as a professional driver in the road haulage sector.
- Work Boat Master Traineeship - This course was developed in response to the ambitious regional plans for the Shannon Estuary. Trainees will have skills, certification and service requirements to work as a licensed workboat and/or passenger vessel master or progress to further education and training with the Marine Institute.
- The National Hairdressing Apprenticeship - In November 2021, College of FET, Mulgrave Street Campus and College of FET, Ennis Campus took in their first cohorts of Learners for the National Hairdressing Apprenticeship (NHA).
- Bicycle Engineering Traineeship - This City & Guilds accredited traineeship provides work-ready skills in professional bicycle maintenance engineering.
- Customer & Financial Support Services Traineeship - This 1-year fully funded programme provides work-ready skills for high-quality customer support, both in-person and online, through the use of digital application, with work experience included.
- A new Traineeship in Professional Cookery (2 years) for the iNua Collection Hotel Group QQI Level 6.
- Raheen Campus is currently developing Surface Mount Technology Traineeship to facilitate training specialists for regional electronics manufacturing industries.

RSA Approved Driving Instructor

Covid-19 was in part responsible for creating a backlog of learner drivers waiting to undertake their driving test due to shutdowns and due to the retirement of approved driving instructors. To meet the shortage in the sector, the ETB delivered a RSA Approved Driving Instructor training course, which will equip the participants the required skills, and licence to become an approved driving instructor. This course has proved popular and further iterations are planned for 2022

Building Core Skills

In 2021, Core Skills Limerick started 130 Adult Literacy classes in addition to 60 ESOL classes. There were 36 tutors engaged to deliver this provision. 121 courses were delivered in the O'Connell Avenue Campus, with courses also being delivered in the Raheen Campus and the Kilmallock Road Campus. The remainder took place in outreach locations in the community such as schools, community centres, family resources centres, development companies, adult education centres and direct provision centres. Community courses included special needs groups; The Daughters of Charity, The Brothers of Charity, Rehab, The National Learning Network, Headway and Focus Ireland.

The Core skills provision also engaged with employers to support their employees. For example in Limerick, we engaged with the Southcourt Hotel to provide English Language tuition for staff in the Housekeeping department.



The apprenticeship support programme in Raheen continued to grow and develop in 2021. New apprentices are met in their first weeks by the support staff to introduce them to the supports available e.g., access to the learning hub, the Active inclusion Support Service, numeracy and literacy support, etc. 300 learners received support classes, which included three group sessions of two hours each. One-to-one numeracy and literacy support was provided to 30 learners in Electrical, Carpentry, OEM and Hairdressing. A further 20 learners received literacy and assignment support during the year.

New online courses were also offered through <http://www.collegeoffet.ie> to help people get work, improve their confidence and wellbeing, offering pathways to other progression/accredited routes:

- Communication for Customer Care course - to improve communication skills and enhance the service learners provide to customers in the workplace;
- Thinking of Self-employment course - a guide through the stages in starting a business and business planning, and to identify the next stages in a step-by-step approach;
- Building your Confidence post COVID-19 to get to work course - included content on behavioural styles, communicating more assertively, performing in interviews & developing a positive mind set.
- Core Skills provision also provided taster courses in communities to reach new cohorts of learners. In Limerick, a Health & Fitness L3 programme was delivered in conjunction with Garryowen CDP and Limerick Sports Partnership. Provision of healthy cookery classes and sports /fitness classes in Garryowen CDP, with Sports Partnership rep co-delivering this course originally aimed at long-term unemployed young people in Garryowen.
- Driving theory preparation class still proved to be an important part of progression in the Kilrush Campus. Core skills provided classes two afternoons a week to all learners.

Green Skills

Education and Training Boards have a key role to play to support the development of green skills and sustainability practices, through partnerships with key regional stakeholders, awareness raising initiatives and innovative course provision. In 2021, the FET Division delivered a number of new initiatives in this area e.g. Green Innovation Campus - NZEB and Retrofitting, SOLAS Sustainability Award, Midwest Renewable Energy Training and Education Network.

Fostering Inclusion

One of the core purpose of the FET Division is to foster inclusion, by widening access for learners, recognising learning in all its forms, enhancing inclusive and intentionally diverse learning and working environments, providing consistent wrap-around learner supports and championing digital inclusion.

The FET Division allocated significant resources in 2021 to tailor learner supports to meet individual needs, and ensure that learners have access to appropriate technological resources to enable them to engage fully in provision. It also made significant strides to maintain contact and communication with all learners, support learners with additional needs e.g. reasonable accommodation, counselling, access to devices and small group tutorials, English language supports, etc.



Supports for FET Learning Practitioners

The AISS team delivered approximately 10 CPD sessions on our Learner Support AISS service (including Disability Supports) for following staff cohorts:

- Community Education Practitioners
- Core Skills
- Provision Coordinators in a number of campuses
- Information & Recruitment Guidance Counsellors
- Disability simulations & Diverse Learning populations for AISS staff.
- Improving Accessibility for Learners

Refugee Resettlement Programme in Co. Clare

In September 2021, seven Syrian families arrived in County Clare as part of a new Refugee Resettlement Programme. Four families are living in Shannon and three in Ennis. Nine adults from the RRP group are attending ESOL Literacy classes, as well as Cookery, ESOL IT and Beginners English. With the help of the Refugee Resettlement Team, we have been meeting the needs of these learners. Attending classes in Ennis and Shannon has been an excellent way for the families to settle into Irish life.

Learner Mental Health and Wellbeing

Within Limerick and Clare Education and Training Board's FET Division, the active inclusion of our learners means supporting educational equality and promoting the inclusion, participation and resilience of individuals and communities. Accepting the World Health Organisation (WHO, 2013) definition of mental health as a state of wellbeing in which every individual realises their own potential places Learner Mental Health and Wellbeing at the core of our work as an ETB FET Division. A sub-group of the FET Steering Group including the Director of FET, developed a Self-Assessment questionnaire, which was circulated to all FET staff in October 2021. In total, 131 coordinators and provision staff responded to the questionnaire, providing a self-assessment of the processes and activities currently in place to support Learner Mental Health and Wellbeing across the FET division. Respondents shared best practice models and provided ideas on what should be included in any future policy framework and action plan.

A draft Framework and Action Plan was developed and circulated to staff in November 2021.

This was an opportunity to highlight the significant work in the area of Learner Mental Health and Wellbeing carried out in all our FET campuses and provision. Examples in 2021 included:

- In the O'Connell Avenue campus, a cross-provision Learner Wellbeing Group, comprising staff from Community Education, Core Skills, VESD and Guidance was set up to look at planning events and initiatives that would have a positive impact on learner wellbeing.
- In Mulgrave Street Campus, the LCFE T&L Team developed a Health and Well Being Programme for all LCFE Learners during the Health & Wellbeing week.
- In the VTOS Shanagolden Campus, a movement break was organised during meetings, and a song chosen by learners was played, cameras were turned off and everyone was encouraged to dance.



- In Youthreach, the Amber Flag committees continued to support learners online during lockdown. Activities included a Money Management information session and a talk by “Jigsaw” on positive mental health for young adults.
- Learners participating in group projects, like Halloween and Christmas activities, promoted team building and wellbeing during these difficult times. In Youthreach East Clare, learners participated in creating a short film for the Fresh Film Festival either in front or behind the camera.
- Online Singing - Clare County Council, Music Generation Clare and Clare Community Education Service collaborated in conjunction with the Clare Keepwell Campaign. Feedback stated that being creative through music helped with mental health and self-esteem.
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Staying Connected Programme (Shortlisted Aontas STAR Awards 2022)

This programme was aimed to combat social isolation and loneliness and to promote positive mental health amongst older people living in South Clare during the 2021 COVID-19 lockdown.

The main participants are older adults aged 70 to 93 who had little or no experience of technology. This ‘Staying Connected’ Programme involved sourcing of IT equipment, and training in the use of technology. In addition to connecting with family and friends, some are applying their skills to connect with their local community - attending local Mass services virtually, reading news online, and accessing local newsletters. Where IT was once a barrier, it had now become an integral part of surviving. By nurturing existing life skills and learning new ones, this programme promotes lifelong learning.

Each member of the community was offered the supports and resources to fully engage, in the form of IT devices, IT training, programme development and delivery, class materials and ongoing support. Non formal, need-based, open, flexible online programmes were designed, developed and delivered by Limerick and Clare Education and Training Board Community Education Service. Classes delivered included Arts and Crafts, Horticulture and Exercise and Fitness.

Outdoor Learning

In 2021, an activity based outdoor learning programme was piloted across Youth Provision, in collaboration with the FET Outdoor Education campuses. The programme aims to promote learner wellbeing, to provide outdoor and adventure experiences, and to offer pathways to work experience, further education and training. It encourages informal learning in an outdoor learning environment and comprises 5 sessions for each group of learners.

Music Education

In 2021, the College of FET, Ennis Campus (PLC provision) worked in collaboration with VTOS and Music Generation Clare to introduce a Music Appreciation/Music Production course level 5 programme. Some learners are hoping to progress to degree programmes in Music and Sound Engineering.



Partnerships to reach new target groups

The FET Division is constantly working in partnership with other agencies and organisations to foster inclusion for the most marginalised groups in Limerick and Clare.

- In 2021, developing courses for the Long-term Unemployed remained a key focus. The ETB is proactive in its approach to provide upskilling and reskilling training opportunities in the Unemployment Blackspots for priority cohorts of the FET sector. Career preparation, literacy, numeracy, communications, team-work and personal effectiveness are embedded in all courses. We collaborate with a wide range of community groups and organisations, to target both the long-term unemployed and socio-economically vulnerable individuals, such as early school leavers, who are at risk of becoming long-term unemployed. We work in partnership with case workers from the DEASP to inform them about new courses and work on referrals. We work in co-operation with the regeneration section of Limerick City Council and engage with employers through our Employer Engagement and Support Services to secure work placements and employment opportunities.
- Limerick and Clare ETB AISS were part of an ETBI Sectoral Input at the AHEAD Annual conference 2021 Reconnection - Placing Inclusion at the heart of online learning and support;
- In 2021, Youth provision continued to work with key partners as Community Training Centres and LTIs such as Ceim ar Cheim probation project, limerick Mental Health Association, Headway, Doon Social Farm.
- In 2021, Core Skills Limerick continued to engage with organisations in the community that support learners with additional needs such as Headway, National Learning Network, The Daughters of Charity, The Brothers of Charity and Rehab. The courses in Headway are focussed on a pathway to employment for learners.
- Core skills Clare also took part in two separate initiatives to engage with the Travellers Community:
- In collaboration with SICAP an eight-week programme for Traveller women from Childers Road and Castletroy was developed using crafts and cookery for team building;
- In collaboration with the Drugs Education Prevention Strategy/Limerick City CDP a horse-care course was developed for Traveller men and their sons;

Creating Pathways

Creating Pathways is one of the three pillars of the College of FET's core purpose. It is about simplifying pathways to and from FET, and promoting it as a valuable options for all learners.

The IRGSS also continued its partnership work with schools, employers, HE and community partners to enhance pathways for our FET learners. For instance in 2021, the IRGSS established a working group with PAUL Partnership to review Guidance delivery across Limerick City and collaboration with SICAP. In 2021, the IRGSS published their new Action Plan in line with the new FET Strategy

Pathways from Schools

Transitions between education settings and sectors can be challenging and must be actively encouraged and supported. A key developments in 2021 was the opening of single Portal for CAO and Further Education options, which was launched in November 2021.



High Quality Teaching and Learning

Overall, 2021 was a challenging year and, as for everyone, the impact of the pandemic was felt in significant ways. There were significant changes in the way FET provision was planned and delivered, with a commitment to the digital transformation, and a focus on the professional development of all FET staff to build on our capacity to meet changing needs and expectations of learners and partners.

Professional Learning & Development (PL&D)

One of the key expected outcomes from the new FET Strategic Framework around building skills is that 'our professional development environment will offer FET staff a range of resources, time, space and strong partnerships that enhance their skills and wellbeing.' In 2021, a total of 99 training events were organised centrally engaging 2,103 participants.

In a new development - all staff have access to our new PL&D stream channel created in September 2021. This along with our TEL, QA and Show and TEL channels give staff time and flexibility to view recordings of PL&D sessions they may have not been able to attend due to their schedule. Also, staff may look back at recordings throughout the year and in the future when needed and apply the learning to their area of work. We also use the many Teams that have developed to communicate professional and to build professional learning networks around specific disciplines – such as the TEL Learning Zone and ESOL Share Space.

Universal Design for Learning

2021 was a milestone year for our participation in the National Teaching and Learning Forum Digital Badge in Universal Design for Learning. This is our third time offering the badge and our second time being involved in the national rollout. We had a team of 5 badge facilitators who supported a cohort of participants from across FET full and part time provision and support services. We have had fantastic anecdotal feedback from staff on the usefulness of the programme and are planning an evaluation and sharing of learning event in 2022. We also intend to continue to prioritise this programme into the future.

Growth and Development of the FET TEL Support Service

2021 was the most significant year for the TEL Support Service since the foundation of the ETB. It saw the expansion of the team led by the TEL Development Officer, which now comprises seven members, including the establishment of four new roles in the key areas of Online and Blended Learning and TEL Support for Apprenticeship.

Both the TEL Support Service and the Professional Learning & Development Support Service are responsible for the implementation of the TEL and PLD Strategies respectively in the FET Division. The target cohort is the 1,000 staff of the FET Division, including learning practitioners, managers and support and administration staff. The PLD Support Service works with TEL and with the other Strategic Implementation Groups to help address the professional development priorities within all strategic initiatives. In 2021, a range of innovative initiatives included, Teaching and Learning Online Course V2 and Wriggle Connect



Blended and Online Learning

In September 2021, a new blended and online learning department was established within the TEL Support Service, tasked with planning for the delivery of blended learning courses in 2022 and the development of a blended and online strategy and policy documents.

Initial work included:

- Online and Blended Teaching and Learning Workshops: The TEL, Online and Blended and PL&D Support Services collaborated on an initiative to offer learning practitioners and provision managers a range of workshops with internationally renowned expert in the area Professor Gilly Salmons. Launch of a pilot project which is looking at the redesign of the level 5 Environmental Studies 5N1442 for blended delivery.
- Planning and research for the development of blended learning policy documents.
- Engagement with QQI on the process for submitting blended learning documentation for validation.
- Professional development training for staff on designing e-tivities for blended learning.
- Design and development of a professional development Blended Redesign Training Programme for programme coordinators and learning practitioners.

Digital Inclusion

Digital Inclusion has been a core priority for the FET Division for many years, and an increased focus has been placed on TEL during the pandemic. A diverse range of responses include the promotion and support for the adoption of UDL principles, the development of the Learning Hubs initiative, etc. In 2021, new initiatives included the development of digital induction resources and supports and the rollout of device equity processes including laptop loans to learners. The TELSS also focused much of its work on the promotion of in-built assistive features as part of key platforms (e.g. – immersive reader, translate & speech to text in Office 365) as well as on supporting staff to develop the skills to effectively teach remotely with a focus on learner induction, socialisation, scaffolding and strategies to support learner retention. The work on inclusion initiatives has been evaluated through a Learner Survey conducted by TELSS and AISS. It indicates that the supports and approaches adopted have been effective to enhance learners' digital skills.

LCETB is also a key stakeholder in the SMART Limerick Digital Inclusion Working Group. This inter-agency group is working collaboratively to ensure that inclusion is at the centre of digital development of Limerick. In 2021, the group published a research co-funded by the FET Division, exploring the nature and extent of digital exclusion in the Limerick region with a view to developing evidence-based response to address digital exclusion. Findings from the research were presented in an online webinar including a video input from the FET Division.

Quality Assurance - Inaugural Review of Quality Assurance in ETBs

The inaugural review of Quality Assurance was an historic event – both for Quality and Qualifications Ireland (QQI) and ETBs – as it was the first review process of its kind to be conducted within the sector. It seeks to further encourage the development of the quality culture within ETBs and improve public confidence in the quality of Further Education and Training provision by promoting transparency and public awareness.

Following the submission of the FET Division Self-Evaluation Report in December 2020, the Limerick and Clare Education and Training Board was the first ETB to go through an external review visit with a panel of independent and international experts.



During the week of 22nd March 2021, the external review panel met online with over 200 people over the course of 31 individual meetings, including the Chief Executive, Director of FET, Managers, Learning Practitioners, Learners (past and present), Industry and Community Stakeholders, Higher Education Partners, Second Providers, etc., asking 335 questions over the course of the visit. The final report was published in December 2021, highlighting key commendations and recommendations for enhancements. All reports and associated recommendations are available on the collegeoffet.ie website/QA page. An action plan will be drafted early in 2022 in response to the recommendations.

Learner voice

In November 2021, the FET Division worked once again in collaboration with Aontas, as part of the Learner Forum national project. All FET learners were given the opportunity to give their feedback through online events and a follow up questionnaire.

In 2021, the FET Learner Charter was also launched. This resource is a complete and user-friendly guide for every learner enrolling on any FET course. It sets out the values of Limerick and Clare Education and Training Board, and provides a framework that allows learners, our staff, and learning practitioners to know and understand their respective responsibilities. It is based on the principle of collaboration and co-operation between FET learners and staff.

Limerick and Clare Education and Training Board's FET Division is responsible for the management and operation of 37 QQI-registered FET Centres in Limerick and Clare, where it provided a suite of full-time and part-time provision, and support services to 21,067 beneficiaries in 2021, through our multi-campus College of Education and Training.

21,067 Limerick and Clare Education and Training Board FET Division Beneficiaries in 2021*		
Apprenticeship	2016+ Apprenticeship	69
Apprenticeship	Apprenticeship Phases (2,4,6)	1259
Apprenticeship	Apprenticeship Phase 7	213
Full-time	Community Training Centres	252
Full-time	Justice Workshop	18
Full-time	Local Training Initiatives	74
Full-time	PLC	2,119
Full-time	Specialist Training Providers	185
Full-time	Specific Skills Training	584
Full-time	Traineeship Employed	98
Full-time	Traineeship Training	429
Full-time	VTOS Core	684
Full-time	Youthreach	418



Part-time	Core Skills	3,228
Part-time	Community Education	2,273
Part-time	ESOL	1,102
Part-time	Evening Training	1,771
Part-time	FET Cooperation Hours	1,479
Part-time	Vocational and Employee Skills Development	2,390
Part-time	Skills to Advance	795
Part-Time	Recognition of Prior Learning	178
Part-Time	Night Classes Provision	1,418
Part-Time	Refugee Resettlement	26
Part-Time	Online e-College	5

**Data extracted from PLSS – Also added are learners who attended Night Classes provision.*

2021 Course instances by Fields of Learning	
Agriculture, Horticulture and Mariculture	10
Animal Science	10
Arts & Crafts	35
Built Environment	86
Business, Administration	110
Core Personal	727
Engineering	5
Engineering (Electrical)	223
Engineering (IT)	2
Engineering (Mechanical)	57
Engineering (Transport)	63
Entrepreneurship	3
Financial Services	7
Food and Beverage	53
General Learning & Skills Sampling	492
Hairdressing, Beauty and Complementary Therapies	34
Health, Family other Social Services	321



Information Technology & Core ICT	59
Language	6
Management	32
Manufacturing	16
Media Graphics Communications	24
Research and Education-Training	11
Sales & Marketing	33
Science and Technology	7
Security, Guarding & Emergency Services	3
Sport and Leisure	12
Tourism	23
Transport, Distribution & Logistics	19
Web Development & Design	3
Grand Total	2,486

Appendix 1 Monitoring and Evaluation Framework: 2021 Annual Report - Service Delivery Update

Section 28 of the Education and Training Boards Act, 2013 requires ETBs to prepare, adopt and submit a report to the Minister in relation to the performance of its functions during the year immediately preceding the year in which the report is submitted not later than 30th June in each year. The publication of an annual report and financial statements is a primary expression of public accountability for ETBs. The annual service plan of the ETB sets out the services which the board proposes to provide along with an estimate of income and expenditure of the board for that financial year (Section 47, Education and Training Boards Act, 2013). The following table outlines the progress Limerick and Clare Education and Training Board (the ETB) achieved in 2021 in implementing commitments outlined in the ETB's 2021 Service Plan.

Strategic Goal 1 High Quality Student and Learner Experience		
Aim: To provide comprehensive high-quality education, training and lifelong learning opportunities to address the personal, social, economic and employability needs of people in our community. This is about ensuring the highest quality learning and teaching experiences across our schools, centres and programmes.		
Objective from Strategy Statement	Commitment in 2021 Service Plan	Achievements in 2021
1.1 Continue to enhance the student experience through assessment, the provision of a broad-based curriculum (including extra and co-curricular activities) and proactive and preventative student supports.	<p>The ETB's Schools Division will support schools in 2021 to continue the development of inclusive school practices including on-going support of School Boards of Management, School leaders and the development of Student Support Teams and Co-ordinators in order to support students and staff at school level. Specific actions in 2021 include:</p> <ul style="list-style-type: none"> • The continued establishment and development of ASD Units and Special Classes in ETB schools and colleges. • The review, modification and ratification of admissions policies and procedures that promote inclusion and emphasise supports for marginalised groups. • The provision of training for new members of Student Support Teams and additional training tailored for established Student Support Teams in respect of critical incidents. 	<p>The ETB's Schools Division encouraged and expanded the establishment of Special Classes across the network of ETB schools where a requirement for Special Classes were required by the community and the NCSE.</p> <p>To date, all post-primary schools except for one, have made provision for Special Classes, and all post-primary schools will have Special Classes by 2023.</p> <p>Implementations of the curriculum leaders' initiative which supports schools with School Self Evaluation, School Improvement Plans and DEIS Planning. Department of Education Inspectorate reports published during 2021 complimented this support of schools. Schools were supported with virtual Cluster Day events to facilitate development in accordance with School Improvement Plan targets set by schools as per 'Looking at Our Schools (LAOS).</p> <p>Advisory Groups continued to meet for each of these areas to support learning and teaching in schools.</p> <p>Limerick and Clare Education and Training Board Advisory Groups for the following key areas of support for schools:</p> <ul style="list-style-type: none"> • Risk Register, including Safeguarding • Health & Safety • Special Education Needs

	<ul style="list-style-type: none"> • On-going development and rollout of digital supports providing information and guidance. • Working closely with other state agencies to support students during out of school-time - e.g., Tusla, HSE, Barnardos, CAMHS, Jigsaw. • Training for Boards of Management on the Admissions Act 2020 and the Characteristic Spirit of ETB schools will be provided. 	<ul style="list-style-type: none"> • Scoileanna lán-Ghaeilge • Parents & Guardians • Digital Learning • Curriculum including Teaching & Learning • Transition Year Coordinators • Guidance Counselling Forum
	<p>As part of the ETB’s responsibilities under the Public Sector Duty, the authority is committed to promoting equality, preventing discrimination and protecting the human rights of all employees, learners, service users, the wider community and everyone affected by our policies and plans. Specific actions in 2021 include:</p> <ul style="list-style-type: none"> • Finalising and publishing the ETB Equality and Human Rights Values Statement (March 2021). • Developing the Public Sector Duty Action Plan. • Deliver an Equality and Human Rights suite of training programmes to raise awareness and promote engagement and support for Equality, Diversity and Inclusion policies, practices and initiatives <p>Develop and promote an intercultural awareness training programme for staff and learners – both online and face-to-face group training.</p>	<p>Limerick and Clare Education and Training Board has a strong inclusive and learner-centred ethos, and is committed to its public sector duty as specified in the Irish Human Rights and Equality Commission Act 2014. In 2021, the ETB completed the Assessment Phase of the Public Sector Duty Project. This was followed by the Public Sector Duty Implementation Process (September 2021) with both documents being adopted and published to the lceetb.ie website in November 2021.</p> <p>Limerick and Clare Education and Training Board have allocated responsibility for ensuring the implementation of the public sector duty to a sub group of the ETB’s Equality, Diversity and Inclusion Working Group. The EDI Working Group is made up of staff from across the three divisions of the ETB who have taken responsibility for developing the Public Sector Duty Values Statement, Public Sector Duty Action Plan and undertaking the Assessment phase of the Public Sector Duty.</p> <p>This implementation process is based on the ETB’s Public Sector Duty Values Statement with the Values Statements of Priority acting as benchmarks for the ETB’s planning and review cycle. Implementation of the Public Sector Duty will be embedded into key moments in Limerick and Clare Education and Training Board’s planning and review cycle.</p>

<p>During 2021, each of the departments within Organisation Support and Development (Finance, ICT, HR, Capital and Procurement and Corporate Services) will work with the Director of Schools and the Director of FET to ensure that all schools and FET colleges/centres have access to the resources (financial, infrastructure and personnel) to enable them to provide a positive learning experience for all learners, including learners from marginalised groups. Specific actions in 2021 include:</p> <ul style="list-style-type: none"> • Continuing a planned cycle of improvements to facilities through the Summer Works Scheme, the Emergency Works Scheme and the Sports Capital Grants Scheme. • Working with the DE to further develop ICT capabilities across our schools and FET Colleges/Centres including accessing grants for ICT equipment, and advice and support materials • Working within each team, APOs will agree individual goals, maintaining a record of provision of appropriate CPD and development opportunities and feedback in order to support best practice. 	<ul style="list-style-type: none"> • The implementation of LCETB’s Schools Capital Investment Programme continued in 2021 with projects at both design and construction stages as detailed in 1.7 of this report below. • With the establishment of DFHERIS in 2020 and the allocation of a Capital Budget to the FET Sector, the C & P Department has worked closely with the Director of FET and completed a Facilities database of each Campus in order to plan future development. <p>As part of the Digital Strategy for Schools, all LCETB schools have drawn down ICT grants from the Department of Education. Schools have been implementing their digital learning strategy in line with national requirements.</p> <p>The implementation of technology enhanced learning continues to be developed in all areas of provision.</p> <p>In 2021 Head Office Staff undertook CPD training in the areas of Project Management, Speak Irish with me, Leadership and Management and training in software packages such as EXCEL. Ongoing training in specific areas relevant to people’s work areas such as IPASS was also undertaken. Records of training undertaken are maintained.</p> <p>The following projects were progressed in 2021 in response to both emergency requirements and ongoing development needs through the sourcing of funding under these programmes:</p> <ul style="list-style-type: none"> • Coláiste na Trocaire – Toilet Upgrade • LCFE Heating Upgrade • Thomond Community College – Lighting Upgrade and Replacement • Ennistymon Vocational School – Windows Replacement • St. Michael’s Community College, Kilmihil – Roof Repairs • St. Michael’s Community College, Kilmihil – Upgrade of Track
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During 2021, the ETB's FET Division **Framework for the Integration of Language, Literacy and Numeracy (LLN) and Active Inclusion Support Service (AISS) Framework including Learner Supports** will continue to deliver on a range of interventions and supports across our FET Colleges and Centres designed to increase access to education, training and skill development opportunities for the most marginalised learners. Specific initiatives in 2021 include:

- On-going work in relation to the rollout of the initial assessment toolkit including on-going assessment training.
- Continuing the delivery of targeted professional development opportunities including QQI Level 6 PD on Integrating Literacy, AHEAD Start Disability Awareness Blended Learning Module, Family Learning, TESOL.
- Rollout of a centralised co-ordinated Learner Support Service including access to ICT devices and counselling.
- Participation in the 2021 DFHERIS Learner Engagement and Wellbeing Survey.
- Continuing the delivery of the ESOL unaccredited programme called 'ESOL for Parents of Primary School Children' in 2021.
- Membership of the Limerick Food Partnership Initiative.
- Rollout of the Mitigating Against Educational Disadvantage (MAED) Fund to support disadvantaged groups in various communities

The FET Active Inclusion Support Service (AISS) was set up in 2018 to ensure that, as far as is reasonably possible, all learners are provided with the supports required to allow them to benefit from the educational opportunities available while participating in a FET programme offered by Limerick and Clare Education and Training Board. It works in partnership with FET Managers and Coordinators to develop pilot projects, learner supports, learning supports and progress the Equality, Diversity and Inclusion agenda in the FET Division.

- **Supports for FET Learning Practitioners:** The AISS team delivered approximately 10 CPD sessions on our Learner Support AISS service (including Disability Supports) for following staff cohorts:
 - Community Education Practitioners
 - Core Skills
 - Provision Coordinators in a number of campuses
 - Information & Recruitment Guidance Counsellors
 - Disability simulations & Diverse Learning populations for AISS staff.
 - Improving Accessibility for Learners
- **Language for Work (LfW): Supporting Work-Related Second Language (L2) Learning in Ireland**

Limerick and Clare ETB were delighted to collaborate with the University of Limerick and experts from the European Centre of Modern Languages (ECML) in hosting a dissemination event on the Language for Work project. In September/October 2021, we welcomed 40 participants from both FET and HE to an online national participatory training and consultancy event featuring inputs from Alexander Braddell (UK), Kerstin Sjösvärd (SE) and Matilde Grünhage-Monetti (DE).

Work-related language skills are crucial to the integration and participation of second language (L2) adult migrants and ethnic minorities in the workplace. This national Language for Work (LfW) event offered practical guidance for teachers, policymakers and others involved in supporting work-related L2 learning by adult migrants and ethnic minorities in Ireland. Participants were introduced to resources

and findings from the ECML Language for Work Project which seeks to enable participation and integration in workplace contexts. Evaluations of the event were highly positive.

Blended Learning

In September 2021, a new blended and online learning department was established within the TEL Support Service, tasked with planning for the delivery of blended learning courses in 2022 and the development of a blended and online strategy and policy documents. Initial work included:

- Online and Blended Teaching and Learning Workshops: The TEL, Online and Blended and PL&D Support Services collaborated on an initiative to offer learning practitioners and provision managers a range of workshops with internationally renowned expert in the area Professor Gilly Salmons. Over 300 attendees across the Future Visioning Webinar and series of workshops.
- Launch of a pilot project which is looking at the redesign of the level 5 Environmental Studies 5N1442 for blended delivery.
- Planning and research for the development of blended learning policy documents.
- Engagement with QQI on the process for submitting blended learning documentation for validation.
- Professional development training for staff on designing e-tivities for blended learning.
- Design and development of a professional development Blended Redesign Training Programme for programme coordinators and learning practitioners.

Family Learning

In 2021, family learning continued to be a key focus for our core skills provision in Limerick and Clare. In 2021, the PL&D and TEL Team collaborated with Core Skills Clare in the development of an **online version of Family Learning Tutor Training**. This training is something that usually takes place face to face and is offered to tutors nationally. The aim of the course was to support the implementation of the Family Literacy Guidelines (2020) and introduce new tutors to the

discipline of Family Learning and to key resources. The programme consisted of 6 self-managed units and 3 evening time online meet ups on Teams and involved 18 hours learner effort. In total 45 participants completed the course and assessment, of which 20 were Limerick and Clare ETB staff. The evaluation of the programme was incredibly positive with many reporting the delivery mode enabled them to complete the course during what was an intensely busy period.

Other family learning initiatives in 2021 included:

- A number of new video resources were developed by our FET family learning experts and placed on www.familylearning.ie to help parents during closure of schools and FET centres nationally.
- Six locally developed Family Learning videos were launched at a webinar hosted by the Adult Literacy Organisers' Association in February 2021, four tutors developed these very individual videos.
- A presentation on the 'Ripple Effect' – the Adventures of a Family Learning kayaking course was shown at a NALA Family Learning Webinar in November 2021 (see In Focus below)
- Core Skills in Limerick City also increased its family learning work with city groups,. E.g. Northside Family Resource Centre – Parent & Toddler Arts, Crafts & Play Le Cheile National School – Family Baking. Plans are in place for engagements with several city-based DEIS schools covering areas such as STEM, Parent/Toddler Play and Nursery Rhymes and Literacy.
- Core Skills in Limerick City also successfully ran its first Family Learning STEM programme in collaboration with Our Lady Queen of Peace School & UL Access Campus. Tutor training was conducted, and training packs and resources developed to maximise the impact and scope of this project.
- Kayak4Dads is a programme targeted at traveller dads. It was delivered by the ETB in partnership with the Home School Community Liaison Coordinator in Scoil Chríost Rí, Ennis. Dads from the school participated in an *Introduction to Kayaking* course and progressed on to a Level 1 Certificate. The course was delivered in collaboration with the ETB's Outdoor Education and Training Centre The Burren. Dads and teachers were encouraged

		<p>to participate with a view to making it a sustainable part of the HSCL offering to parents.</p> <p>ESOL</p> <p>In 2021, Core Skills Limerick started 130 Adult Literacy classes in addition to 60 ESOL classes. There were 36 tutors engaged to deliver this provision. 121 courses were delivered in the O’Connell Avenue Campus, with courses also being delivered in the Raheen Campus and the Kilmallock Road Campus. The remainder took place in outreach locations in the community such as schools, community centres, family resources centres, development companies, adult education centres and direct provision centres. Community courses included special needs groups; The Daughters of Charity, The Brothers of Charity, Rehab, The National Learning Network, Headway and Focus Ireland. The Core skills provision also engaged with employers to support their employees. For example, in Limerick, we engaged with the Southcourt Hotel to provide English Language tuition for staff in the housekeeping department.</p>
<p>1.2 To support our schools and centres in self-evaluation and to ensure quality assurance systems are implemented across the ETB to maintain the highest educational, training and ethical standards.</p>	<p>The ETB’s Schools Division will develop teaching and learning strategies and resources to promote autonomous learning and collaborative learning for students in its schools by promoting professional networking opportunities for staff across Limerick and Clare.</p> <p>The Schools Division will continue to develop resources and supports for schools to deploy at school level to address the risk of educational disadvantage.</p> <p>Schools will continue to be supported with training for Student Support Teams in all schools to help students who may be at risk. The Schools Division will work with the Department of Education, the Department of Health and other Departments in 2021 to</p>	<p>During 2021, the ETB Schools’ Division supported schools in implementing the School Self-Evaluation process and in preparing for WSE and subject evaluations through school visits from the Director of Schools, Principals and Deputy Principal meetings, meetings with the Inspectorate, the Leading Teaching and Learning initiative which promotes teacher professional collaboration.</p> <p>A suite of resources and useful guides were developed by the Schools’ Division Support Team to assist schools with addressing educational disadvantage, in addition to the supports for DEIS schools.</p> <p>A series of on-line meetings including an SST Conference with guest speaker was organised throughout the academic year to provide additional support to SST personnel.</p>

	<p>implement the recommendations of the National Taskforce on Youth Mental Health, the Youth Mental Health Pathfinder Project and the Connecting for Life Strategy (2015-2021).</p>	<p>Personnel from Schools' Division attended all meetings of the Connecting for Life network during 2021 and provided updates and feedback to schools throughout the year.</p>
	<p>The ETB's Schools Division will work to ensure that our schools deliver the highest quality learning and teaching experiences in 2021. Specific initiatives in 2021 include:</p> <ul style="list-style-type: none"> ● Schools will continue to receive support from the Cluster Groups and Advisory Groups that were established in 2020 to advise on best-practice and effective strategies to enhance student experiences. ● Working with the Mid-West Regional Skills Forum with the objective of enhancing partnership between schools and business and industry and the research community. ● Working with the Department of Education and 4 ETB Schools to implement Phase 1 of the new Physical Education for Senior Cycle. ● Ensuring that additional schools prepare to offer Leaving Certificate Physical Education, Computer Science and Politics and Society for Senior Cycle. ● Continuing to support the introduction of Leaving Certificate Computer Science as a subject in 2 Limerick and Clare Education and Training Board post-primary schools in 2021. ● Continue to work with the Education Department of University of Limerick to 	<p>The ETB Schools' Division facilitated a number of initiatives during 2021 - Leading Inclusive Learning and Teaching & Assessment, Digital Leader Cluster Days, SENCo Cluster Days all of which have supported schools to enhance the standards that students can experience in schools and to foster professional dialogue amongst staff in ETB schools. A review of LLT was undertaken in 2021 with a view to developing a new support model for schools on School Improvement (SI) for 2021/22 called Leading School Development (LSI).</p> <p>Four Cluster Days for Guidance Counsellors was organised for Guidance staff along with meetings with the Midwest Regional Skills Forum to provide additional information on pathways to FET and Third level.</p> <p>The ETB Schools' Division initiated a partnership with BD Scientific to develop a STEM competition for schools in the region. The STEM Industry & Education Partnership delivered a programme with ETB schools in the region; engaging and immersing educators, students and families in STEM experiences, highlighting and increasing the awareness around the importance of STEM and the career opportunities that exist. This was achieved by establishing relationships with STEM enterprise and industry, schools and educators, Further and Higher-level institutions, and the wider STEM community. The partnership has been very successful in fostering a culture of collaboration for professional learning in STEM education. The ETB Schools' Division continued to support schools that are providing Phase 1 of the new Physical Education for Senior Cycle. Additional schools have commenced with the provision of this option to their students.</p>

	<p>formulate a Memorandum of Understanding between the Education Department of University of Limerick and Limerick and Clare Education and Training Board.</p> <ul style="list-style-type: none"> • The implementation of various national policies will be through the SSE process linked to the LAOS quality framework, respectful of each school community. 	<p>The ETB Schools' Division continues to work closely with the University of Limerick School of Education on supporting student teachers with the transition to placement in schools (ETB and non-ETB schools).</p>
	<p>During 2021, the ETB's FET Division will engage with SOLAS in the development of a new Strategic Performance Agreement 2021 – 2023 setting out various national targets. The original six (6) sectoral targets related to:</p> <ul style="list-style-type: none"> • Target 1 – <i>Employment Outcomes</i>: More learners securing employment from provision which primarily serves the labour market. • Target 2 – <i>Progression</i>: More learners progressing to other further or higher education courses from provision which is primarily focused on this purpose • Target 3 – <i>Transversal Skills Development</i>: Increase in the rate of certification on courses primarily focused on transversal (social mobility) skills development. • Target 4 – <i>Lifelong Learning</i>: Increase of adults, who are seeking FET level provision, engaging in lifelong learning interventions (this target could be subject to upward revision following the benchmarking process. • Target 5 – <i>Relevant Qualifications</i>: Increase in learners securing relevant qualifications in sectors where 	<p>Due to the impact of COVID-19, SOLAS decided to postpone the Strategic Planning Agreement process with ETBs, which was due to start in 2021. The process will start in 2022, with Limerick and Clare Education and Training Board meetings starting in March 2022.</p> <p>The inaugural review of Quality Assurance was an historic event – both for Quality and Qualifications Ireland (QQI) and ETBs – as it was the first review process of its kind to be conducted within the sector. It seeks to further encourage the development of the quality culture within ETBs and improve public confidence in the quality of Further Education and Training provision by promoting transparency and public awareness.</p> <p>Following the submission of the FET Division Self-Evaluation Report in December 2020, the Limerick and Clare Education and Training Board was the first ETB to go through an external review visit with a panel of independent and international experts.</p> <p>During the week of 22nd March 2021, the external review panel met online with over 200 people over the course of 31 individual meetings, including the Chief Executive, Director of FET, Managers, Learning Practitioners, Learners (past and present), Industry and Community Stakeholders, Higher Education Partners, Second Providers, etc., asking 335 questions over the course of the visit. The final report was published in December 2021, highlighting key commendations and recommendations for enhancements. All reports and associated recommendations are available on the collegeoffet.ie website/QA</p>

	<p>employment growth/skills needs have been identified. This includes areas such as: Construction, ICT, Food and Beverages, Hospitality, Wholesale / Retail, Biopharma / Pharmachem, Health / Other Care, Digital Media, Sport and Fitness, Engineering, Enterprise Skills needs.</p> <ul style="list-style-type: none"> • Target 6 – <i>Apprenticeship and Traineeship Provision</i>: Increasing new apprentice and trainee registrations 	<p>page. An action plan will be drafted early in 2022 in response to the recommendations.</p> <p>In 2021, the FET Division used consultations and findings from our own self-evaluation process and the QQI QA Review report, to develop a new FET Strategic Framework 2022-2025. The planning process also benefited from a rich local, national and European policy context and reflects the Authority’s new Corporate Statement 2021-2024, as well as the national SOLAS FET Strategy 2020-2024 and European priorities outlined in <i>Europe 2030</i>.</p> <p>In this new Strategic Framework, we have identified key areas of consolidation, as well as areas of transformation to ensure we can respond locally to demands for new skills and contribute to the advancement and implementation of the national FET priorities: <i>Building Skills, Fostering Inclusion and Creating Pathways</i>. We adopted these national priorities as the pillars of our Strategy. They form the core of our FET mission as the state education and training authority for the Limerick and Clare region.</p> <p>We also identified key enabling strategies, which give us a roadmap to deliver the results we want to achieve over the next 5 years: <i>Learner Centred Approaches; Staffing and FET Capability; FET Curriculum; Infrastructure and Performance; Partnerships for Transitions</i>.</p> <p>In terms of apprenticeship and traineeship development, in 2021, the FET Division continued to intensify its focus on the development of new apprenticeships and traineeships options in its Shannon and Raheen campuses, in line with the national strategy.</p> <p><u>Key developments in 2021 included:</u></p> <ul style="list-style-type: none"> • Façade Design Glazing Traineeship (Construction) - This Level 5 QQI major award, developed in collaboration with industry partners, will provide learners with foundational knowledge of construction and the specific knowledge and skills required for the façade design industry. This course targets school
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		<ul style="list-style-type: none"> ● Raheen Campus is currently developing Surface Mount Technology Traineeship to facilitate training specialists for regional electronics manufacturing industries.
<p>1.3 Nurture the development of the student/learner as an individual and develop supports for students/learners at risk of educational disadvantage, in order to maximise their potential at each stage of the learning process.</p>	<p>The ETB's Schools Division will continue to scaffold the learning and experience from supporting schools through its Principals and Deputy Principals Forum, Advisory Group on self-evaluation to ensure quality assurance in maintaining high standards in teaching and learning. The Division's Support Team will support the continued implementation of the Curriculum Leaders' initiative in 2021 to enable our schools to engage proactively with self-evaluation, School Improvement Plans and DEIS planning. Actions in 2021 include:</p> <ul style="list-style-type: none"> ● Implementing the School Self-Evaluation process. ● Supporting preparation for Whole School Evaluations (WSE) and subject evaluations through the Leading Teaching and Learning initiative. ● Promoting teacher professional collaboration through the Leading Teaching and Learning Initiative. ● Meetings with the Department of Education Inspectorate on best-practice models will also be arranged for schools. ● Establish Student Voice Leaders in all ETB schools across Limerick and Clare and embed a Student Charter for all students. ● Provide professional development to Student Voice Leaders. 	<p>A database of the coordinators of School Self-Evaluation was created and several meetings were organised with Principals and Deputy Principals and the coordinators of SSE in schools during 2021 to share best-practice and experience.</p> <p>A review of the recommendations of all Subject Inspections, WSE/MLL school visits by the Department of Education Inspectorate was undertaken by the ETB Schools' Division Support Team and a summary of these findings were presented to schools at a Curriculum Leaders' Zoom meeting at the beginning of the academic year. Dr. Domnall Fleming (former inspector with the Department of Education) presented to schools on the development of Student Voice in schools.</p> <p>Under the Schools Directorate the LCETB Youth Work function supported the delivery of quality youth work programmes and services in 2021. Adopting a collaborative approach and a young person-centred perspective with the 26 UBU projects, quarterly Performance Review meetings examined the type and amount of service being delivered to the target young people. These meetings supported Funded Organisations to become familiar with the UBU scheme and they will be an ongoing element of the ETB's governance role within the UBU scheme.</p> <p>Oversight by the Coordination Group ensured that all applications and recommendations under the various funding schemes administered in 2021 were within the scheme criteria and justified in terms of the ensuring a positive impact for the targeted young people.</p> <p>Under the LYCGS, close liaison by the ETB Youth Work team with the various youth club umbrella bodies ensures that the National Quality Standards for Volunteer-led Groups are being observed in youth clubs and groups.</p>

1.4 Develop appropriate responses which meet the personal, social and employability needs of the people in our communities.

During 2021, the ETB's **FET Division Active Inclusion Support Service** will continue to develop a FET Wide Learner Support Service, which is responsive to learners' emotional, behavioural, health and mental wellbeing needs and which will contribute to learner persistence. Specific actions in 2021 include:

- Development of a cross-service online learner handbook for ETB FET learners.
- Providing access to Psychological Supports to develop and enhance personal skills and resources to address challenges impacting on their learning.
- Piloting a model of support based on the HEA fund for learners with disabilities.
- During 2021 Technology-Enhanced Learning (TEL) and the Active Inclusion Support Service (AISS) will work to develop a network of Self-Access Learning Hubs across the larger campuses within the FET Division.
- Working with community partners and ETB Provision, AISS will support a number of Sectoral-Focussed Pilot Projects targeted at Unemployment Black Spot Areas.

In 2021, the FET Division continued to expand the range of learner supports available to FET learners.

Learner Support Registrations: The COVID-19 Pandemic impact continued during 2021, requiring a continued focus on avoiding the emergence or widening of educational inequality. In total 1,147 learners registered for a variety of supports through the Active Inclusion Support Service in 2021. Many learners register for more than one support and while the primary support requested was device equity assistance (unsurprising given the level of online and blended learning related to COVID), requests for access to other supports were strong, particularly in respect of Guidance and general learning supports (including Core Skills, Digital, Counselling and ESOL).

Network of Learning Hubs: During 2021, the **Learning Hub Network of eight hubs** provided a physical space where the Active Inclusion Support Service team, in collaboration with Technology Enhanced Learning Support Service (TEL) offer one to one and small group supports to learners. The Learning Hub team now includes 11 staff across FET Campuses in the region.

These hubs have a defined role within the campus and act as a shop front for a range of learning supports while also providing resources and facilities to support both self-directed and tutor led learning. Their locations have been chosen to target learners coming from unemployment blackspots/ areas of deprivation and the hub team have played a critical role in providing individualised, targeted supports to learners during the COVID-19 Pandemic. Working the TEL team, an online suite of Moodle programmes has been developed in a virtual hub to support the work of the network of learning hubs.

The use of technology is central to the work of the hubs and staff have embraced many technology innovations to enhance the delivery of their services. Collaboration between the TELSS and hub staff in 2021 included: hub staff playing digital leadership roles as part of the Digital Champions network; involvement in professional development and in the support and promotion in key areas such as UDL and assistive technologies; sharing best practice through Show & TEL; working with TELSS and digital champions on key projects developing staff and

learner resources. Work has also commenced on a Learning Hub Digital Space on Moodle to compliment supports offered in the hubs and to support learners' individual learning needs as well as the delivery of curricula.

The staff team within the hubs also require a particular skill set and in 2021, the AISS Learning Hub team were supported by the Professional Development Coordinator to complete targeted CPD Training in a range of topics. These included GDPR, Tusla Child Protection, AHEAD Start, national online learning training course on supporting learners with disabilities in Further and Higher education, LYIT Recognition of Prior Learning (L9), Assistive Technology, TU and Enable Ireland (L6) and WRAT V.

- In 2021, the **FET Learner Charter** was also launched. This resource is a complete and user-friendly guide for every learner enrolling on any FET course. It sets out the values of Limerick and Clare Education and Training Board, and provides a framework that allows learners, our staff, and learning practitioners to know and understand their respective responsibilities. It is based on the principle of collaboration and co-operation between FET learners and staff. The Learner Charter contains weblinks to referenced resources. To ensure FET staff and learners always have access to the most up-to-date version of the Charter and associated policies, staff and learners can use the dedicated website for access.
- **Provision of Counselling Supports:** FET Learners who self-refer for counselling supports can access up to six free counselling sessions through the Active Inclusion Support Service. Provided by My Mind, during 2021 counselling continued to be offered remotely in order to comply with social distancing regulations. MyMind employs over 100 trained mental health professionals, and learners are able to select the counsellor that they believe suits them best. Learners deemed to require the service are offered a unique code that entitles them redeem their six free sessions on the MyMind website. Over 96 codes were distributed to learners across Limerick & Clare during 2021 and AISS have developed resources and videos to support the roll out of the service.

- **Device Equity for Learners:** A range of guideline documentation is in place to promote and ensure device equity for learners. This includes Bring Your Own Device Guidelines, Device Equity Guidelines, Device Equity Needs Assessment, Acceptable Usage Guidelines and Device Loan Agreements. One of the main tasks of the Hub Learner support in 2021 was to narrow the digital divide among the learners which became evidently wide open as a direct impact from COVID-19. The unexpected shift from in-classroom face to face interaction to online learning has increased the demand for technology support for learners. Training the teaching staff in new technologies was largely carried out by Technology Enhanced Learning (TEL) digital champions who have worked tirelessly to develop resources and identify online learning platforms and other learning Apps suitable for learners at all levels. Learners also now needed to make themselves familiar with these online learning platforms such as Zoom, Teams, Padlet, Office365 to access their course. Short one-to-one and group training in digital literacy and learning Apps was provided to learners, and has continued through Live Teams support sessions before a courses starts and throughout the duration of the course.
- **Supports for Learners with Disabilities:** The Fund for Learners with Disabilities moved from HEA to SOLAS in July 2020 and is now the Fund for Learners with Disabilities (PLC Only). Mirroring the guidelines for the FLD, the Learning Hubs now offer the same supports to non-PLC learners, based on a pilot project run in KRC Hub in 2019. In order to support this process, a staff mentor has been appointed on a 2 day a week basis to work with the hub staff to develop the processes, resources and templates supporting needs assessment/ LENS reporting and disability awareness training. All Hub staff completed the AHEAD Start Needs Assessment training in 2021, and this service will be offered to learners registering for Disability Supports through the learning hubs.

		<p>The AISS provides both reasonable accommodation and mainstreamed support within campus tuition to learners who need disability supports. In order to identify the learning needs and use the right tools that match the support type, a Needs Assessment procedure has been implemented. A learner support staff or facilitator records the learner’s preferences, previous learning experiences and medical assessment in compliance with GDPR. The needs assessments process is a recently developed reporting system and it has already benefited learners, course tutors and coordinators to devise action plans to assist learners in collaboration. A learner with disability can now have a clearly stated action plan to understand statutory rights and a reasonable accommodation within FET Ennis Campus.</p> <p>The Disability Supports offered by the FET Division were integrated into the range of supports during 2021 as AISS team members become more familiar with and confident in the administration of Needs Assessments and Individual Educational Plans including Introductions to appropriate assistive technologies and follow-up training sessions.</p>
<p>1.5 Provide high quality information, guidance, counselling and student/learner support services across our schools, centres and programmes.</p>	<p>The ETB’s Schools Division will support the schools in developing a whole school guidance framework and will further develop links with FET and Third Level Institutions through the Guidance Counsellors Forum (established in October 2019). Actions for 2021 include:</p> <ul style="list-style-type: none"> ● The development of a Whole School Guidance Framework. This will incorporate the following areas of learning <ul style="list-style-type: none"> - Developing & maintaining self-esteem & a positive self-concept. - Interacting effectively with others (face-to-face & online). 	<p>The ETB’s Schools’ Division continued to develop resources and supports for schools with the launch of its resource hub – www.lcetbschools.com. This site provides a comprehensive repository of resources to support wellbeing in schools.</p> <p>A principal and deputy principal from ETB schools were appointed to the board of Children and Young People’s Services Committees (CYPSC). Children and Young People’s Services Committees (CYPSC) are a key structure identified by the Government to plan and co-ordinate services for children and young people in every county in Ireland.</p> <p>Their age remit spans all children and young people aged from 0 to 24 years.</p>

	<ul style="list-style-type: none"> - Developing & growing throughout life. - Employing effective personal learning/exam strategies. - Making educational choices in line with career aspirations. - Using career-related information & sources appropriately. - Understanding the world of work & life roles. - Managing career development & decision making. <p>On-going support and Development of the newly formed Guidance Counsellor Forum.</p>	<p>The purpose of the CYPSC is to ensure effective inter-agency co-ordination and collaboration to achieve the best outcomes for all children and young people in their area.</p>
<p>1.6 Promote the benefits of education and training to the people in our region, in particular helping each learner define unique progression pathways provided by our schools, centres and programmes.</p>	<p>The ETB's FET Information, Recruitment and Guidance Support Service aims to ensure that information and guidance is an integral part of all planning and delivery of FET provision. The ETB's FET IRG teams will continue to work with learners in 2021 to develop progression pathways and address issues as they arise.</p> <p>Information Hubs have been opened in Limerick and Ennis and our FET website http://learningandskills.ie/contact/ directs learners to a portal space for booking appointments/making queries, while a freephone number 1800 70 70 77 is also available for learners and the general public.</p>	<p>The FET Division provides a professional and confidential Information, Recruitment and Guidance Support Service to all learners. The IRGSS plays a critical role through clear, transparent and accessible person-centred, pre-entry and on-programme information and guidance supports, designed to facilitate access for learners. These include: Pre-entry Flyers; IRGSS staff attendance at various local and regional fairs and other fora to promote FET opportunities; Information Hubs in Limerick and Clare as one-stop-shops; Centralised information query systems; Drop-in services; One-to-one, pre-entry guidance available in FET Colleges/Centres and Community locations across the region for a clearly-defined target group.</p> <p>The IRGSS also continued its partnership work with schools, employers, HE and community partners to enhance pathways for our FET learners. For instance in 2021, the IRGSS established a working group with PAUL Partnership to review Guidance delivery across Limerick City and collaboration with SICAP.</p> <p>In 2021, the IRGSS published their new Action Plan in line with the new FET Strategy. It is centred around 5 strategic themes:</p> <ul style="list-style-type: none"> • Increase visibility and clarity of IRGSS across FET provision

- Enhance access, integration and consistency of information, recruitment and guidance within programmes
- Embracing technology and maximising its use in all elements in our practice
- Further collaboration by the IRGSS with external stakeholders to support lifelong learning
- Ensuring Quality Assurance in IRG provision and measuring our impact

Information Officers and guidance counsellors worked in collaboration with the Enterprise Engagement Support Service and the Active Inclusion Support service, to provide tailor-made information packages to industry partners. These initiatives ensured up-to-date and relevant information was available to key stakeholders on all FET routes and opportunities available.

Pathways from schools: A key developments in 2021 was the opening of single Portal for CAO and Further Education options, which was launched in November 2021. Limerick and Clare ETB has responded very positively to this project and currently has approximately 720 courses available through the CAO across a broad range of disciplines. In 2021, the FET Division also enhanced its engagement with the schools sector, raising awareness of FET options for all students. Examples of engagement included:

- Information was provided on FET routes and options to 19 ETB schools, through information seminar to schools. Targeted PLC, Apprenticeship & Traineeship Information Webinars were developed for Post-Primary Schools, particularly for Transition year students.
- Barista Training: The City and Guilds accredited course on Barista has proved popular and successful with Transition Year students. In 2021, 176 Transition Year students undertook and achieved certification in Barista.
- The First Shannon Region Junior Chef of the Year Competition 2021 took place on 19th May with post-primary schools. There was huge endorsement nationally from IPC, IHF, Fáilte Euro-Toques Ireland, Ireland, ETBs & IOT.

- Raheen Campus Schools Initiative aims to raise awareness of FET provision with guidance, school completion and home-school liaison personnel, community agencies, youth workers and parents. This is done by providing practical experiences and exposure to vocational learning options and pathways through taster events for students. Taster workshops and Campus Tours were organised, i.e. Precision Engineering CNC course: 7 transition year groups from six different post-primary schools participated on two day-taster programmes in Computer Aided Engineering – CNC; Hairdressing Taster Days: Five groups of LCA and TY pupils from four different schools participated on hairdressing taster days in November and December. This initiative proved very popular with all participants; Campus Tours.

Pathways to Apprenticeship is an initiative offering a range of courses that one can take in advance of an apprenticeship. These courses offer essential skills designed to help learners to access and transition to a full apprenticeship. Similar in structure as an apprenticeship, pathways to apprenticeship courses are delivered in a blended combination of on-the-job employer-based training and off-the-job training in a Further Education and Training College. For instance in 2021, Limerick College of FET, Mulgrave Street Campus expanded its pathways provision to include Pathways to Apprenticeship Hairdressing, Pathways to Apprenticeship Accounting and Pathways to Apprenticeship Culinary Skills. VTOS Kilmallock Road Campus also offered pre-apprenticeship training in partnership with LCFE. This was a new approach whereby pre-apprenticeship training at QQI levels 4 & 5 was integrated into a single offering for local learners and communities.

Pathways to HE: In 2021, the FET provision continued to develop strong links with HEIs in the region. PLC provision plays a critical role in facilitating progression to higher education, and has well-established relationships with higher education institutions, through memoranda of understanding and protocols between ETBs and these institutions. In 2021, new developments included:

		<ul style="list-style-type: none"> • The number of learners who progressed into LIT (now TUS Midwest) through the LCFE/LIT Progression Agreement for entry 2021 was 199, for entry to Year 1. In addition to this, approx.14 learners applied for Advanced Entry into Year 2 of programmes of study at LIT. • In April 2021, LIT Progression Agreement 2021 Application has been rolled out to all FET learners.
	<p>The ETB's FET Marketing: During 2021, the ETB will continue to raise the profile of Further Education and Training through participation in key showcase events, high quality social media and print media, presentations to guidance counsellors, promotional events and demonstrations. The FET Division will participate in organising and promoting FET in the following high profile events in 2021:</p> <ul style="list-style-type: none"> • Limerick for Engineering Showcase 2021. • Mid-West Apprenticeship & Traineeship Careers Showcase 2021. • Limerick Lifelong Learning Festival 2021. <p>Growing with Your Community Campaign and increased use of promotion using Billboards, Bus Shelters etc.</p>	<p>In 2021, due to COVID-19 restrictions, traditional showcase events were limited. However, many online iterations of these events took place and increased efforts were made to strengthen the ETB's social media and online presence.</p> <p>In parallel to a national campaign for the Skills to Advance programme, a multi-faceted marketing campaign, including social media, radio interviews, newspaper advertisements and billboards promoted the Skills to Advance initiative and specific courses. An e-newsletter was distributed on a quarterly basis to industry in the Limerick and Clare region, which included testimonials from companies that Limerick and Clare ETB have engaged with.</p> <p>Provision and IRGSS Successful social media marketing campaigns generated additional inquiries for Pandemic Unemployment training and Community Education training. Information Officers provided links and signposting for these courses.</p> <p>Significant investments were made in marketing around the 'Growing with Your Community Campaign' and increased use of promotion using Billboards, Bus Shelters etc.</p> <p>In line with the national FET Strategy, the development of the College of the future in Limerick and Clare led to the rebranding of the FET provision into the 'College of Further Education and Training', and the change of the learningandskills.ie website to collegeoffet.ie domain for all Limerick and Clare Education and Training FET provision-related information.</p>

1.7 Provide and maintain the highest quality facilities and appropriate technologies for our students and learners.

The ETB's **Capital and Procurement Department** will continue to implement the multi-annual Capital Investment Programme in all Schools and Centres across the ETB during 2021 in order to ensure students, learners and staff have access to the highest quality educational facilities.

On-going Capital projects in 2021 include:

- Final completion of the new 800 student Coláiste Chiaráin, Croom,
- Completion of the new Ennis Community College.
- New Gaelcholáiste Luimnigh Campus for 750 students.
- New 1,000 student Mungret Community College.
- Mol an Óige CNS New School Development & reconfiguration of former Glenroe school building- a pilot satellite campus.
- Raheen Woods CNS New School Development.
- Extension to Thomond Community College.
- Extension to Scariff Community College.
- Extension to St John Bosco Community College, Kildysart.

In addition, the Capital and Procurement Department will support non-ETB schools in 2021 including:

- Gaelscoil Sheoirse Clancy, Limerick City.
- Gaelscoil Mhíchíl Cíosóg, Ennis.
- Sacred Heart National School, Monaleen.

Summary of Achievements in 2021:

- Design Teams appointed in 2021 for the construction of new Community National Schools on greenfield sites for Raheen Woods and Mol an Oige.
- The development of the new Coláiste Chiaráin Campus was completed in 2021 with students and staff moving in to the new school.
- Construction of the new standalone extension at Ennis Community College proceeding on-site with completion due in 2022.
- The tender process for the construction of the new Gaelcholáiste Luimnigh was concluded in 2021 with the appointment of the Main Contractor.
- The refurbishment of Glenroe Community National School was completed with students and staff moving in to the school building in 2021.
- Planning permission was granted for the new Mungret CC and the tender process for the appointment of the Contractor commenced.
- The tender for the appointment of the Main Contractor for the construction of the extension to Scariff Community College was published with construction expected to commence in Q2 2022.
- DoE approval to proceed to tender for the extension to Thomond Community requested with a view to proceeding to construction in 2022.
- DoE approval received for the addition of a GP Hall and SEN Facility to Gaelscoil Mhíchíl Cíosóg received with DT preparing a Stage 2a Report Addendum for submission to DoE.
- Planning application for demolition of existing school and construction of new 32 Classroom building at Monaleen NS submitted.
- DoE approved Stage 1 Report for extension to St John Bosco Community College, Kildysart with Design Team working on the preparation of a planning application.

- Gaelscoil Donncha Rua, Shannon.
- Killinure National School, Co Limerick.
- St Mary's National School, Limerick City.
- St. Brigid's National School, Singland, Limerick.
- Salesian College, Pallaskenry.

During 2021, the Capital and Procurement Department will also continue a planned cycle of improvements to facilities through the Summer Works Scheme, the Emergency Works Scheme and the Sports Capital Grants Scheme in various locations.

- Planning application for construction of new Gaelscoil Donncha Rua Primary School submitted to Clare County Council.
- The design process in accordance with Department of Education Procedures was ongoing on all school projects during 2021.

In addition to the Major Projects listed above, the following is a summary of other achievements in 2021:

- At Coláiste na Trócaire, Rathkeale the toilet upgrade and new external lighting was undertaken in 2021.
- Sports Capital Application submitted in respect of Scariff Community College. The Sports Capital project for the upgrade of the track at St. Michael's Community College went to tender with the project due for completion in 2022.

Energy Projects:

- Deep energy retrofit of Coláiste Iosaef, Kilmallock – Phase 1 completed in 2021. Phase 2 was tendered in 2021 with the Contractor appointed and works to be completed in 2022.
- A complete lighting upgrade of Thomond Community College was undertaken in summer 2021.

Further Education & Training:

- Ongoing upgrade and improvement works commenced in design/were undertaken on all FET Campuses during 2021 with specific reference to the following
- Croom Campus – Refurbishment completed in 2021 Masterplan
- Kilfinane Campus Various Window replacement
- Ennis Campus
- Cappamore Campus - Various
- LCFE - Emergency heating upgrade - Phase 2
- Raheen Campus - Various
- O'Connell Avenue Campus - Various minor works

<p>1.8 Develop/Implement a Youth Work Plan for the region.</p>	<p>The ETB's Schools Division and the ETB's Youth Work Committee will continue to support the implementation of the Youth Work Plan 2018-2021, which aims to ensure the ETB succeeds in its responsibilities to support the provision, co-ordination, administration and assessment of youth work services in the Limerick and Clare region.</p> <p>In addition to the administration of funding for Youth Projects with a focus on disadvantage, a priority in 2021 will be supporting the new targeted Youth Funding Scheme UBU. The scheme "UBU - Your Place, Your Space" brings together four already existing, overlapping schemes with a view to having the scheme fully operational by the end of 2021. During 2021, Youth Work provision will:</p> <ul style="list-style-type: none"> ● Provide support for long-standing projects as their funding criteria become subject to the UBU Your Place Your Space terms and conditions, ● Provide support for new and augmented projects which have been established under the UBU Your Place Your Space terms and conditions. ● Organise and deliver a series of workshops in 2021 to build capacity of funded organisations under the UBU Your Place Your Space. 	<p>Though severely disrupted by COVID-19, the Youth Work Committee of the LCETB continued to meet remotely in 2021. This allowed the Committee to support the Board of the ETB to fulfil its role of supporting the provision, coordination, administration and assessment of youth work services in the Limerick and Clare region.</p> <p>Regular Quarterly Review meetings held with all projects to ensure maximum effectiveness of the targeted programme and full compliance with the rules of the UBU scheme.</p> <p>A variety of Workshops including finance rules, development and networking, capacity building was delivered to projects to ensure compliance with the UBU scheme.</p> <p>Compliance and Accountability for public funds. Quarterly meeting with Limerick and Clare ETB Finance Department.</p>
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<p>1.9 Continue to promote and develop outdoor education as an integral element of the education services.</p>	<p>The ETB's Human Resources Department under OSD will continue to support the development of its two Outdoor Education and Training Centres in 2021 through the provision of support to existing personnel and the recruitment of personnel to enhance the variety of outdoor education provision in the two centres namely: Outdoor Education and Training Centre Kilfinane and Outdoor Education and Training Centre The Burren.</p>	<p>The ETB outdoor education and training centres continued to be promoted across FET Centres, Community National Schools and post-primary schools in 2021. Schools have benefited from the broad range of activities and facilities available at the Burren and Kilfinane centres. Both have developed wellbeing programmes in conjunction with ETB schools. Due to the ongoing global pandemic in 2021, it was not possible to utilise these centres as in previous years.</p> <p>The HR Department continued to support the development of the two Outdoor Education & Training Centres in 2021 by providing support to existing personnel and the recruitment of personnel to enhance the variety of outdoor education provided in the two outdoor centres.</p>
	<p>The ETB's Schools Division will continue to develop the physical education supports and awareness for schools through our two Outdoor Education and Training Centres in 2021. It will ensure that students are offered opportunities to engage in the outdoor classroom as a powerful and unique medium for learning and development. During 2021, specific actions include:</p> <ul style="list-style-type: none"> ● Progressing the GAA Going Well programme on Wellbeing in partnership with Clare County Council and the Michael Cusack Centre to develop a package for schools to avail of wellbeing supports. ● Supporting schools to engage with the OETCs in supporting students undertaking the Gaisce (President's Award). The mission of The President's Award is "to provide opportunities for young people to realise their potential through personal challenges, facilitating 	<p>The ETB outdoor education and training centres continued to be promoted across Community National Schools and post-primary schools in 2021.</p> <p>Schools have benefited from the broad range of activities and facilities available at the Burren and Kilfinane centres. Both have developed wellbeing programmes in conjunction with ETB schools. Due to the ongoing global pandemic in 2021, it was not possible to utilise these centres as in previous years.</p> <p>The Transition Year Coordinators' Forum made significant use of both outdoor education and training centres during 2021. The Managers of both outdoor education and training centres also organised school visits to support schools.</p> <p>Schools were supported with a range of supports via the wellbeing section of www.lcetschools.com during the COVID-19 pandemic.</p> <p>Transition Year students from all schools in Limerick and Clare Education and Training Board took part in bespoke on-school-site activities tailored in response to COVID-19 to support the wellbeing programme in schools.</p>

	<p>the transition from young person to young adult and enhancing their potential and contribution as active participants in society.”</p> <ul style="list-style-type: none"> ● Promoting curricula-linked courses across ETB schools including <ul style="list-style-type: none"> - Outdoor Learning to support PE & Wellbeing. - Delivery of the Junior Cycle Orienteering Short Course for the Orienteering CBA. - Annual Schools Orienteering event. - Schools Bouldering competition. - Formulating remote learning packages for schools to provide additional theory-based programmes for schools. 	<p>The Annual Orienteering and Schools Bouldering events were cancelled due to the pandemic.</p> <p>The Schools’ Division worked with the managers of the OETCs to design school-based activity packages which were delivered on school sites during 2021 due to COVID-19.</p>
<p>1.10: Provide and develop traineeship and apprenticeship programmes</p> <p>The ETB’s Strategy 1.4: Develop appropriate responses which meet the personal, social and employability needs of the people in our communities</p>	<p>Development of Traineeships and Apprenticeships:</p> <p>The ETB’s FET Division delivers a range of traineeship and apprenticeship programmes across the Limerick and Clare region. We are also involved in the design and development of new traineeship and apprenticeship programmes. During 2021 the following programmes are planned:</p> <ul style="list-style-type: none"> ● A new Mixology Traineeship course is to be developed and rolled out in Q2_2021. ● The National Hairdressing Apprenticeship will be rolled out to 7 other ETBs in 2021. ● Following collaboration with the telecommunications sector, the ETB is updating the current QQI Level 5 	<p>Develop & delivery of new programme targets were met as follows;</p> <ul style="list-style-type: none"> ● A new Mixology Traineeship course was rolled out in 2021 ● The National Hairdressing Apprenticeship was rolled out to other ETBs in 2021. ● Following collaboration with the telecommunications sector, the ETB is updating the current QQI Level 5 Customer Service Award. The award will include elements of customer experience (CX). This will provide the ETB with provision in this fast-growing area. ● The ETB delivered Advanced Music and Sound Engineering. ● Delivery of Pre-Apprenticeship courses to young adults in Youthreach in 2021. ● Development of a 6-week sustainable energy course delivered through community education. ● Heritage from the Water - development of course with the Outdoor Education and Training Centre, The Burren, and Clare County Council.

	<p>Customer Service Award. The award will include elements of customer experience (CX). This will provide the ETB with provision in this fast-growing area.</p> <ul style="list-style-type: none"> • Expanding on current Film and Media provision, the ETB will deliver Advanced Music and Sound Engineering. • Deliver Pre-Apprenticeship courses to young adults in Youthreach in 2021, given the current labour market trends and assessing the interests and skillsets of our learners. There is a projected increase in building infrastructure in the region over the next few years, so there is an opportunity for young people to upskill and progress on to employment opportunities in the construction industry. • Develop a 6-week sustainable energy course to be delivered through community education. • Heritage from the Water- the ETB is developing a course with the Outdoor Education and Training Centre, The Burren, and Clare County Council. 	<ul style="list-style-type: none"> • New Apprenticeship “taster” scheme for TY students. The ETB rolled out the first of these programmes in September 2020 in Barista and a Taster Apprenticeship Culinary Arts and there was continuous provision and registration in 2021.
<p>PDA 1.11: Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017 The ETB’s Strategy 1.1: Continue to enhance the student experience through assessment, the provision of a broad-based curriculum (including extra and</p>	<p>The ETB’s Schools Division will work with the Safeguarding Advisory Group and the Student Support Team in 2021 to provide training and support to schools in relation to Safeguarding, Student Support Team and Critical Incidents. During 2021, the ETB’s Schools Division will support schools in engaging with the PDST programme of CPD to ensure the implementation of the revised Children First Guidelines.</p>	<p>CPD training was ongoing in relation to Safeguarding in 2021 and an up to date register is maintained of all DLPs and DDLPs.</p> <p>Refresher training was delivered to DLPs and DDLPs in 2021.</p> <p>Supports and Resources are continuously reviewed to ensure compliance with Safeguarding and Child Protection Procedures.</p>

<p>co-curricular activities) and pro-active and preventative student supports.</p>	<p>Training will be provided to Boards of Management and to Designated Liaison Personnel and Deputy Designated Liaison Personnel in all schools.</p>	<p>Board of Management training was delivered to all school Boards of Management via Zoom and evaluations completed on the satisfaction levels with the training.</p> <p>All staff recruited in 2021 have undergone mandatory training on Safeguarding/Child Protection Procedures for Primary and Post Primary Schools 2017.</p> <p>A review was conducted to ensure the collation of all mandatory checklists, reviews and declarations by schools and centres in relation to Child Safeguarding requirements.</p>
<p>1.12: Prioritise STEM/STEAM in schools</p> <p>The ETB's Strategy 1.1: Continue to enhance the student experience through assessment, the provision of a broad-based curriculum (including extra and co-curricular activities) and pro-active and preventative student supports.</p> <p>The ETB's Strategy 2.6: Provide the most appropriate responses and resources to meet the changing needs, approaches and working patterns of our diverse population of staff, students and learners.</p>	<p>The ETB is an active member of the Mid-West STEM Alliance. This industry-led project was formed in December 2017 and includes Limerick and Clare Education and Training Board and regional industry clusters Limerick for Engineering and Limerick for IT. The Alliance aims to encourage young people to become engaged and interested in STEM. The project involves distributed leadership where managers and all stakeholders linked with the Mid-West Action Plan for Jobs and the Mid-West Regional Skills Forum, the ETB and its schools, principals, and teachers are fully immersed and committed to the vision to engage and inspire young people from all socio-economic backgrounds to explore the opportunities for a career in STEM. The ETB's Schools Division will work with the Department of Education and the Mid-West Regional Jobs Task Force during 2021 to promote engineering, STEM, apprenticeships and pathways to employment through the Guidance Counsellors Forum which was established in October 2019.</p>	<p>BD Research Centre Ireland (RCI) in Castletroy organised in association with Limerick and Clare Education and Training Board the second year of its competition for secondary school students in Limerick and Clare to promote the use of STEM subjects in 2021. BD RCI personnel worked with the Schools Division of Limerick and Clare Education and Training Board to promote this exciting competition about STEM subjects and their ability to have a positive impact on our health.</p> <p>The Schools' Division organised four meetings (on-line) for the Guidance Counsellor Forum with staff from the Mid-West Regional Jobs Task Force and organisations that provide apprenticeships and traineeships in the Limerick and Clare region.</p>

1.13: Provide high quality ICT learning supports in schools/centres The ETB's Strategy 1.7: Provide and maintain the highest quality facilities and appropriate technologies for our students and learners.

During 2021, the ETB's ICT Department under the OSD Directorate will provide collaborative opportunities incorporating online platforms, which include the ETB's StaffCONNECT (MS SharePoint) system to support ETB schools and centres. During 2021, the ICT Department will support the following actions. The continued maintenance of specific SharePoint sites for each school with associated training and support. Delivery of continuous professional development to support the rollout of Office 365, including the use of MS Teams for remote teaching and learning. Continue to work with the DE to further develop ICT capabilities across ETB schools and FET Colleges/Centres, including accessing grants for ICT equipment, and advice and support materials. Configuring secure remote access through the ETB's Portal, allowing specific staff to connect to the ETB's ICT infrastructure for the purposes of supporting ETB objectives. Provide an advisory support around ICT procurement. Monitoring of ETB hardware/software and upgrades for same.

The ETB's ICT Department will provide collaborative opportunities incorporating online platforms which include the StaffCONNECT to support our schools and centres. During 2021, the ICT Department will support the following actions:

- Development of specific MS SharePoint sites for each school, with associated training and support.

- All LCETB staff are registered for the use of StaffCONNECT (MS SharePoint) All school sites have been developed and continue to be maintained.
- All staff have full access to Office 365 by the end of 2021.
- MS Teams is fully utilised for delivery of remote teaching during COVID19 restrictions in 2021.
- All administration staff have access to the ETB Portal in 2021.
- The ICT Department continue to provide support to all LCETB schools and centres and have engaged with a new third party Support and Maintenance Contract to assist the schools in all the ICT needs.
- ICT have assisted in all ICT projects across LCETB including the full fit out of a brand new school, Colaiste Chiaráin in Croom.

	<ul style="list-style-type: none"> • Delivery of continuous professional development to support the rollout of Office 365. 	
	<p>The ETB's Capital and Procurement Department and ICT Department will ensure that during 2021 there will be continued close co-operation between the Procurement ICT functions to ensure the highest standards of compliance with Public Procurement Procedures, Guidelines and Legislation. Implementation of National ETB Procurement Policy (including the suite of template documents for tendering above and below the EU Thresholds) will be ongoing in 2021 in relation to procurement of ICT services and equipment.</p>	<ul style="list-style-type: none"> • The ICT Department continues to work with schools and centres in relation to their ICT needs and relevant procurement of same. • The Capital and Procurement department worked in collaboration with the ICT department in the procurement of IT Equipment & Consumables in 2021 to ensure compliance with Public Procurement Procedures, Guidelines and Legislation and implementation of National ETB Procurement Policy (including the suite of template documents for tendering above and below the EU Thresholds)

Strategic Goal 2 – Staff Support and Organisational Development

Aim: To provide a supportive, collaborative, safe and healthy working environment for all staff through the provision of relevant responsive supports and appropriate policies and procedures which are underpinned by a culture of continuous professional development. This is about creating a positive working environment underpinned by a culture of respect, dignity and equality.

Objective from Strategy Statement	Commitment in 2021 Service Plan	Achievements in 2021
<p>2.1 Recruit, develop and retain staff of the highest calibre.</p>	<p>The ETB’s Human Resources Department will ensure best practice in the recruitment and selection of staff across the organisation during 2021. This process includes high quality person specification, job descriptions, competency-based interview documentation to support the interview process, recruitment and selection policies and training for interview board members.</p>	<p>Working in conjunction with the ETB Schools and FET divisions, the HR Department managed the recruitment and selection of personnel to deliver and support the delivery of services to ETB students and learners, ensuring compliance with best practice and the fulfilment of statutory obligations during 2021.</p> <p>The Introduction of remote interviewing in response to COVID -19 global pandemic continued in 2021 and HR staff who were re-skilled in the use of IT platforms such as ZOOM and Adobe Sign and Interview Board members were trained in the use of these platforms and guidelines and resources were put in place to support the candidates and the interview boards through this process.</p>
	<p>The ETB’s Human Resources Department will support the rollout of an Induction Process for new staff and support the development of training and induction material relevant to each division during 2021.</p>	<p>Limerick and Clare ETB continue to support the roll out of induction process for new staff. Due to the ongoing Global Pandemic, this was conducted successfully online in 2021.</p>
<p>2.2 Develop and implement a continuous staff development policy, which reflects the organisation’s objectives and supports staff to maintain and develop their skills in line with the highest standards of professional practice.</p>	<p>The ETB’s Organisation Support and Development Directorate will ensure that all grades of staff across the organisation continue to be offered professional development opportunities in 2021 as part of their on-going professional development.</p>	<p>Training was provided to all grades of staff in 2021 as part of their on-going professional development. Numerous staff were supported through the Staff Professional Development fund as well as through other CPD platforms such as Moodle, eCollege and CORE University. Practical training in software packages was conducted in 2021 and further training will be undertaken in 2022. Due to the global pandemic, professional development was undertaken through online provision.</p> <p>There is on-going CPD and Upskilling of ICT staff. These included a number of training days around MS SharePoint, PowerApps, MS Office365 Teams, Zoom etc. in 2021, with more planned for in 2022. In addition, staff have responded to the upskilling required to respond to legislative changes, including online training and attendance at seminars in 2021 on subjects including: Freedom of Information, GDPR, Cyber</p>

		<p>Awareness, Children First E-Learning Programme, Charities Governance Code, Fire Safety and Health and Safety.</p> <p>LCETB continues to improve their on-line learning capabilities with a suite of in-house training videos uploaded to Privacy Engine. These training videos also form part of the induction and onboarding for all newly appointed staff to Limerick and Clare Education and Training Board.</p>
<p>2.3 Foster, promote and encourage staff to critically reflect on their work, to engage in high quality individual and collaborative practice, and actively participate in continuous professional development opportunities, including engaging with communities of practice.</p>	<p>The ETB's Chief Executive will ensure the delegation of a staff member with responsibility for ensuring that a training needs analysis in financial management is carried out on an annual basis and that a training programme on financial management is developed and implemented.</p>	<p>A member of Staff has been delegated with responsibility for ensuring that a training needs analysis in financial management is carried out on an annual basis and a training programme on financial management is developed and implemented to address any gaps.</p> <p>Communication has been and will continue to be essential around CPD opportunities. It includes:</p> <ul style="list-style-type: none"> • Staff emails around upcoming professional development including booking and registration links. • All staff can access Professional Development Calendar on StaffCONNECT, which contains information about centrally-organised CPD (including QA training) • Monthly CPD news to be shared on Signagelive • FET staff newsletters share information about new initiatives and pilots, innovative practice and PD - e.g. QA Newsletter, TEL Times etc. Individual training goals were agreed with staff members and they undertook CPD relevant to their areas and as part of their on-going professional development in 2021. • OSD Staff engaged in formal professional development in 2021 relative to Health & Safety.
<p>2.4 Foster a culture of leadership, coaching and mentoring for all staff.</p>	<p>The ETB's Schools Division will ensure that school staff are supported to engage with Continuing Professional Development (CPD) opportunities during 2021. Actions in 2021 will include:</p> <ul style="list-style-type: none"> • Providing additional support to newly-appointed principals and deputy principals 	<p>Teachers of ETB schools engaged in a comprehensive range of professional development courses and seminars organised by the Schools Division to meet the changing needs of schools and the continuous professional development of teachers to enhance their leadership roles in schools.</p>

	<p>through the ETB Schools Leaders' mentoring programme.</p> <ul style="list-style-type: none"> ● Implementation of additional training and support plan for Digital Leaders and Curriculum Leaders. ● Establishment of a Transition Year Co-ordinators' Forum to support the Transition Year programme. ● Further development of teachers as leaders in areas such as curriculum, digital, inclusivity and student support. ● Implement revised programme of Support Team professional development plan for schools to include; <ul style="list-style-type: none"> ○ DEIS School Support ○ Professional Development on promoting Ethos in schools ○ Resources and up-skilling for ASD Units ○ Student Voice professional development programme for schools ○ Student Council training for schools <p>PE and Wellbeing Support network</p>	<p>Support seminars and training have been provided to post-primary personnel in the following areas.</p> <ul style="list-style-type: none"> ● Year Head training ● Digital Clusters training and community of best-practice Day 1 ● Student Support Team Co-ordinators Cluster Day 2 meeting ● Meeting of Digital Learning Working Group ● Leading Inclusive Learning, Teaching and Assessment (LILTA) Cluster Day 1 ● An ETB-wide on-line seminar for all teachers, SNAs and school leaders on 30 November 2021 with Dr. David Coleman which allowed the CE to address a large cohort of staff of the ETB. ● Mentoring programme for newly appointed Principals and Deputy Principals. ● Induction and onboarding for all newly appointed teachers to Limerick and Clare Education and Training Board Community Colleges (September 2021). ● Student Support Team Training - Meetings with the individual student support teams in the authority's schools were facilitated by the Director of Schools and the ETB Schools Division Support Team, with the teams continuing to be proactive in supporting students at risk. The student support team co-ordinators met four times during 2021. A Student Support Team advisory group was established in October 2021 and training for newly appointed student support teams was facilitated in December 2021 over the course of two days. This training, which was co-ordinated by the Director of Schools, was delivered in a multi-agency approach, with inputs from a range of services and groups in the Limerick and Clare region including: NEPS, TUSLA, the ETB HR department, Children's Grief Project, Jigsaw and the ETB Schools Division Support Team.
	<p>The ETB's FET Division Professional Development: During 2021, will provide opportunities for FET staff to ensure that they are meeting the needs of learners</p>	<p>One of the key expected outcomes from the new FET Strategic Framework around building skills is that 'our professional development environment will offer FET staff a range of resources, time, space and strong partnerships that enhance their skills and wellbeing.' This area is</p>

	<p>using appropriate and up-to-date skills and methodologies. Actions in 2021 will include: Engaging with EU Erasmus+ Programme in order to provide staff and learners with opportunities to learn in different VET contexts in Europe. Working with the Implementation Teams, Corporate Services and Managers to undertake a training needs analysis to develop the 2021 Professional Development Calendar. Implementation of the SOLAS FET Professional Learning and Development Framework for FET in 2021.</p>	<p>central to the work of the College of FET, and additional resources were put towards the development of the Professional Learning and Development Support Service, which now includes three staff comprising the PL&D Co-ordinator, a PL&D Support Officer, and a part-time Administrative Assistant. Through the FET Professional Learning and Development Action Plan (2019-2024), the FET Division has developed the structures and processes necessary to take a systematic and quality-assured approach to identifying needs, planning, delivering, evaluating, and tracking of professional development activities. Professional standards are maintained through a range of PL&D opportunities and external inputs designed to support staff in their roles, focusing on national and organisation wide priority areas. Each year we offer staff a wide-ranging programme of professional learning and development to help support them in the work that they do. This professional learning and development is aligned to both national and local policy priorities. In 2021, a total of 99 training events were organised centrally engaging 2,103 participants. We utilise the expertise of our own staff to deliver our PL&D as well as working with a range of external providers and trainers. Activities range in duration and depending on needs can vary from half and full day workshops to specialist diplomas and master’s degrees, to use of learning platforms. Since 2017, the FET Division has been issuing digital badges for all centrally organised professional learning and development. The use of digital badges came about as a result of mainstreaming an output of an Erasmus Plus Strategic Partnership –EDGE (Enhancing the delivery of Guidance and Employability). Badges are awarded at Site Level in Moodle. By December 2021, 143 individual badges had been created and approx. 5230 badges have been awarded to staff.</p> <p>International Opportunities through Erasmus Plus While Erasmus Plus trips were unable to go ahead for the last 2 years, 2021 was notable in that the PLDSS submitted our first ever Accreditation applications for both staff and learner mobility projects</p>
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		<p>under the new Erasmus+ programme. All three were successful which means stable multi-year funding for activities and a simplified funding route. The FET Division also hosted an Erasmus briefing with Leargas development officers – at which 35 staff attended.</p> <p>Growth and Growth and Development of the FET TEL Support Service 2021 was the most significant year for the TEL Support Service since the foundation of the ETB. It saw the expansion of the team led by the TEL Development Officer, which now comprises seven members, including the establishment of four new roles in the key areas of Online and Blended Learning and TEL Support for Apprenticeship. Both the TEL Support Service and the Professional Learning & Development Support Service are responsible for the implementation of the TEL and PLD Strategies respectively in the FET Division. The target cohort is the 1,000 staff of the FET Division, including learning practitioners, managers and support and administration staff. The work of the TEL Support Service involves the rollout of service-wide strategic initiatives in Technology-Enhanced Learning. The PLD Support Service works with TEL and with the other Strategic Implementation Groups to help address the professional development priorities within all strategic initiatives.</p> <p>Teaching and Learning Online Course V2 Autumn 2021 saw the roll-out over six weeks of this programme. This employed a new model of delivery involving live weekly classes, peer groups, and asynchronous activities. This course led eleven participants through an introduction to online and blended teaching and learning. Each iteration of the programme is evaluated and leads to enhancements in delivery mode and content. The new peer support model led by Learning Practitioners as mentors proved to further enhance the delivery model.</p> <p>Wriggle Connect We have continued to license, promote, and use the Wriggle Connect platform to support self-managed learning in approved Microsoft platforms and applications used in Teaching and Learning. We have 226</p>
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		<p>FET Staff using the platform and in 2021, 478 certificates issued to 100 FET staff who had successfully completed courses on the platform. A November report showed that on average each user spent 11.22 hours on the platform coming to a total of 1,885.34 hours.</p> <p>Most of the TELSS Professional Development was designed to meet the on the ground needs and requirements of staff. Some examples were a focus on Digital Assessment in September and October 2021, with video resources, workshops and clinics. Commencing in November 2021, a series of workshops on the use of rubrics for teaching and assessment brought together Learning Practitioners from across FET subject areas to work collaboratively on the development of rubrics. Our Show & TELs continued with 24 sessions in 2021. These brilliant lunchtime bite-sized inputs, each lasting less than 30 minutes, showcase best practice in the use of learning technologies across FET. The inputs are by Learning Practitioners for Learning Practitioners and are recorded and available in the Show & TEL Stream Channel.</p> <p>In addition to locally designed and delivered PLD, the TEL Support Service promoted and supported staff participation in the Level 7 & 8 Certificates in Learning and Technology from NCI and the Teaching and Learning Forum Digital Badge in Universal Design for Learning (UDL) – See p.42). We also participated in key national PD events such as FETFest and Wriggle TEL Webinar.</p> <p>Collaboration and building communities of practice continued to be a key focus of the service in 2021. The Digital Champions continue to play a key role in linking with the TELSS and supporting staff at local level with the adoption of Learning Technologies. In 2021, the champions availed of TEL professional learning opportunities, provided peer support in key initiatives and played a leadership role with regard to TEL in their campuses. The use of the TEL Learning Zone as a collaborative portal continued to grow thanks to the contributions of digital champions and other staff across FET.</p> <p>The critical day-to-day work of the TEL Support Service involves the provision of one-to-one or occasionally group support to all FET Staff</p>
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		<p>across the region. Staff use the TEL Learning Zone to reach out to the wider FET community or TEL@LCETB.IE email address to request support directly from TELSS. In 2021, we added the request a clinic feature to our services where staff can arrange a one-to-one online teams meeting with a member of the TEL team to have any TEL related question answered or address any support needs. We also continued to develop resources including Skills Checkers which support staff to self-access skills and identify and address training requirements.</p>
	<p>The ETB's Organisational Support and Development structure is designed to promote leadership and innovation across all grades of staff. During 2021, the practice of regular structured team meetings, both departmentally and cross-sectional, will continue. Additional actions in 2021 include: Supporting the engagement of staff with various national forums, networks and working groups, thus providing opportunities for the development of policies and procedures as well as the promotion of good practice.</p>	<p>Staff from the C & P Section participated on both the national Procurement Forum and Buildings Forum.</p> <p>LCETB staff engaged with OGP, EPS and other ETBs on national and sectoral tenders.</p> <p>Staff representation at ETBI forum meetings on Corporate Governance, Data Protection/Freedom of Information and Governance Compliance.</p>
<p>2.5 Promote active awareness of health, safety, wellbeing and welfare for all staff, students and learners at a personal and organisational level.</p>	<p>The ETB's Schools Division will support school communities in 2021 to develop leadership and expertise through the following actions:</p> <ul style="list-style-type: none"> ● Regular Principals and Deputy Principals Forum meetings will continue to be organised in 2021. ● Supports to implement distributed leadership will be implemented at the appropriate level during 2021 incorporating the inclusion of both Principals and Deputy Principals at all School Leaders' meetings. ● Training of mentor Principals and Deputy Principals to work with newly appointed Principals and Deputy Principals will take place in 2021. ● Schools staff will be facilitated to engage with and contribute to National Forums including the ETBI 	<p>The ETB's Schools Division facilitated weekly meetings of Principals and Deputy Principals during 2021 to support schools with the challenges of managing schools during COVID-19. Meetings were organised to include both Principals and Deputy Principals. Resources were developed and circulated to schools via email and also on the dedicated Principals and Deputy Principals Microsoft Teams Channel.</p> <p>Mentoring was provided for all newly appointed Principals and Deputy Principals throughout 2021. Principals and Deputy Principals took part in an ETBI ICT Conference which the Limerick and Clare Education and Training Board Schools' Division organised in June 2021 – www.ictconference.ie.</p> <p>Principals and Deputy Principals also benefited from four on-line conferences organised by ETBI to support schools in 2021.</p>

	<p>Principals Network, the Annual Education Conference for Principals and Deputy Principals and the ETBI Induction Programme for new Principals and Deputy Principals.</p>	
	<p>Health and Safety: The ETB's Corporate Services Department under the OSD Directorate works with the Schools and FET Divisions to ensure Health and Safety Compliance. This includes ensuring that H&S Committees are in place in all ETB schools and FET centres and maintaining the H&S Training Registers across the whole organisation.</p> <p>During 2021, the Corporate Services Department will:</p> <ul style="list-style-type: none"> • Undertake a Training Needs Analysis in respect of H&S Training needs (both mandatory and optional). • Organise a schedule of training in response to the above. • Maintain the H&S Training Register. • Develop a Health and Safety Training Induction module for all new and existing staff. • Carry out an audit of all schools and centres on Health and Safety compliance. 	<p>The Capital and Procurement Department liaised with the Corporate Services Department in providing relevant data on Health & Safety Practices pertaining to Capital Projects.</p> <p>Health and Safety Training module developed as part of the induction process for new staff.</p> <p>Training needs identified in the areas of Occupational First Aid, Fire Warden and Working at Heights</p> <p>Four members of staff undertook the Special Purpose Diploma in Health and Safety</p> <p>Audit of Schools Ancillary Safety Statements undertaken.</p> <p>Health and Safety Officer attends:</p> <ul style="list-style-type: none"> • IBEC fortnightly Facilities Management meetings • ETB networking meetings. <p>Ongoing development of online Health and Safety Training Modules for roll out to existing and new staff.</p> <p>LCETB use Pegasus Software, a system which notifies changes in Health and Safety legislation and ensures that we are up-to-date in our compliance requirements.</p>
	<p>Risk Management: Working with the Finance and Audit and Risk Committees; during 2021 the ETB will actively identify, assess, monitor and manage risk in the context of all of its operations and will ensure that formal and transparent arrangements are in place for both internal and external audit. The ETB has a process in place</p>	<p>Risk Management: The Corporate Risk Management Policy was approved in 2017 and, based on a prepared business plan, Limerick and Clare Education and Training Board provides a risk register reflecting Organisation Support, Further Education and Training and Schools. The Risk Register is a living document which is updated as new risks are</p>

	designed to identify and address significant risks involved in achieving the entity's outcomes. The Audit and Risk Committee supports the Board in this role.	identified, or risk likelihood/severity is amended due to suitable controls being put in place to reduce/remove the risk.
	<p>The ETB will continue to promote staff wellbeing in 2021 including:</p> <ul style="list-style-type: none"> • On-going promotion of the Employee Assistance Service which provides ETB employees with information, advice and support to help improve wellness and wellbeing. • Professional Development Opportunities. • Implementation of policies on the Code of Conduct, Employment Equality, various Leave Policies, Code of Ethics, Public Sector Duty. • Wellbeing resources 	<p>All ETB staff are invited to the annual Schools' Division 'Muintearas in ár Scoileanna – Connection in Our Schools' webinar each December as well as any parent webinars which are organised.</p> <p>During COVID staff were regularly informed of wellbeing initiatives to assist them while working from home.</p> <p>Staff were regularly informed of safety measures put in place during COVID-19 to protect them while working in our schools and centres.</p> <p>All staff undertook COVID-19 health and safety training and were constantly assured that their health and safety was a priority for LCETB.</p> <p>Wellbeing resources are available to all staff through our Employee Assistance Service providers and staff have access to all these resources online.</p>
	The ETB's Schools Division will work with the Department of Education and its Support Services to implement and embed the Department of Education <i>Wellbeing Framework for Practice in Schools</i> in order to promote and support student wellbeing in our schools.	<p>Limerick and Clare Education and Training Board held a meeting of school principals to ensure that the requirements to deliver 400 hours of wellbeing at Junior Cycle would be implanted in timetabling in 2021.</p> <p>JigSaw - One Good School™ Initiative All Limerick schools in the ETB schools are now taking part in Jigsaw's One Good School™ Initiative.</p> <p>Preparations were well advanced for the provision of a remote counselling service at Cappamore College of Further Education and Training to support young people in East Limerick.</p>

<p>2.6 Provide the most appropriate responses and resources to meet the changing needs, approaches and working patterns of our diverse population of staff, students and learners.</p>	<p>In 2021, faced with challenges imposed by the continuing global COVID-19 pandemic, staff continued to be supported in the transition to remote teaching and learning to support the needs of all ETB students and learners.</p> <p>The ETB's Organisation Support and Development Directorate supported staff through training and the infrastructure to support remote working to ensure the smooth delivery of teaching and learning and the continuity of ETB provision across the ETB's Schools and FET divisions.</p>	<p>In order to ensure that Schools and Centres could continue to operate during the COVID pandemic, the C & P Department liaised constantly with Schools and FET to ensure the appropriate level of PPE was in place and necessary minor works were completed.</p> <p>OSD provided immediate and ongoing resources and support to staff, students and learners in Head Office, Schools and FET Centres to facilitate remote working and to ensure that they could remain operational during the pandemic.</p> <p>This support included the provision of electronic devices, the appropriate level of PPE and any necessary maintenance/restructuring works as necessary.</p>
	<p>The ETB's Schools Division will support a positive and supportive work environment in 2021 through the development of advisory groups to provide support in the following key areas:</p> <ul style="list-style-type: none"> ● Risk Register including Safeguarding. ● Health & Safety. ● Special Education Needs. ● Scoileanna lán-Ghaeilge. ● Parents & Guardians. ● Digital Learning. <p>Curriculum including Teaching & Learning.</p>	<p>Four meetings of each Advisory Group were held during 2021. These meetings reviewed the Terms of Reference for each group, agreed roles and responsibilities of the groups and prepared content that was presented at weekly meetings of Principals and Deputy Principals throughout 2021.</p> <p>School visits and meetings were held with schools to nurture a positive and supportive work environment in 2021.</p> <p>Teachers in ETB schools engaged in professional development courses and seminars organised by the Schools Division to meet the changing needs of schools and the continuous professional development of teachers to enhance their leadership roles in schools. Support seminars and training have been provided to post-primary personnel in the following areas.</p> <ul style="list-style-type: none"> ● Year Head training ● Digital Clusters training and community of best-practice Day 1 - Student Support Team Co-ordinators Cluster Day 2 meeting ● Meeting of Digital Learning Working Group ● Leading Inclusive Learning, Teaching and Assessment (LILTA) ● An ETB-wide on-line seminar for all teachers, SNAs and school leaders on 30 November 2021 with Dr. David Coleman which

		afforded the CE with the opportunity to address a large cohort of staff of the ETB.
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Strategic Goal 3: Good Governance

Aim: To provide a governance and support framework that facilitates the effective and efficient delivery of all education and training services. This is about ensuring that the quality of the authority's education and training provision is supported by management and administration systems that meet the highest standards of governance, in terms of accountability, transparency, compliance, equity and value for money.

Objective from Strategy Statement	Commitment in 2021 Service Plan	Achievements in 2021
<p>3.1 Ensure that organisational structures, supported by robust administration systems, are aligned with evolving strategic priorities.</p>	<p>The ETB's Organisation Support and Development Directorate is working across the organisation to ensure preparedness for the move to shared services. HR/Payroll inter-department collaboration on the implementation of the transition to Shared Services commenced in 2019, and engagement continued in 2020 and will further continue in 2021. A transition lead in both HR and Payroll was identified and these Transition Leads are collaborating and completing the pre-transition work required in preparing the ETB for its transition to Shared Services in 2022.</p>	<p>HR ICT systems parameters are currently being reviewed in preparation for migration to the Shared Services system.</p> <p>During 2021 LCETB continued to utilise Sytorus – Privacy Engine software system to manage GDPR compliance. This system has been updated to handle FOI and data access requests. HR, ICT systems and workflows have been entered into this system and reviewed to demonstrate compliance.</p> <p>HR/Payroll inter-department collaboration on the implementation of the transition to Shared Services commenced in 2019, and engagement continued throughout 2021. The transition lead in both HR and Payroll has worked collaboratively to ensure the completion of pre-transition work required in preparing the ETB for its transition to Shared Services in 2022. LCETB remains on target for transition to Shared Services in 2022.</p>
	<p>The ETB's Corporate Services Department under the Organisation Support and Development Directorate will continue to implement the policy review cycle during 2021 to ensure all policy documentation is reviewed and updated within a 3-year timeframe.</p>	<p>All Policy and Procedures were reviewed in 2021 to ensure compliance with legislation and Circular Letters.</p> <p>During 2021 Corporate Services began using Document Control software to inform staff when policies are due for review.</p> <p>National Procurement Policy adopted by the ETB on 15th October 2019; with an annual review by the Capital and Procurement department to allow incorporation of any new circulars, guidelines and legislation. Under the Corporate Procurement Plan (CPP) the Capital and Procurement department has identified a number of goals and Key Performance Indicators (KPI's) which are linked to 7 key objectives. Each KPI has been assigned to a section or role within the ETB and the plan continues to be reviewed regularly.</p>

<p>3.2 Strengthen strategic and organisation planning processes.</p>	<p>The ETB's Capital and Procurement Department and the ETB's Finance Department will ensure that during 2021 there will be continued close co-operation between the Financial and Procurement functions to ensure the highest standards of compliance with Public Procurement Procedures, Guidelines and Legislation.</p> <p>Implementation of National ETB Procurement Policy (including the suite of template documents for tendering above and below the EU Thresholds) will be on-going in 2021.</p>	<p>Capital and Procurement engage with Finance to monitor and minimise areas of non-compliant expenditure. C & P provide updates for quarterly expenditure reports which are published on LCETB's website by Finance and issue Tender Reports for the Finance Committee on all contracts awarded with a value greater than €100,000. Staff from both Sections liaise in relation to completion of the V15 Capital Pages, Property details, SIC and all C & AG queries.</p> <p>LCETB's Multi Annual Procurement Plan was submitted to ETBI in accordance with the timeframe and reporting requirements. Capital and Procurement department staff engaged in both formal and informal professional development in 2021 in relation to developments in procurement, project management and energy management in the context of ensuring compliance and best practice across the organisation.</p>
<p>3.3 Ensure high standards of financial and risk management, through internal/external auditing/monitoring controls, to support schools, centres and services to operate within funding and corporate governance guidelines/requirements.</p>	<p>The ETB's Schools and FET Divisions will work with the Finance and Audit and Risk Committees during 2021 to actively identify, assess, monitor and manage risk in the context of all of its operations and will ensure that formal and transparent arrangements are in place for both internal and external audit.</p> <p>During 2021, the ETB's Schools and FET Divisions will ensure that the Schools Risk Register / FET Risk Register will be an agenda item for meetings and will be regularly reviewed by Principals and Deputy Principals and Provision Managers.</p>	<p>Reports on all tenders over €100,000 were issued to each meeting of the Finance Committee in 2021 by the Capital and Procurement department. The Risk Register encompasses all three divisions and was reviewed on an on-going basis during 2021 to ensure that it was reflective of any new risks or any changes in likelihood or impact depending on controls put in place. These were presented to the Audit Committee meetings in 2021. The Risk Register formed part of the Agenda for all SMT and APO meetings in 2021 where a Business Plan was updated based on the strategic goals of the ETB .</p> <p>Risk Management has been an item agenda for all Principal and Deputy Principal meetings. An advisory group of Principals and Deputy Principals was established. This group has reviewed the latest version of the Risk Register and an 'Action Plan' with regard to assigning ownership and timelines to each risk identified is being compiled for 2021. Recommendations in the Action Plan will be discussed at meetings of Principals and Deputy Principals.</p> <p>Risk Management is an agenda item on all FET Steering Group Meetings. FARR planning of PLSS and Apprenticeship provision is supported with provision category specific workshops to ensure that the annual plan is</p>

		accurately/realistically developed and aligned to the corresponding year of the Strategic Planning Agreement with Solas.
	As per the Code, the Board shall ensure appointment to the Audit and Risk and Finance Committees incorporate members who have the specialist skills, knowledge and experience in these relevant areas. All appointments are made by the Board in consultation with Committee Chairs. Procurement of specialist advice at reasonable and approved expense to the ETB to assist the Committees with specific areas of its business is made available, if required.	Relevant Skills and Experience: The Finance and Audit and Risk Committees collectively possess appropriate ranges of skills to perform its functions to the required standard. Members have a thorough understanding of their role and a full induction is provided. Members are fully aware of the availability of specialist advice should same be required.
	The CE and Director of OSD will ensure in 2021 that the Chairs of both the Audit and Risk and Finance Committees provide written reports on the work carried out by both committees.	The Board is fully updated via Reports from the Chairs of both Committees. The approved minutes of each Committee meeting are submitted to the main Board as the formal record of each meeting held and items discussed.
	The ETB's Capital and Procurement Department will manage the ETB's properties, both owned and leased, to ensure compliance with all Statutory, Department and Governance requirements. This will involve working closely with the Schools and FET Divisions to ensure the accommodation needs of the organisation are met and all Schools and FET buildings are fit-for-purpose.	C & P Section established in 2021 a register of LCETB leased properties and this will be updated into the future. All property matters requiring LCETB Board and Department approval in 2021 were issued by the C & P Section to Corporate Services Section to ensure compliance with Corporate Governance Procedures.
	The CE and Director of OSD will continue to re-emphasise for all boards across the organisation the importance of full attendance at all meetings.	The Board is at all times reminded of the importance of full attendance at meetings. Due to online meetings during the Pandemic, all meetings were held online. The attendance rate at these meetings was very high.

	<p>The CE and Director of OSD will carry out a self-assessment in 2021 as required by the Code of Practice for the Governance of Education and Training Boards (Template provided in Appendix 16 of Code).</p>	<p>In accordance with the Code of Governance of Education and Training Boards, the CE and Director of OSD have carried out a self-assessment.</p>
<p>3.4 Maximise the efficient use of public resources and avoid duplication of services.</p>	<p>The ETB's Capital and Procurement Department will continue to identify and implement a range of procurement solutions that will deliver compliance, value, efficiency and best practice on behalf of the authority during 2021.</p>	<p>The Capital and Procurement Department in 2021 reviewed the National Procurement Policy to allow incorporation of any new circulars, guidelines and legislation. Under the Corporate Procurement Plan (CPP) the Capital and Procurement department has identified a number of goals and Key Performance Indicators (KPI's) which are linked to 7 key objectives. Each KPI has been assigned to a department or role within the ETB and the plan is reviewed regularly.</p>
	<p>The CE and Directors of Schools, FET and OSD will ensure that schools, centres and services are supported to use central procurement frameworks and contracts that are put in place by the Office of Government Procurement (OGP) during 2021.</p>	<p>LCETB continued to avail of OGP Frameworks in 2021 where available, including all Utilities, Facilities Management, Travel and HR etc. The ETB is continuing to liaise with the OGP in order to ensure the future generations of frameworks can be adapted to sector/local needs. Feedback is being channelled through several mediums including participation by LCETB staff on tender evaluations, the OGP Self-Serve Programme etc. The national framework put in place by the Department for the supply of PPE and related supplies was used by LCETB to ensure the safe re-opening and operation of schools for students and staff.</p>
	<p>The ETB's OSD Directorate will develop a Communication Framework in 2021 to include an Internal Communication matrix that clarifies organisational structures, roles and responsibilities, and sets out effective communication and decision-making processes within Limerick and Clare Education and Training Board including FET, OSD and the Schools Division. Additional 2021 actions include:</p> <ul style="list-style-type: none"> Supporting the management and staff of the ETB through provision of latest and 	<p>Communication has been and will continue to be essential around professional development opportunities. It includes:</p> <p>Staff emails around upcoming professional development including booking and registration links.</p> <p>All staff can access Professional Development Calendar on StaffCONNECT, which contains information about centrally-organised PD (including QA training)</p> <p>Monthly PD news to be shared on Signagelive</p>

	<p>most effective technologies to enhance communication, along with the necessary training.</p> <ul style="list-style-type: none"> Continued implementation of the Plain English Strategy. On-going development of the LCETB.ie website and other social media to ensure that the ETB is providing pertinent, relevant information to its staff and stakeholders. <p>On-going stakeholder engagement and networking at a local, regional and national level (see 1.8).</p>	<p>FET staff newsletters share information about new initiatives and pilots, innovative practice and PD - e.g. QA Newsletter, TEL Times etc. A Dedicated Communications unit ensure that all external stakeholders are kept informed through various modes of communication including the prudent use of relevant social media platforms which are continuously updated and reviewed.</p> <p>Internal Communications Strategy is in place and is fully implemented to ensure accurate, timely and relevant information is shared throughout the organisation mainly via corporate email and communication videos, corporate events, section and local meetings and through our management structure.</p>
<p>3.5 Promote sustainability and environmental responsibility across the organisation.</p>	<p>During 2021, the ETB's Capital and Procurement Department will work towards developing a Contract Management System to meet the needs of the organisation.</p>	<p>The tender for the development of the new Contract Management System was awarded in 2021. LCETB together with CMETB is included in Phase 1 of the rollout of the new system to ETBs. Capital and Procurement staff have proactively engaged with the development of the new system and it is expected to 'go live' in Q2 2022.</p>
	<p>The ETB's FET Division will continue to use SLAs with external stakeholders to whom it provides grants and resources. It will also consist of the evaluation and monitoring of the delivery of FET activities by these external stakeholders.</p>	<p>In 2021, Community Education and Training Provision across the ETB agreed a harmonised streamlined approach to developing and engaging with community partner groups throughout the region.</p> <p>A new web page Communities Limerick and Clare Education and Training Board (lcteb.ie) has been developed to allow community and voluntary groups who are involved in the provision of educational activities for specified adult target groups to register as a partner with the ETB. The supports provided are to enable disadvantaged adults to avail of community education at minimal or no cost. The webpage promotes a multi-stage process in registering community partners and delivering courses across the region. In 2021, over 90 community partners have registered with the ETB through this process.</p> <p>The key steps include:</p> <ul style="list-style-type: none"> Community Groups initially apply to register as a community partner with the ETB.

		<ul style="list-style-type: none"> ➤ The ETB will annually invite registered partners to make a bulk-hours application with a broad outline of a plan for the coming year. ➤ Once this application is approved, community partners sign a Service Level Agreement with the ETB. ➤ Community partners will then complete an individual drawdown request for each individual course instance.
3.6 Ensure effective data protection, confidentiality and record management systems.	The ETB's Finance Department will ensure that all external agencies to whom the authority provides grants/resources will have a formal SLA/MOU in place in compliance with DPER Circular 13/2014. Where appropriate, this will include a Data Protection Addendum in respect of Article 28 GDPR Controller to Processor Transfers of Personal Data.	During 2021, formal SLA/MOU were in place for all grants processed by the Finance Department in compliance with DPER Circular 13/2014.
	A new system has been procured (Privacy Engine) to assist and enable ETB Compliance with GDPR . This will automate the implementation of a Compliance Workbook and, during 2021, the Corporate Services Department will provide assistance in Training and Audit of Schools and Centres around GDPR compliance.	Demonstration of compliance is on-going, with all policies under constant review. As a result of the pandemic Limerick and Clare Education and Training Board developed COVID-19 Training modules which used Privacy Engine as the training platform. Work is on-going on the completion of the Compliance Workbook to ensure Limerick and Clare Education and Training Board fulfils its obligations under the CL 0002/2019 Code of Practice for the Governance of Education and Training Boards.
	The ETB's Corporate Services Department will ensure the on-going review and implementation of the Records Management System (DSM) during 2021 in accordance with the ETB's Record Retention Policy and Records Management Policy.	Records Management continues to be reviewed in conjunction with Data Protection and Retention Policies and ensuring value for money. The ETBs Compliance Section carried out a review of records held in storage to ensure compliance with the ETBs Records Retention Policy and Records Management Policy.
3.7 Develop an effective communications strategy.	ETB Stakeholder Engagement: During 2021, the ETB will promote a culture of collaboration, innovation and partnership in order to enhance opportunities for all its	In 2021, the FET Division continued to intensify its engagement with employers to ensure the relevance of its provision for the benefit of FET learners. The FET Division's Enterprise Engagement Support Service engaged at strategic level with a broad range of stakeholders and employers to

stakeholders. This will include continued engagement with the following:

- Limerick and Clare Local Community Development Committees – responsible for preparing and monitoring 6-year Local Economic and Community Plans (LECPs).
- Mid-West Regional Skills Forum- partnership between the regional education and training providers, local authorities, local enterprise offices and relevant public and private sector organisations to match skills supply and demand, supporting employers and facilitating job creation.
- Clare Age Friendly Alliance and Age Friendly Limerick – responsible for the Age-Friendly Strategy & Action Plan.
- Learning Limerick Partnership through which Limerick has received the UNESCO Learning City Award.
- Digital Limerick - responsible for the Limerick Digital Strategy.
- Limerick Food Partnership Initiative.
- National Fora through Department of Education, ETBI, SOLAS, DCEDIY and others as appropriate.

highlight the strategic role of the Authority in skills development in the Mid-West. Through networking with the Mid-West Regional Skills Forum, the IDA, the local Councils, IBEC, local Community Development Companies, PAUL Partnership, LEO Enterprises, SMEs, etc. targeted interventions were developed through Skills to Advance and other provision to address the upskilling needs of the region.

In particular in 2021, the Enterprise Engagement Support Service worked closely with IDA Mid-West to address the skills training needs of employees involved in company closures, through Skills to Advance funding. Ongoing collaboration with industry fora enables the development of Level 5 & 6 programmes, enabling pathways to Higher Education and specific skills training.

Education and Training Boards have a key role to play to support the development of green skills and sustainability practices, through partnerships with key regional stakeholders, awareness raising initiatives and innovative course provision. In 2021, the FET Division delivered a number of new initiatives in this area:

- **SOLAS Sustainability Award** – the Enterprise Engagement Support Service worked with SOLAS on a pilot initiative to develop sustainability modules for the FET sector. This collaboration included work with four other ETBs and National Waste Prevention Programme, EPA.
- **Midwest Renewable Energy Training and Education Network** - The ETB, through its FET Employer Engagement Support Service, is a collaborating partner with the Mid-west Renewable Energy Training and Education Network, comprising University of Limerick, TUS Midlands Midwest, Maritime College, MTU. This network is reviewing current pathways and progression in the renewable energy sector in response to specific developments in the region, i.e. Shannon Foynes Port. It works with Renewable Energy stakeholders to understand and plan for the current and future talent pipeline in this sector.
- **SMART Limerick and Digital Strategy** - Limerick and Clare ETB is a partner agency in SMART Limerick and the Limerick Digital Strategy. It also chairs the Digital Inclusion strand of the strategy. As part of SMART Limerick, the City is engaged in a European project aimed at

		<p>becoming Ireland’s first Energy Positive SMART City. The ETB is currently working with Limerick City and County Council and Innovate Limerick to develop suitable courses on Energy Management and the retrofitting of buildings within the identified pilot zone of the Limerick Digital Georgian Quarter and sections of Public Housing estates.</p>
<p>3.8 Develop service level agreements/memorandum of understanding protocols with external agencies to whom we provide grants/resources.</p>	<p>The ETB’s Capital and Procurement Department, in accordance with responsibilities as a Public Sector Body, will strive to achieve the target of a 50% reduction in energy usage and a 30% reduction in CO2 by 2030. During 2021, the ETB will continue to promote on-going investment in energy-reduction measures through participation in relevant programmes including the National Energy Programme for Schools during 2021. LCETB continued to engage with the Department of Education Building Unit during 2021 to maximise investment in ETB Schools and Centres in order to ensure its facilities comply with all relevant legislation, regulations and continue to be fit-for-purpose.</p>	<p>The ETB is a member of the Steering Group, with the DE and the SEAI, on the National Energy Pilot Programme for Schools. Deep energy retrofit of six schools was completed nationally including Phase 1 of a complete energy retrofit of Coláiste Iosaef, Kilmallock with Phase 2 to be completed in 2022. Design work on the retrofit of Ennis Community College commenced in 2021. The statutory M & R Returns on ETB energy usage was submitted to the SEAI.</p> <p>LCETB was notified by SEAI of having achieved a 32% reduction in energy usage across the organisation since 2009, exceeding the Public Sector target of 30%.</p>
	<p>During 2021, the ETB’s Schools Division will ensure that schools are supported to engage with An Taisce’s Green Schools Initiative, providing environmental management and education. In addition, schools will continue to engage with Limerick and Clare Education and Training Board European Energy Efficiency Fund (EEEE) Programme.</p>	<p>Several ETB schools have been actively involved in both An Taisce’s Green-Schools initiative and the Take 1 initiative from ETBI.</p> <p>Take 1 provides a programme of education to embed the Sustainable Development Goals (SDGs) in the Junior Cycle Curriculum. The Programme, developed by ETBI, was launched from New York, by Jack O’Connor, UN Youth Delegate for Ireland and a former LCETB student at Desmond College, Newcastlewest. The Take 1 Programme commenced with a training seminar for both teachers and school management, to assist ETB schools in equipping students with the necessary understanding of all SDGs. As part of the resource, each SDG has been mapped onto the Junior Cycle subject learning outcomes, demonstrating the existing potential within the new curricula.</p>

The ETB's **FET Division** will work with the Capital and Procurement Department, SOLAS and the DFHERIS during 2021 to ensure that a planned Programme of Capital and Infrastructure Investment across FET Colleges and Centres is implemented in order to improve the on-course experience for learners and ensure facilities are welcoming and fit-for-purpose. In addition, during 2021 and as part of its promotion of sustainability and environmental responsibility:

The FET Division will develop a Nearly Zero Energy Building, NZEB, Training Demonstration Workshop in its FET Centre, Green Innovation Campus. NZEB, once fully adopted by the Construction Industry, will mean significant changes to construction standards in Ireland and will require that new construction technologies and building methods become the norm in the industry. The retro-fitting of homes and buildings will also become a significant aspect of NZEB in the coming years.

One of the key objectives of the FET Division is to have fit-for-purpose network of accessible, environmentally sound FET campuses that provide access to rooms and resources for specific skills development. In 2021, the FET Division continued to improve its facilities to ensure learners and staff can benefit from excellent teaching and learning environments.

Development of TEL Infrastructure: The adoption and use of Learning Technologies is significantly dependent on the infrastructure in place to support the use of technologies. This includes not just reliable dependent hardware and broadband, but also the provision of licensing and supports for key ETB supported platforms such as Office 365, Teams, Moodle, Padlet etc.

In 2021, significant investment was made in developing and rolling out a common teachers desk setup, the replacement of over 300 PCs and in the initial rollout of Interactive Panels. Training and supports were also provided with video tutorials, support handouts, Show & TEL webinars and on-site training provided to meet training needs.

Other enhancements in 2021 included:

- General improvement of appearance of listed buildings, including new ETB logo blinds on the street front of the building.
- New multi-functional classrooms
- In the Croom Campus/PLC: As provision will be moving to the existing Coláiste Chiaráin building early in 2022, there was extensive refurbishment taking place with new IT labs, state-of-the-art Animal Grooming room, science labs, classrooms etc.
- Green Innovation Campus - NZEB and Retrofitting - After the introduction of Near Zero Energy Building standards in Ireland, an upskilling process within the construction industry was required to ensure enterprises understand what these building standards mean for them and how they can comply. The Limerick and Clare Education and Training Board is one of the five centres of excellence offering retrofit training in 2021.

<p>PDA 3.9 Ensure compliance with statutory and regulatory requirements</p>	<p>The ETB's Finance and Human Resources Departments under OSD will continue to work with the National Pensions project team in response to national policy requirements in 2021.</p>	<p>There is an issue across the ETB sector which is being pursued at national level by the ESBS area of the Department of Education in conjunction with ETBI and individual ETBs. Due to resourcing issues with The Access Group, (including COVID-19 and staff leaving) development work which had commenced on the CoreHR System, with a view to bringing ETBs into compliance in relation to Superannuation Contributions, through full system compliance was not completed on schedule.</p> <p>A significant amount of work has been undertaken and there is ongoing correspondence with the Access Group and ESBS and testing of the new functionality being provided by Access Group is being conducted. This forms part of the overall Pensions Improvement Programme being implemented by the Department of Education and a dedicated team in ESBS has been put in place, which is working solely on resolving Pension and Superannuation Contribution matters. The provision of accurate benefit statements to SPS pension scheme members is an integral part of the scope of this Pensions Improvement Programme.</p>
	<p>The CE and Director of OSD in 2021 will commence preparation for the planning, consultation and submission of its Strategy Statement for 2022-2026, as per the Education and Training Boards Act 2013.</p>	<p>The Limerick and Clare Education and Training Board Strategy Statement 2022 - 2026 commended in early 2021. This Strategy Statement was designed to chart the path for the authority's education and training provision, youth work and other statutory functions over a five-year period from 2022 to 2026. It was the product of a consultative process, which gave opportunities to the ETB board, boards of management, staff, students, learners, parents, community partners and representative bodies of business, industry and employers in Limerick and Clare to have a say in the future direction of the authority.</p>
	<p>The CE and Director of OSD in 2021 will ensure reporting deadlines will be complied with.</p>	<p>Limerick and Clare ETB has 100% compliance in with all of its reporting deadlines in 2021.</p>
	<p>The ETB's Schools Division will ensure the implementation of the various national policies during 2021 will be through the School Self Evaluation (SSE) process linked to the</p>	<p>Meetings of Principals and Deputy Principals provided valuable feedback on the continued engagement with the SSE process. Schools have been active in the promotion of SSE via the work of the Schools Division Support Team.</p>

	<p>Looking at Our Schools (LAOS) quality framework, respectful of each school community.</p>	<p>Circular: 0032/2021 outlines the Inspectorate’s engagement with advisory, research and evaluation activities in schools during the last school year which highlighted the outstanding efforts by many school leaders, staffs, boards, parents and the support services to keep schools operating safely and effectively, and to support pupils at home, while schools were fully or partially closed the completion of SSE.</p> <p>Under Circular 0040/2020, the second cycle of SSE was extended until June 2021 and the third cycle was due to commence in September 2021. In light of the additional challenges faced by schools in the pandemic context and to allow consultation on the third cycle of SSE to take place, the Department of Education extended the second cycle of SSE until June 2022. Consequently, the third cycle of SSE, which had been due to commence in September 2021, will now commence in September 2022.</p> <p>The emphasis of the work of the Schools Division Support Team since September 2021 was to look at the sixth step in the SSE process – Monitor actions and evaluate impact. In the 2021/22 school year, schools continued with their current plans and priorities for SSE and used the SSE process to help them to address the challenges that arose in the pandemic context.</p>
	<p>During 2021, the ETB’s FET Division will liaise with SOLAS in relation to the implementation of the three-year strategic performance agreement 2018- 2021. Specific actions in 2021 are outlined in the Funding Allocations Requests Template 2021 submitted to SOLAS on 24/01/2021.</p>	<p>Due to the impact of COVID-19, SOLAS decided to postpone the Strategic Planning Agreement process with ETBs, which was due to start in 2021. The process will start in 2022, with Limerick and Clare Education and Training Board meetings starting in March 2022.</p>

Strategic Goal 4: Partnership

Aim: To provide relevant responses and supports as required by the Department of Education, other Government departments and agencies and to develop effective partnerships which respond to the evolving education and training needs of the region. This is about responding to statutory obligations and building relevant partnerships to promote the role of education and training in developing the economic competitiveness and social inclusion of our region.

Objective from Strategy Statement	Commitment in 2021 Service Plan	Achievements in 2021
<p>4.1 Develop initiatives in response to national policy requirements of the Department of Education, the Department of Children, Equality, Disability, Integration and Youth, other government departments and agencies.</p>	<p>The ETB's Schools Division will work with the Safeguarding Advisory Group and the Student Support Team in 2021 to provide training and support to schools, to ensure compliance with Child Protection Procedures for the Primary and Post-Primary Schools 2017. This involves ensuring:</p> <ul style="list-style-type: none"> • All school personnel report all CP concerns to the DLP/D/DLP • Reporting cases to Director of Schools. • DLPs and D/DLPs in ETB Schools follow the Department's Child Protection Procedures for Primary and Post-Primary Schools 2017. • LCETB Schools to adhere to the 2017 procedures in dealing with allegations or suspicions of child abuse. • Training for DLPs and D/DLPs in ETB Schools. • Training for Boards of Management. 	<p>The ETB's Schools Division collected all mandatory checklists, reviews and declarations by school Boards of Management in relation to Child Safeguarding requirements.</p> <p>Refresher Microsoft PowerPoint presentation for staff was updated and circulated to all schools for the commencement of the academic year in 2021. A webinar was organised for all Principals and Deputy Principals in relation to Child Protection referrals and procedures.</p> <p>An on-line meeting for each Board of Management was facilitated by the Schools' Division to outline the roles and responsibilities of each school Board of Management in relation to Child Protection and Safeguarding.</p> <p>Training in relation Safeguarding/Child Protection Procedures for Primary and Post Primary Schools 2017 is mandatory for all categories of staff.</p>
	<p>The ETB's OSD Directorate will continue to support management and staff during 2021 to ensure compliance with Child Protection Procedures for Primary and Post-Primary Schools 2017. As part of this responsibility, the ETB is registered with the Central Garda Vetting Unit (CGVU) which provides a disclosure service for organisations who have staff positions or provide courses that will involve regular unsupervised access to children and vulnerable</p>	<p>All newly recruited staff undergo induction training and a compulsory element of that training is Safeguarding/Child Protection Procedures for Primary and Post Primary Schools 2017.</p> <p>Limerick and Clare ETB continued to support management and staff during 2021 to ensure compliance with Child Protection Procedures for Primary and Post-Primary Schools 2017. As part of this responsibility, the ETB is registered with the Central Garda Vetting Unit (CGVU) which provides a disclosure service for organisations who have staff positions or provide courses that will</p>

	<p>adults. As part of the ETB's recruitment and selection process, offers of employment to posts where working with children and vulnerable adults is an expected part of the job/course, will be subject to CGVU disclosure.</p>	<p>involve regular unsupervised access to children and vulnerable adults. As part of the ETB's recruitment and selection process, offers of employment to posts where working with children and vulnerable adults is an expected part of the job/course, will be subject to CGVU disclosure.</p>
	<p>The ETB's FET Division will continue to work with relevant Provision Managers and the Professional Development Officer in 2021 to ensure compliance with Child Protection Procedures for the Primary and Post-Primary Schools 2017 and with Safeguarding Children, Young People and Vulnerable Adults Policy across all FET Colleges/Centres.</p>	<p>In 2021, the FET Division continued to ensure corporate compliance with Safeguarding Children, Young People and Vulnerable Adults Policy across all FET Colleges/Centres. Some examples include:</p> <ul style="list-style-type: none"> • The PLD Support service worked with Corporate Affairs to deliver Safeguarding Adults Strategic Briefing Session for Managers and Senior Managers. • In the Caring Sectors (Healthcare, Childcare, Social Care), all learners are offered add-on modules such as First Aid, Patient/Manual Handling, Child Protection and Safeguarding of Vulnerable Adults. <p>The Learning Hubs staff team were supported by the Professional Development Coordinator to complete targeted CPD Training in a range of topics. These included GDPR, Tusla Child Protection, AHEAD Start, national online learning training course on supporting learners with disabilities in Further and Higher education, LYIT Recognition of Prior Learning (L9), Assistive Technology, TU and Enable Ireland (L6) and WRAT V.</p>
	<p>On the 17th of December 2019, Minister Flanagan announced Ireland's commitment to a new Refugee Protection Programme. Ireland has agreed with the UNHCR & EU to provide sanctuary to 2,900 people fleeing persecution over the next 4 years. As decisions on location of RRP are taken at National Level, the ETB will await further information in relation to requirements and is in a position to respond as necessary.</p> <p>The ETB's FET Division has provided progression opportunities for learners moving on from the RRP</p>	<p>Refugee Resettlement Programme in Co. Clare: In September 2021, seven Syrian families arrived in County Clare as part of a new Refugee Resettlement Programme. Four families are living in Shannon and three in Ennis. Nine adults from the RRP group are attending ESOL Literacy classes, as well as Cookery, ESOL IT and Beginners English. With the help of the Refugee Resettlement Team, we have been working hard to meet the needs of these learners. It is an enormous challenge to bring these learners to a point where they have sufficient English to function as active members of Irish society. After some initial issues, the RRP learners are beginning to settle into classes and appreciate the importance of making a commitment to learning to read, write, speak and listen effectively in English. Attending classes in Ennis and Shannon has been an excellent way for the families to settle into Irish life.</p>

	<p>courses and has tried, where possible, to integrate these learners into mainstream provision.</p>	<p>Given the very low levels of initial education and English language, it has not always been possible to integrate RRP learners without the addition of intensive, supplemental supports.</p>
	<p>In late 2019, the ETB's FET Division was successful in its application for AMIF funding. The AMIF Realising Potential project commenced in January 2021 and will run for 33 months. It is designed to address needs emerging from structural gaps and resourcing issues which fall outside the remit of one particular agency or organisation. This project has two broad themes related to the acquisition of language skills and the participation in economic life:</p> <ul style="list-style-type: none"> ● The first theme is designed to address structural gaps which exist in relation to providing access to appropriate levels of ESOL at each stage in the learning journey (including CEFR accredited language certification). ● The second theme is concerned with providing access to targeted educational guidance for adult migrants including providing assistance in recognition of prior learning and qualifications achieved in their country of origin. 	<p>The "Realising Potential" Project is a 31-month initiative funded through the EU Asylum Migration Integration Fund (AMIF) with match funding being provided by Limerick and Clare Education and Training Board. The project objectives are based on extensive consultation with our partner projects and our own experience of developing and delivering curriculum to migrant communities. The "Realising Potential" Project has two broad themes related to the acquisition of appropriately certified language skills and targeted educational guidance designed to support migrant communities' participation and integration into the economic and social life of the region.</p> <p>The AISS supports, coordinates and co-finances the ETB's AMIF Project Realising Potential and have responded to the COVID-19 Pandemic by moving guidance, teaching and learning online. While some elements of the pilot project were delayed in 2020 (the closure of the Cambridge Assessment Centre in UL meant that learners were unable to sit their exams in June 2020 as originally planned) alternative arrangements were put in place in 2021 to ensure the outcomes of the project were met. During 2021, the project facilitated courses and certified examinations for a total of 54 learners.</p> <p>One of the important elements of the project was the provision of migrant specific information and guidance and during 2021, the AMIF Guidance Counsellor, in partnership with provision coordinators and staff facilitated the following:</p> <ul style="list-style-type: none"> ● Design and delivery of a six session Preparation for Working life in Ireland programme in Clare and Limerick ● The first Education Hub in Ireland in an accommodation centre was set up in Knockalisheen with a suite of PC's being provided through TEL and AISS. ● Offering ESOL, driver theory, manual handling, safe pass and ICT courses on site in accommodation centres which have resulted in people gaining employment ● Ensuring greater and equitable access to technology ● Providing access to high quality information through a range of Guidance clinics in all Accommodation Centres on this project and externally also

		<ul style="list-style-type: none"> • Legal information sessions being made available to new residents in centres on an on-going basis • Working collaboratively with local agencies led to a Guidance and information service being set up in one of Limerick's blackspots on the Dock Road • Women and Men's group have been set up in Limerick City which offer a holistic approach to integration
<p>4.2 Promote a culture of collaboration, innovation and partnership in order to enhance opportunities for all our stakeholders in the region.</p>	<p>The ETB's Capital and Procurement Department will continue to manage and deliver projects for non-ETB schools during 2021 to ensure the most cost-effective and efficient use of public funding. During 2021, the ETB will work with the following non-ETB schools in order to ensure projects progress to delivery by implementing effective project management strategies:</p> <ul style="list-style-type: none"> • Gaelscoil Sheoirse Clancy, Limerick City. • Le Chéile National School, Limerick City. • Gaelscoil Mhíchíl Cíosóg, Ennis. • St Joseph's Secondary School, Spanish Point. • Sacred Heart National School, Monaleen. • Gaelscoil Donncha Rua, Shannon • Killinure National School, Co Limerick. 	<p>The Capital & Procurement Department continued to work collaboratively and in partnership to progress the delivery of various innovative non-ETB projects in accordance with SLAs and Department of Education Procedures in 2021 for all our stakeholders in our region.</p>
<p>4.3 Strengthen linkages with enterprise in order to maximise opportunities for our students and learners and contribute to the social and economic development of the region.</p>	<p>In line with the Mid-West Regional Skills Forum (MWRSF), the National Skills Strategy and the Action Plan for jobs, the ETB's FET Division has an established Enterprise Engagement Support Service (EESS). During 2021, the EESS will continue to engage with a broad range of stakeholders, employers and learners in order to increase employer engagement between the ETB and bodies such as MWRSF, Chambers of Commerce, LEOs, IBEC, IDA and DSP, thus enabling the ETB address specific training needs and design bespoke programmes where required.</p>	<p>In 2021, the FET Division continued to intensify its engagement with employers to ensure the relevance of its provision for the benefit of FET learners. The FET Division's Enterprise Engagement Support Service engaged at strategic level with a broad range of stakeholders and employers to highlight the strategic role of the Authority in skills development in the Mid-West.</p> <p>Through networking with the Mid-West Regional Skills Forum, the IDA, the local Councils, IBEC, local Community Development Companies, PAUL Partnership, LEO Enterprises, SMEs, etc. targeted interventions were developed through Skills to Advance and other provision to address the upskilling needs of the region.</p>

During 2021 the EESS will:

- Continue to be an active member of the Mid-West Regional Skills Forum.
- Continue to ensure that industry requirements are matched to education providers through ETB representation on the Chambers, Mid-West Regional Skills Forum, LEOs, EI, IBEC.
- Continue to develop industry cluster groups in the Mid-West i.e. Hospitality and Tourism, Engineering, IT, Retail.
- Work with 'Limerick for Engineering' providing a direct link to employers in developing a pipeline of apprentices, technicians and engineers to meet the specific demands of the engineering sector in the Mid-West.
- Introduce additional customs awareness and higher level customs clearance training for staff in logistics as the implications of Brexit become clearer during 2021.
- Strengthen the skills base of employees in Hospitality, Tourism and Recreation through the College of Further Education and Training Hospitality Campus and other provision in delivering a number of initiatives in 2021.
- Participate in the development of the Strategic Employer Engagement Development (SEED) CRM with Mayo, Sligo, Leitrim ETB.

In particular in 2021, the Enterprise Engagement Support Service worked closely with IDA Mid-West to address the skills training needs of employees involved in company closures, through Skills to Advance funding. Ongoing collaboration with industry fora enables the development of Level 5 & 6 programmes, enabling pathways to Higher Education and specific skills training. In collaboration with the Mid-West Regional Skills Forum, the Limerick for IT skills cluster and the Code Institute, the FET Division delivered a Diploma in Software Development aimed at attracting women to work in IT. This programme is a direct response to skills shortages in IT and the under-representation of females in STEM. This 12-month Software Development programme includes 3 months industry work placement. Industry mentorship was provided to all learners by participating companies including Analog, HR Locker, Becton Dickinson, Jaguar Land Rover, General Motors, Fi-Serv, Transact Campus, Dell, WP Engine and Action Point. 47 learners engaged with the programme in 2021.

In addition, through the Explore programme, the FET Division continued to support the digital Upskilling of Older Employees. The programme initially focused on the manufacturing sector before expanding in 2020 and 2021 to help both Retail and Hospitality employers as they developed an online presence for their business. Explore is a fully funded digital training programme delivered by the Regional Skills Fora in partnership with Education & Training Boards on behalf of the Department of Further & Higher Education, Research, Innovation and Science. In 2021, 40 Companies in the Mid-West Region participated in the Explore programme with 72 employees undertaking training in digital skills.

In February 2021, the College of Further Education and Training, Hospitality Campus launched a new leadership programme, Developing Leaders for Hospitality and Tourism, a QQI Level 6 Major Award aimed at providing targeted training for the hospitality industry at this challenging time. Three programmes were developed nationally in collaboration with industry partners, offering upskilling opportunities to those in team leadership and supervisory management roles. It offers clear and attractive career pathways for those working in the sector.

		<p>The FET Hospitality Campus was awarded the “Recognition of Quality Culinary Education, World Association of Chefs Societies” in 2021. Limerick and Clare ETB is the first ETB and the second college in Ireland to receive this accreditation. This puts the Hospitality Campus in the international arena with colleges in Asia, Australia and the USA. The Hospitality Campus has an international platform and will be engaging with international colleagues and learners.</p> <p>Building our links with the Limerick Enterprise Development Partnership (LEDP), the FET Division VTOS, Kilmallock Road Campus and Skills for Work collaborated with Advanced Manufacturing Control Systems (AMCS) Limerick to develop an innovative industry specific training course for learners who wish to train for employment as a Technical Support Agent within the Environmental Services Sector. This initiative has progressed with new modules in areas such as data analysis, problem solving and customer experience. Along with this, AMCS have developed a four-part training module, which they deliver in house to our FET learners. This new course concludes with learners receiving a one-week work placement with AMCS at their Limerick offices.</p>
<p>4.4 Develop local, national and international partnerships to share best practice and enhance our profile as a leading provider of quality education and training.</p>	<p>ETB Stakeholder Engagement: During 2021, the ETB will promote a culture of collaboration, innovation and partnership in order to enhance opportunities for all its stakeholders. This will include continued engagement with the following:</p> <ul style="list-style-type: none"> ● Limerick and Clare Local Community Development Committees – responsible for preparing and monitoring 6-year Local Economic and Community Plans (LECPs). ● Mid-West Regional Skills Forum- partnership between the regional education and training providers, local authorities, local enterprise offices and relevant public and private sector organisations to match skills supply and demand, supporting employers and facilitating job creation. 	<ul style="list-style-type: none"> ● The ETB is proactive in its approach to provide upskilling and reskilling training opportunities in the Unemployment Blackspots for priority cohorts of the FET sector. We collaborate with a wide range of community groups and organisations, to target both the long-term unemployed and socio-economically vulnerable individuals, such as early school leavers, who are at risk of becoming long-term unemployed. We work in partnership with case workers from the DEASP to inform them about new courses and work on referrals. We work in co-operation with the regeneration section of Limerick City Council and engage with employers through our Employer Engagement and Support Services to secure work placements and employment opportunities. ● Limerick and Clare ETB are also represented on the ETBI Active Inclusion working Group, which has overseen the research and development of an Active Inclusion Position Paper for the FET Sector. ● Limerick and Clare ETB AISS were part of an ETBI Sectoral Input at the AHEAD Annual conference 2021 Reconnection - Placing Inclusion at the heart of online learning and support.

	<ul style="list-style-type: none"> ● Clare Age Friendly Alliance and Age Friendly Limerick – responsible for the Age-Friendly Strategy & Action Plan. ● Learning Limerick Partnership through which Limerick has received the UNESCO Learning City Award. ● Digital Limerick - responsible for the Limerick Digital Strategy. ● Limerick Food Partnership Initiative. ● National Fora through Department of Education, ETBI, SOLAS, DCEDIY and others as appropriate. 	<ul style="list-style-type: none"> ● In 2021, Youth provision continued to work with key partners as Community Training Centres and LTIs such as Céim ar Chéim probation project, Limerick Mental Health Association, Headway, Doon Social Farm. ● Throughout the year, the VESD/STA team maintained strong links with Statutory and Voluntary Organisations such as the DEASP, the HSE, and Employability Clare, Citizens Information and the Clare Local Development Company (CLDC). ● Clare Community Education Service continued to support the North Clare Learning Network and the countywide networks through the dissemination of information via the Clare Lifelong Learning Network www.clarelearningnetwork.org. CE Clare is a rep on Clare Age Friendly Alliance Group and is the lead in the Life-Long Learning Working Group. ● In 2021, Core Skills Limerick continued to engage with organisations in the community that support learners with additional needs such as Headway, National Learning Network, The Daughters of Charity, The Brothers of Charity, and Rehab. The courses in Headway are focussed on a pathway to employment for learners.
<p>4.5 Strengthen links with other agencies and bodies in the delivery of public services throughout the region and to promote and support student/learner and staff wellbeing.</p>	<p>The ETB's Schools Division will continue to develop the physical education supports and awareness for schools through our two Outdoor Education and Training Centres in 2021. It will ensure that students are offered opportunities to engage in the outdoor classroom as a powerful and unique medium for learning and development. During 2021, specific actions include:</p> <ul style="list-style-type: none"> ● Progressing the GAA Going Well programme on Wellbeing in partnership with Clare County Council and the Michael Cusack Centre to develop a package for schools to avail of wellbeing supports. ● Supporting schools to engage with the OETCs in supporting students undertaking the Gaisce (President's Award). The mission of The President's Award is "to provide opportunities 	<p>The ETB's Schools Division promoted and supported the GAA Going Well programme on Wellbeing in partnership with Clare County Council and the Michael Cusack Centre in 2021. School visits were organised to offer students the opportunity to enjoy and benefit from this highly significant cultural experience.</p> <p>The Local Creative Youth Partnership coordinator organises daytrips for various groups to the Michael Cusack Centre.</p> <p>Transition Year students from all schools in Limerick and Clare Education and Training Board took part in bespoke on-school-site activities tailored in response to COVID-19 to support the wellbeing programme in schools.</p> <p>Both have developed wellbeing programmes in conjunction with ETB schools which was an invaluable support and resource in supporting student/learner and staff wellbeing.</p>

	<p>for young people to realise their potential through personal challenges, facilitating the transition from young person to young adult and enhancing their potential and contribution as active participants in society.”</p> <ul style="list-style-type: none"> ● Promoting curricula-linked courses across ETB schools including <ul style="list-style-type: none"> - Outdoor Learning to support PE & Wellbeing. - Delivery of the Junior Cycle Orienteering Short Course for the Orienteering CBA. - Annual Schools Orienteering event. - Schools Bouldering competition. - Formulating remote learning packages for schools to provide additional theory-based programmes for schools. 	<p>The Transition Year Coordinators' Forum made significant use of both outdoor education and training centres during 2021. The Managers of both outdoor education and training centres also organised school visits to support schools.</p> <p>Schools were supported with a range of supports via the wellbeing section of www.lcetbschools.com during the COVID-19 pandemic.</p>
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Appendix 2

Provision and Services

SCHOOLS

Community National Schools

Mol an Óige CNS, Ennistymon, Co. Clare (incorporating Glenroe Satellite Classroom, Glenroe, Co. Limerick)
Raheen Wood CNS, Tuamgraney, Co. Clare

Community Colleges

Castletroy College, Castletroy, Limerick
Coláiste Chiaráin, Croom, Co. Limerick
Coláiste Íde agus Iosef, Abbeyfeale, Co. Limerick
Coláiste Iósaef, Kilmallock, Co. Limerick
Coláiste Mhuire, Askeaton, Co. Limerick
Coláiste na Trócaire, Rathkeale, Co. Limerick
Desmond College/Gaelcholáiste Uí Chonba, Newcastle West, Co. Limerick
Ennis Community College/Gaelcholáiste an Chláir, Ennis, Co. Clare
Ennistymon Vocational School, Ennistymon, Co. Clare
Gaelcholáiste Luimnigh, Sir Harry's Mall, Limerick
Hazelwood College, Dromcollogher, Co. Limerick
Mungret Community College, Mungret, Co. Limerick
Scariff Community College, Scariff, Co. Clare
St. Anne's Community College, Killaloe, Co. Clare
St. John Bosco Community College, Kildysart, Co. Clare
St. Joseph's Community College, Kilkee, Co. Clare
St. Michael's Community College, Kilmihil, Co. Clare
Thomond Community College, Moylish Park, Limerick

Community Schools

John the Baptist Community School, Hospital, Co. Limerick
Kilrush Community School, Kilrush, Co. Clare
St. Caimin's Community School, Shannon, Co. Clare
St. Patrick's Comprehensive School, Shannon, Co. Clare

YOUTH WORK FUNCTION

Services for Limerick City and County
College of Further Education & Training, O'Connell Avenue Campus, Limerick
Services for County Clare
Limerick and Clare Education and Training Board, Station Road, Ennis, Co. Clare

COLLEGE OF FURTHER EDUCATION & TRAINING

Abbeyfeale Campus, Mountmahon, Abbeyfeale, Co. Limerick
Cappamore Campus, Dromsally, Cappamore, Co. Limerick
Croom Campus, High Street, Croom, Co. Limerick
Organic Campus/An t-Ionad Glas, Carraward West, Dromcollogher, Co. Limerick
Ennis Campus, Clonroad Business Park, Clon Road, Ennis, Co. Clare
Ennistymon Campus, Church Street, Ennistymon, Co. Clare
Hospital Campus, Main Street, Hospital, Co. Limerick
Hospitality Campus, LEDP Park, Roxboro, Limerick
Kilmallock Road Campus, Kilmallock Road, Limerick
Kilmallock Town Campus, Railway Road, Kilmallock, Co. Limerick

Kilrush Campus, Cooraclare Road, Kilrush, Co. Clare
Miltown Malbay Campus, Ballard Road, Miltown Malbay, Co. Clare
LCFE Mulgrave Street Campus, Mulgrave Street, Limerick
Newcastle West Campus, Station Road/St Mary's Road, Newcastle West, Co. Limerick
O'Connell Avenue Campus, Technical Institute, O'Connell Avenue, Limerick
Raheen Campus, Cloughkeating Avenue, Raheen Business Park, Limerick
Green Innovation Campus, LEDP Park, Roxboro, Limerick
Moyross Youth Academy Campus, The Bays, Knockalisheen Road, Moyross, Limerick
Scariff Campus, Drewsborough, Scariff, Co. Clare
Shanagolden Campus, Main Street, Shanagolden, Co. Limerick
Shannon Campus, Shannon Industrial Estate, Shannon, Co. Clare
Shannon Town Campus, Brú na Sionna, Shannon, Co. Clare
Tuamgraney Campus, Áras Bhriain Bhóru, Main Street, Tuamgraney, Co. Clare
Watch House Cross Campus, Kileely Road, Limerick
Community Training Centres
Limerick City - under the auspices of Limerick Youth Service
Ennis - under the auspices of Clare Youth Service

FURTHER EDUCATION & TRAINING SUPPORT SERVICES

Information, Recruitment and Guidance Support Service

Limerick City and County - College of FET, O'Connell Avenue Campus, Limerick City

County Clare - College of FET, Ennis Campus, Ennis, Co. Clare

Enterprise Engagement Support Service

College of FET, Raheen Campus, Limerick

Active Inclusion Support Service

College of FET, Kilmallock Road Campus, Limerick

Innovation, Development and Quality Support Service

Research, Technology-Enhanced Learning and Professional Development - College of FET, Kilmallock Road Campus, Limerick

Quality Assurance - College of FET, Ennis Campus, Ennis, Co. Clare

OUTDOOR EDUCATION & TRAINING PROVISION

Outdoor Education & Training Centre The Burren, Bell Harbour, Co. Clare

Outdoor Education & Training Centre Kilfinane, Kilfinane, Co. Limerick

MUSIC EDUCATION PROVISION

Limerick School of Music

Music Generation Limerick City

Music Generation Limerick County

Music Generation Clare

PRISON EDUCATION PROVISION

Education Centre, Limerick Prison, Mulgrave Street, Limerick

Appendix 3

Glossary of Abbreviations

AEGI	Adult Education Guidance Initiative
AMIF	Asylum, Migration and Integration Fund
BTEI	Back to Education Initiative
CBA	Classroom-Based Assessment
CE	Chief Executive
CC	Community College
CEFR	Common European Framework of Reference to Languages
CFE	College of Further Education
CGVU	Central Garda Vetting Unit
CL	Circular Letter
CNS	Community National Schools
CPD	Continuous Professional Development
CSO	Central Statistics Office
DCEDIY	Department of Children, Equality, Disability, Integration and Youth
DEASP	Department of Employment Affairs and Social Protection
DEIS	Delivering Equal Opportunity In Schools
DE	Department of Education
DFHERIS	Department of Further and Higher Education, Research, Innovation and Science
DLP	Designated Liaison Person
DPER	Department of Public Expenditure and Reform
ESOL	English for Speakers of Other Languages
FARR	Funding Allocation Request and Reporting
FET	Further Education and Training
GDPR	General Data Protection Regulation
GV	Garda Vetting
H&S	Health and Safety
IA	Initial Assessment
ICT	Information and Communication Technology
IRG	Information, Recruitment and Guidance
LAOS	Looking at Our Schools Quality Framework
LCDC	Local Community Development Committee
LDC	Local Development Company
LECP	Local Economic and Community Plan

MAPP	Multi-Annual Procurement Plan
MOU	Memorandum of Understanding
MWRSF	Mid-West Regional Skills Forum
NALA	National Adult Literacy Agency
nZEB	Nearly-Zero Energy Building Standard
OETC	Outdoor Education and Training Centre
OGP	Office for Government Procurement
OSD	Organisation Support and Development
PD	Professional Development
PDA	Performance Delivery Agreement
PDST	Professional Development Service for Teachers
PLC	Post-Leaving Certificate
PLSS	Programme Learner Support System
QA	Quality Assurance
QQI	Quality and Qualifications Ireland
SLA	Service Level Agreement
SMT	Senior Management Team
SPA	Strategic Performance Agreement
SOLAS	An tSeirbhís Oideachais Leanúnaigh agus Scileanna
SSE	Schools Self Evaluation
STEAM	Science, Technology, Engineering, Art and Maths
STEM	Science, Technology, Engineering and Maths
TEL	Technology-Enhanced Learning
TESOL	Teaching English to Speakers of Other Languages
TNA	Training Needs Analysis
UDL	Universal Design for Learning
VLE	Virtual Learning Environment
VEC	Vocational Education Committee
VTOS	Vocational Training Opportunities Scheme
WSE	Whole School Evaluation