



Bord Oideachais & Oiliúna
LUIMNIGH & AN CHLÁIR

LIMERICK & CLARE
Education & Training Board

Annual Report 2022





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Message from the Cathaoirleach



As Chairperson of Limerick and Clare ETB I am proud to present Limerick and Clare ETB's Annual Report for 2022.

Limerick and Clare ETB is an organisation that continues to evolve and meet the changes and challenges head on for its learners and wider community.

I would like to take this opportunity to thank the Board and Chief Executive for their support. I would also like to express my gratitude to the staff and learners of Limerick and Clare ETB for their exceptional work ethic, professionalism and dedication as we continue to provide caring, effective, innovative, flexible and inclusive pathways for all our students and learners, which are reflective of the diverse needs of our community.

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 2022. 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 2022 under the four key goals outlined in the Limerick and Clare Education and Training Board Strategy Statement 2022-2026 and commitments made by the authority in the Limerick and Clare Education and Training Board's Service Plan 2022.



The Limerick and Clare Education and Training Board Annual Report 2022 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 2022 in implementing commitments as outlined in the ETB's Service Plan 2022.

This Annual Report for 2022 is reflective of our progressive and innovative organisation. It is demonstrative and reflective of national priorities as set by the Department of Education and the Department of Further and Higher Education, Research, Innovation and Science. It highlights the collaborative approach, cooperation, flexibility and professionalism of staff within the organisation that has again delivered on its commitments as set out in our 2022 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 as we continue to empower the lives of the people of the region through education and training.

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 and Skills 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. 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 and Skills 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.

Responsibilities of the Board:

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

In preparing those accounts, the Board is required to:

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

During 2022 the Board approved the following documentation;

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



Board Meetings:

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

Name	Nominating Body
Cllr Kieran O’Hanlon	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 2022

<i>Date</i>	18/01	22/02	22/03	26/04	21/06	20/09	15/11	TOTAL
<i>Cllr. Clare Colleran Molloy</i>	X	√	√	√	√	√	X	5/7
<i>Mr. Michael Cregan</i>	√	√	√	√	√	√	√	7/7
<i>Cllr. Michael Donegan</i>	X	√	X	X	√	√	X	3/7
<i>Ms. Elaina Fitzgerald</i>	√	√	X	√	√	√	√	6/7
<i>Cllr. Liam Galvin</i>	√	X	√	√	X	√	X	4/7
<i>Mr. Michael Guilfoyle</i>	√	X	√	√	√	X	√	5/7
<i>Ms. Catherine Hehir</i>	√	√	√	√	X	√	√	6/7
<i>Ms. Sheila Hickey</i>	√	X	√	√	√	X	X	4/7
<i>Cllr. Gabriel Keating</i>	√	√	X	√	√	√	√	6/7
<i>Cllr. Sarah Kiely</i>	X	√	√	√	X	√	X	4/7
<i>Cllr. Joe Killeen</i>	X	√	√	√	X	√	√	4/7
<i>Mr. Sean McMahan</i>	X	X	√	X	X	√	X	2/7
<i>Cllr. Paul Murphy</i>	√	√	√	√	√	√	√	7/7
<i>Cllr. Ann Norton</i>	X	√	√	√	X	√	√	5/7
<i>Mr. Mark O'Dea</i>	√	√	X	√	√	√	√	6/7
<i>Mr. Donal ÓhAiniféin</i>	X	X	√	√	X	X	X	2/7
<i>Cllr. Kieran O'Hanlon</i>	√	√	√	√	√	√	X	6/7
<i>Ms. Marian Petty</i>	√	√	X	√	X	X	√	4/7
<i>Cllr. Elena Secas</i>	√	X	√	√	X	√	√	5/7
<i>Cllr. John Sheahan</i>	√	X	X	X	√	X	√	3/7
<i>Cllr. Brigid Teefy</i>	X	X	√	√	√	√	√	5/7

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 2022

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 2022

<i>Date:</i>	21/02/2022	28/03/2022	17/10/2022	28/11/2022	Total No. of meetings attended
<i>Ms. Sadie Ahern</i>	√	√	√	√	4/4
<i>Mr. Sean Conlon, Chairperson</i>	√	√	√	√	4/4
<i>Mr. Eugene O'Brien</i>	√	√	√	√	4/4
<i>Cllr. John Sheahan</i>	X	√	X	X	1/4
<i>Cllr. Joe Killeen</i>	X	√	X	√	2/4
<i>Ms. Elaina Fitzgerald</i>	√	X	X	X	1/4

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
 **Cllr. John Sheahan

***Resigned in 2022**

****New Member in 2022**



Audit & Risk Committee Meetings Attended 2022

	1st Meeting	2nd Meeting	3rd Meeting	4th Meeting	5th Meeting	6th Meeting	Total no. of meetings attended
<i>Date:</i>	17/02/2022	24/03/2022	26/05/2022	30/06/2022	27/10/2022	01/12/2022	
<i>Mr. Donal Fitzgibbon, Chairperson</i>	√	√	√	√	√	√	6/6
<i>Mr. Fergus Dunne</i>	√	√	√	√	√	√	6/6
<i>Cllr. Mary Howard</i>	√	√	√	√	√	√	6/6
<i>Cllr. Gabriel Keating</i>	√	√	√	√	√	√	6/6
<i>Cllr. Sarah Kiely</i>	X	X	X	X	N/A		
<i>Mr. Sean McMahon</i>	Stepped down in 2021						
<i>Mr. Declan Phillips</i>	√	√	√	√	X	X	4/6
<i>Mr. Matt Power</i>	√	√	√	√	√	√	6/6
<i>Cllr. John Sheahan</i>	N/A				X	X	0/2

Risk Management:

The Board maintains active oversight of risk management and confirms that it has carried out an assessment of the principal risks, associated mitigation measures and reviewed the effectiveness of these measures in 2022. The Board manages risk for the organisation through a structured risk management programme. The Board is assisted in its risk management function by the Audit and Risk Committee. The Board also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit and any external Audit such as an ESF audit and or Revenue audit. In addition, there is a review of Internal Controls performed on an annual basis.

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

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

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



System of internal controls:

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement of Internal Control, which is subject to change until the external audit is completed, has been included in the Annual Financial Statements (AFS) for the year ended the 31st of December 2022 which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report that has been submitted to the Minister.

Procurement Policy and Procedures:

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

Taxation:

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

Financial Statements 2022:

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

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

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

Signed:

Clr Kieran O'Hanlon,

Limerick and Clare ETB

Date: 23rd May, 2023.



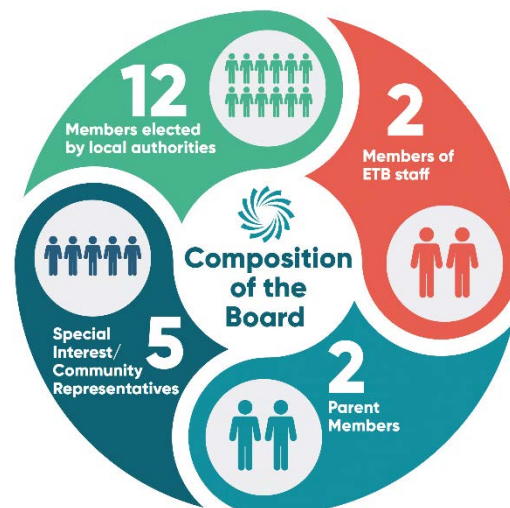
Limerick and Clare Education and Training Board – The Board

Vision Statement

Limerick and Clare Education and Training Board plays a leading role in the provision of high-quality lifelong education, training and enterprise skills needs. We achieve this by providing caring, effective, innovative, flexible and inclusive pathways for all our students and learners, which are reflective of the diverse needs of our community.

Mission Statement

Limerick and Clare Education and Training Board provides and facilitates the delivery of quality lifelong education and training in a caring, inclusive, supportive and safe environment. We nurture effective, innovative, flexible learning pathways for all, and foster partnerships, which address the evolving needs and skills of students and learners in the region.



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 Minister 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 2022 - Limerick and Clare Education and Training Board Annual Financial Statements for the year ended 31st of December 2022 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 2022. 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 2022, which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairperson's Comprehensive Report that has been submitted to the Minister.

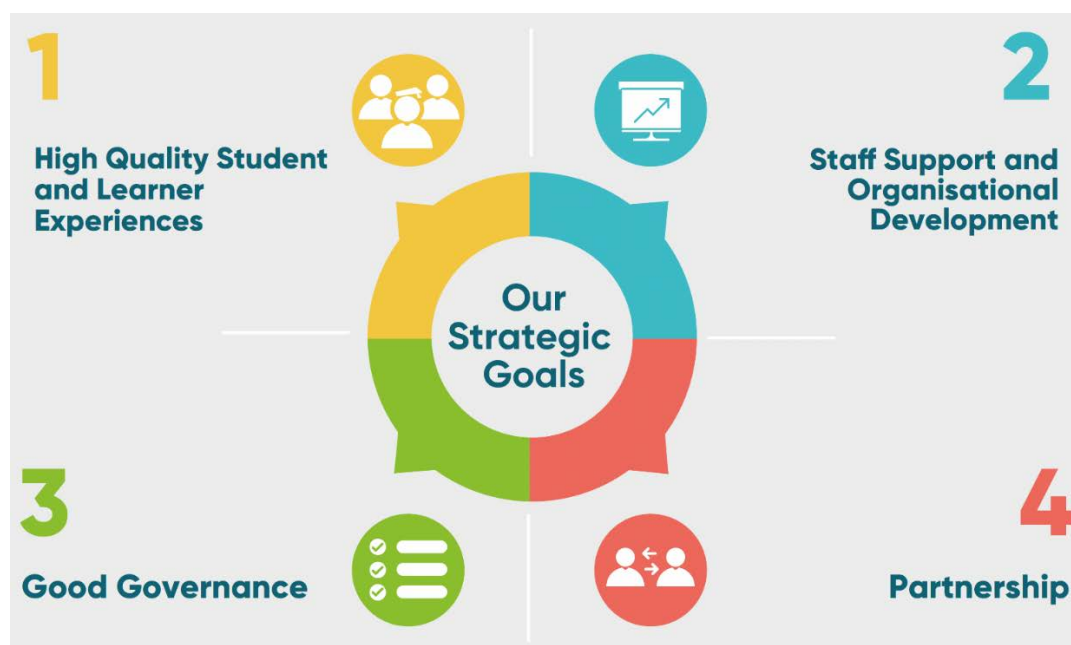


Organisation Support and Development

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 2022 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 2022, 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 2022. 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 continued to review any additional controls necessary 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 continues to be reviewed to ensure a 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:

On the 25th May 2018, the General Data Protection Regulation (GDPR) came into effect. In Ireland, GDPR has been given legislative effect in the new Data Protection Act 2018. To fulfil its statutory obligations, 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 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 also sent out on a regular basis. During 2022, Limerick and Clare Education and Training Board received 8 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 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 2022 Limerick and Clare Education and Training Board received 10 Freedom of Information Requests.

These requests came from journalists, employees and members of the public.

Protected Disclosures:

In accordance with the provisions of the Protected Disclosures Act 2014, Limerick and Clare Education and Training Board has a designated officer for receiving protected disclosures and has a Policy for the Making of Protected Disclosures by Limerick and Clare Education and Training Board Workers which is published on the ETB website. This policy, in tandem with the legislation, will encourage workers 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 one Protected Disclosure was made in 2022.

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 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 2022. The Board manages risk for the organisation through a structured risk management programme. The Board is assisted in its risk management function by the Audit and Risk Committee. The Board also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit and any external audit such as an ESF audit and/or Revenue audit. In addition, there is a review of the effectiveness of the system of internal controls performed on an annual basis. Risk Management is a standing item at all 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 2022 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.

Limerick and Clare Education and Training Board demonstrated its tolerance for risk as outlined in the Risk Appetite Statement which was approved by the Audit and Risk Committee at its November 2022 meeting. The risk appetite of the ETB is considered in light of the principal risks and their impact on the ETB's ability to meet its strategic objectives. Specific limits and guidelines for risk-taking are reflected in the corporate governance framework, committees, structures and policies. Limerick and Clare Education and Training Board (LCETB) acknowledges that in an ideal world it would state that it has no tolerance for risk. It also notes that risk is a feature of day-to-day activity and can only be eliminated by ceasing activity and that this is not a feasible approach in a public service organisation.

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 2022 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. A review of School and Centre Safety Statements took place in 2022 and these were updated in line with current legislation. The ETB had 2 reportable accidents to the Health and Safety Authority during 2022.



Official Languages Act (Amendment) 2021:

Limerick and Clare Education and Training Board is guided by the principles and committed to implementing the obligations arising from the Official Languages Act (Amendment) 2021 which is a strengthening of the Official Languages Act 2003.

Human Resources:

Human Resources: Limerick and Clare Education and Training Board Human Resources department managed the recruitment and selection of 304 posts in 2022, ensuring compliance with best practice and the fulfilment of statutory obligations. In addition, a range of HR-related services were provided in support of all staff in schools, centres and head office. The Zoom platform was used in 2022 in response to the Authority's requirement to fill our vacancies. HR successfully managed all recruitment campaigns in 2022.

With a focus on the teaching and learning of our students in our Community National Schools, Post-Primary Schools and our learners in Further Education and Training, as well as the support functions in Head Office, the HR department continue to be involved in the recruitment of staff in terms of a pipeline supply to meet the needs of our students and learners and support our schools and centres.

The authority's post-primary schools were allocated additional 40 posts of responsibility in 2022. 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.

In conjunction with ICT an online Onboarding module was rolled as part of the welcome package to all new recruits.

Capital and Procurement:

Limerick and Clare Education and Training Board continued to invest in educational infrastructure across Limerick and Clare in 2022. During 2022, 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 2022. The Capital and Procurement Officer reported to both Audit and Finance Committees on the Capital Programme and Procurement function during 2022, 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 2022. Close cooperation was also required for completion of the Multi-Annual Procurement Plan (MAPP), submitted to ETBI on time in September 2022.



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 2022: 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 2022 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 2022

Limerick and Clare Education and Training Board

*Operating Statement for the Year Ended 31st December 2022**

Limerick and Clare Education and Training Board Financial Statements for 2022 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

The Limerick and Clare Education and Training Board is responsible for the management and operation of two community national schools and eighteen post-primary schools situated in the regions of Limerick and Clare. Moreover, the ETB holds the position of co-patron for four community schools. Apart from the administration of primary and post-primary schools, the division is also accountable for overseeing Youth Work Services and the Local Creative Youth Partnership (LCYP), and since March 2022 the coordination of the Regional Education and Language Teams (REALT) in response to the conflict in Ukraine.



Actual and Projected Enrolments (Primary)

Roll Number	School	Enrolment 2022	Projected Enrolment 2023
20313J	Mol an Óige Community National School, Engnistymon, Co Clare	121	120
	Glenroe Satellite Classroom, Glenroe, Co Limerick (Under auspices of Mol an Óige Community National School, Ennistymon, Co Clare)	26	34
20312H	Raheen Wood Community National School, Tuamgraney, Co Clare	108	108
	Total	252	262



Post-Primary

The Community Colleges operated by the Limerick and Clare Education and Training Board offer extensive educational services within an inclusive environment. These schools have a steadfast commitment to fostering excellence in learning, teaching, and assessment, and are known for their innovative and responsive approach towards addressing the needs of their respective communities. Strong leadership is a defining feature of these schools, which strive to cultivate an inviting and inclusive culture, with the ultimate aim of enabling each student to achieve their full potential. As of September 2022, the number of students officially registered within the Limerick and Clare Education and Training Board schools stood at 9,627, which corresponds to almost 40% of the total post-primary student enrolment for the region (Source: Department of Education Post-Primary Schools Statistics 2019-2022).

The Schools Division works closely with both the Organisational Support and Development and the Further Education and Training divisions of the authority to deliver on the four goals outlined in the Limerick and Clare Education and Training Board Strategy Statement 2022-2026.

The Schools Division has a primary objective of augmenting the efficacy of each of its ETB schools, by providing them with a range of supports aimed at enriching student experiences and outcomes. This is accomplished through a consultative process with key stakeholders, including Principals, 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 the support team, through the identification of priority areas. The Schools Division extends support to schools in the implementation of Department of Education requirements, by forging close partnerships with critical providers of 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 pertinent bodies. The Schools Division provides supports through three primary service delivery channels, namely: Leadership in Schools, Quality Learning, Teaching and Assessment, and Student and Staff Support. The ETB schools engage with the support of the Schools Division to encompass the following priority areas for student progression and wellbeing:

- Development of inclusive policy frameworks for our students
- Advice and support regarding curricular and educational planning
- Teacher Allocations
- Support and guidance of student support teams
- Parental complaints process
- Support with School Self-Evaluation and School Improvement Plans and DEIS
- Supporting schools in the implementation of the DE Quality Framework for Schools - Looking at our Schools (LAOS)
- Support for students at risk
- Supporting Student and Parent voice
- Training and support for Boards of Management
- Middle Leaders professional development
- Parent and Guardian Webinars



The Limerick and Clare Education and Training Board provides support to individual schools to augment their role within communities, by fostering increased collaboration and communication with all stakeholders, including students, parents, local sporting, community, and voluntary organizations.

The post-primary schools operated by the Limerick and Clare Education and Training Board benefit from the guidance and support of a network of Principals and Deputy Principals, organised by the Director of Schools. Additionally, these schools receive assistance and guidance from the Schools Division Support Team.

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 9,627 students enrolled in September 2022.

Inspection Reports

The Department of Education Inspectorate conducted COVID related Inspections in 2022 in 5 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 Limerick and Clare Education and Training Board offered the DEIS (Delivering Education Equality in School) programme in seven schools. This programme provided an extensive range of subjects at both the junior and senior cycles, including languages, humanities, arts, technologies, and sciences. Moreover, students were encouraged to participate in all aspects of school life, including extracurricular activities such as culinary arts, drama, music, technology, and sports.

To ensure the highest quality of teaching and learning and the best possible educational experience for its students, the Schools Division provided support to all schools in several areas, including Continuing Professional Development, Teacher Induction, Language Literacy and Numeracy, Special Education, Technology-Enhanced Teaching and Learning, the Teacher and Leadership program, English as an Additional Language, as well as Leadership Development and Support Programs for Principals, Deputy Principals, and Middle Management post holders.

During 2022, meetings were organised between the principals and DEIS coordinators of the DEIS schools to examine and promote best practices in supporting students in DEIS schools.



Actual and Projected Enrolments (Post-Primary)

The table below outlines the increased enrolments across our Limerick and Clare Education and Training Board schools in 2022 and the projected enrolments for September 2023.

Roll Number	School	Enrolment 30th Sept '22	Enrolment 30th Sept '23
70830N	Ennis Community College, Ennis, Co Clare	567	661
70840Q	Ennistymon Vocational School, Ennistymon, Co Clare	221	0
70860W	St Michael's Community College, Kilmihil, Co Clare	268	275
70880F	St Joseph's Community College, Kilkee, Co Clare	177	161
70900I	Scariff Community College, Scariff, Co Clare	434	435
70901K	St Anne's Community College, Killaloe, Co Clare	658	717
71700F	Coláiste Mhuire, Askeaton, Co Limerick	310	338
71790J	Desmond College, Newcastle West, Co Limerick	465	465
71840V	Coláiste Chiaráin, Croom, Co Limerick	709	756
71850B	Hazelwood College, Dromcollogher, Co Limerick	600	603
76061W	Coláiste na Trócaire, Rathkeale, Co Limerick	493	490
76070A	Coláiste Iosaef, Kilmallock, Co Limerick	476	494
76073G	Castletroy College, Castletroy, Limerick	1247	1288
76075K	St John Bosco Community College, Kildysart, Co Clare	279	290
76093M	Coláiste Íde agus Iosef, Abbeyfeale, Co Limerick	679	647
76101I	Gaelcholáiste Luimnigh, Sir Harry's Mall, Limerick	630	635
76414G	Thomond Community College, Moylish Park, Limerick	614	604
76476F	Mungret Community College, Mungret, Limerick	800	881
	TOTALS	9627	9740

Limerick and Clare Education and Training Board schools project increasing enrolments for September 2023 to reach approximately 9,740 students.



Board of Management Training

Training for Boards of Management in relation to the work of Boards support of Teaching, Learning and Assessment was delivered online via Zoom after mid-term break in February 2022. Boards also had the opportunity to participate in another one-hour webinar on ethos and core values in ETB schools in January 2022.

Supporting students with Additional Education Needs

Limerick and Clare Education and Training Board continues to respond 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. Our ETB is aiming to provide a special class or ASD Unit in every school across Limerick and Clare over the next five years. All of our new schools include provision for two ASD Units. Our ETB is working very closely with the National Council for Special Education (NCSE) to improve access to special classes and ASD Units in Limerick and Clare. Special Classes were available in all of the Limerick and Clare Education and Training Board from September 2022.

Some Highlights of 2022

Junior Health Sciences ‘Early Careers’ Event 2022

Following on from its success in 2021, the Junior Health Sciences ‘Early Careers’ Event returned in March 2022. Last year over 1,600 Transition Year and 5th Year students from across the Mid-West region tuned in to the career's online seminar, which provides a fantastic insight for any student interested in a career in healthcare. Once again, Limerick and Clare Education and Training Board's Schools Division worked with the Health Sciences Academy, a partnership between University of Limerick, the UL Hospitals Group and the HSE Mid-West Community Healthcare Organisation to promote the event throughout the Limerick, Tipperary, and Clare network of schools.

A selection of students from these schools gathered at the Clinical Education and Research Centre (CERC) in February 2022 at UHL to help launch the webinar. The interactive event is perfect for students in Transition Year and 5th year who can't visit hospitals or other clinical settings for work experience. The webinar is organised by the Health Sciences Academy with Limerick and Clare Education and Training Board and Limerick Education Centre and students will hear from clinical staff from UL Hospitals Group and HSE Mid-West Community Healthcare, as well as academic staff and students from the health programmes at University of Limerick who provided excellent workplace insights, guidance on subject choices and career opportunities.

MY-Psychology: Innovative Programme For Young People Launches

MY-Psychology, an innovative programme to tackle Mental Health and Wellbeing in young people was launched as part of Science Week 2022. It was co-designed with teachers and students in Limerick and Clare Education and Training Board schools ensuring it is relevant and engaging for young people.

MY-Psychology, or MY-Psy, is a ground-breaking, psychology education programme with a focus on positive mental health and well-being promotion. Funded by Science Foundation Ireland, MY-Psy is led by Dr Jennifer McMahan, Senior Lecturer in Psychology at University of Limerick, and Director of SCY-Lab (School, Child & Youth Mental Health and Wellbeing Lab). It is a collaboration/partnership between



the SCY-Lab, the Junior Health Sciences Academy (UL Hospitals Group, Mid-West Community Healthcare and University of Limerick) and Limerick and Clare Education and Training Board, bringing together research, education, and healthcare specialities. Other key stakeholders include Jigsaw Limerick, Limerick Youth Service, and teaching staff in the Limerick/Clare area.

MY-Psy has been created with youth stakeholders, who have informed the design of the 12-session programme for Transition Year students. The programme focuses on the science of managing social media, understanding emotions, and building relationships. It also includes sessions on changing health behaviours, and how to engage in research. Students consolidated their programme engagement by completing a peer-led well-being promotion project in their school, with the award of a Certificate in Leadership in Mental Health and Wellbeing Promotion from the Junior Health Sciences Academy, UL. Another key aim of the MY-Psy programme is to expose transition year students to psychological science and encourage them to view it as a potential career pathway.

MY-Psy is currently being rolled out in five schools in the Mid-West and the hope is that 2023 will see the programme scaled up and delivered to a broader number of schools.

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. Speakers included, Tom Coleman, Shane Martin and Dr. Maureen Griffin.

Limerick and Clare Education and Training Board Schools Division, in association with Professor Stephen Kinsella (University of Limerick) hosted a Webinar for Leaving Certificate students, parents/guardians, Guidance Counsellors and Principals and Deputy Principals to outline the benefits of the newly developed Immersive Software Engineering course on offer at the University of Limerick on Thursday, 27 January 2022. Professor Kinsella and a panel of speakers provided a brief overview of the entry requirements, the course, and the employment opportunities on completion.

Collaboration with University of Limerick School of Education

The 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 & Learning in schools post-covid: Schools Perspective' provided an insight into the following areas for these student teachers;

- National Policy and Guidelines
- Health and safety considerations
- Changes to teaching, learning and assessment
- Supports for teachers

Muintearas in ár Scoileanna - Connection in our Schools

Limerick and Clare Education and Training Board's Schools Division held its annual school-wide webinar for staff of all schools with special guest Dr. Zachary Walker, an internationally-renowned expert in individual and organisational learning performance on 1 December 2022. Teachers, SNAs and



PMEs/Teachers on Co-op, and school leaders greatly enjoyed the webinar, which also featured a panel of contributors. Muintearas in ár Scoileanna – Connection in our Schools event was viewed by over one thousand staff across schools and colleges via Zoom webinar.

Schools Shine at the BT Young Scientist & Technology Exhibition 2022

Several Limerick and Clare Education and Training Board schools students who took part in this year's BT Young Scientist & Technology Exhibition were very successful in achieving a range of prizes at the event.

- Students from Desmond College brought home first place and third place honours at this year's virtual BT Young Scientist & Technology Exhibition.
- For the second year in a row students at Coláiste Chiaráin claimed the top prize in the Junior Category in the recent virtual BT Young Scientist & Technology Exhibition.

Local Creative Youth Partnership (LCYP) National Website

Limerick and Clare Local Creative Youth Partnership works with young people aged between 0 and 25 to help them reach their creative potential. In 2022 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.

Responding to the needs of Ukrainian Families displaced by War - Regional Education and Language Teams (REALT)

Regional Education and Language Teams (REALT) are hosted by the regional education and training boards around Ireland and staffed by regionally based education support personnel.

The primary role of the REALT is to build on existing regional education support structures and the initial focus will be on assisting families in securing school places. REALT will also support schools in the area to meet the needs of these children as they emerge, to advise and support the Department of Education in developing new capacity where required, and to coordinate the provision of education services to schools and families across their defined area.

These teams ensure that clear, accessible information flows are in place between schools, local education support services and national support structures in relation to people arriving from Ukraine.

The REALTs initially focus on ensuring that children are assisted to find school places when they are ready to engage with the school system. The REALT Team support existing services and coordinate the following work areas:

- Assist families and schools with accessing information on school places for Ukrainian children and young people who have moved into the area.
- Assist families and schools with accessing information on the availability of School Transport Scheme services for Ukrainian children and young people who have moved into the area.
- Assist families and schools with accessing resources and supports for additional capacity, wellbeing, language and educational needs.
- Assist with work in the area of staff supply, including where required, English for Speakers of Other Languages (ESOL) tutors to address language needs of Ukrainian children, young people and their parents/guardians, through liaison with ESOL Coordinators in the ETBs.



- Align current school capacity with the placement of Ukrainian families, as much as possible.
- Identify additional capacity within their geographic areas to prepare for situations where demand may exceed available school capacity, and work with the Department and other organisations as necessary with a view to making this additional capacity available.
- Liaise with other local coordinating structures that may be established to coordinate the delivery of public services for Ukrainian families.

ETBI Middle Leaders Summer School

The Schools Division of Limerick and Clare Education and Training Board played a leading role in the organisation of a national Summer School hosted in University of Limerick called 'Supporting Middle Leaders: Nurturing leadership for a changing world'. The residential summer school was developed for API/APII and middle leader post holders.

The aims of the programme were:

- To support middle leaders in their professional leadership journey
- To support middle leaders in reflecting about themselves as leaders in educational settings
- To offer a deeper understanding of leadership in a school setting
- To promote discussion and debate about relevant areas of education in Ireland
- To provide opportunities for networking among middle leaders

Such was the success of this summer school, ETBI has decided to make it an annual event in the University of Limerick.

Parents Council Training

The Schools Division created a resource pack of training materials for Parents Councils. This training is available to Parents Council via Zoom and email. Training has been provided to a number of schools and evaluations of the training have been extremely positive.

Youth Work Function

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.

In late 2022 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 2023. 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 2018-2022 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.

The Youth Work team worked in partnership across a range of fora within the region and outside to:

- Promote the value of youth work as an intervention for all young people
- Contribute to the development of policy in relation to youth work and related areas
- Ensure good communication between all organisations working with young people in the region
- Promote and support the delivery of further education and training in youth work across the Mid-West region to existing youth workers and others
- Provide expertise and support to a number of youth and community projects through membership of their Boards of Management



Further Education and Training Division

FET Division



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 through our multi-campus College of Education and Training to 22,939 beneficiaries.

Apprenticeships

The emergency provision for apprenticeship courses such as Plumbing and Electrical commenced in 2022. A new HGV driver traineeship took place in 2022. This was in response to meet the shortage of drivers in the sector. A new approved Driving Instructor course to meet the need to deliver RSA approved driving instructors, delivered by contracted training has proved very successful.

In December, our Raheen Campus hosted three hairdressing taster programmes. These one-day programmes (two for TYs and one for a LCA group) were very well received by the participating schools. Three additional two-day CNC taster programmes for TY students were also hosted.

Another new development in 2022 was the new traineeships in Façade Design and Workboat Master.

Support Services

Active Inclusion

Work finished in 2022 on the newly redeveloped Learning Hub in the Mulgrave Street Campus with work ongoing on the development of a Learning Hub in Kilmallock Road Campus and the refurbishment of the Learning Hub in the O'Connell Avenue Campus;

Outdoor Education & Training

New provision under FARR 2022 was Outdoor Education Pathways for TYs, Outdoor Education for FET learners, Community Education Outdoor Education.

There was a continuation of LCETB FET Pathways to a career in Outdoor Education programmes for Youth Provision and the welcome resumption of full programme of Outdoor Education and Training Service for post-primary and primary schools, including residential programmes post COVID 19.



Music Generation

A new Introduction to Community Radio Broadcasting Skills was offered at our Scariff Campus in partnership with Music Generation Clare.

In 2022 Music Generation Clare partnered with the Streetwise branch of Brothers of Charity in Ennis to provide a new six week bodhrán education programme for young adults with an intellectual disability.

Three Music Generation Clare musician educators delivering the QQI Level 3 accredited Music Course to Youthreach learners completed QA induction.

Two Music Generation Clare musician educators delivering the QQI Level 5 accredited Music Course to adult VTOS learners also completed the QA induction course.

Music Generation Clare launched PIMA! Fest over weekend of 14th to 16th October in Glór, Ennis. This new festival included five flagship events, all of which had workshop elements attached that were open to the public. The events, which were all free of charge, included workshops in electronic performance systems, song-writing, interactive percussion, filming short theatrical vignettes, and participating in a real-time generative soundscape.

To celebrate International Harp Day, members of Music Generation Clare's Harp Ensemble performed in Shannon Library on Saturday 1st October to a receptive audience of library goers of all ages. Members from the Harp Ensemble also performed on stage in Glór, Ennis on Friday 14th October, in a collaboration with Music Generation Laois harpers, as well as professional musicians Aisling Lyons and Dale McKay;

New musician educators received training on key strategies around good classroom practice and classroom management.

Skills to Advance

Tourism Sector

The Skills to Advance team in conjunction with the College of FET, Ennis Campus delivered the Regional Tour Guiding Course to nine employees in the Tourism/Hospitality sector enabling them to upskill and become Tour Guides in their respective local area.

STA e-college Courses

Skills to Advance in conjunction with e-college enabled fourteen learners to engage with e-college courses in areas such as Programming using Python, Database Fundamentals, Windows Operating Systems Fundamentals and Programming using HTML and CSS.

Digital Skills

The Skills to Advance team in conjunction with the College of FET, Raheen Campus delivered ECDL Spreadsheets to eight employees and ECDL v6 to nine employees, providing learners with the skills and knowledge of a range of software applications.



Enterprise Engagement

Mid-West Talent Retention Roadshow: The Enterprise Engagement team along with the Guidance & Information team hosted a stand at the Mid-West Talent Retention Roadshow in Ennis. The event provided a platform for Skills to Advance to showcase all the courses available to employers in the Clare region. A number of companies in the region in different sectors attended the event.

Construction Industry: As a result of engaging with companies in the construction industry, the Skills to Advance team in conjunction with the College of FET, Ennis Campus have enabled 11 employees to join the Project Management course. Eight employees from Conack are engaging in the Supervisory Management course.

Engineering/ Manufacturing Sector: Skills to Advance in conjunction with Limerick for Engineering and College of FET, Shannon Campus have enabled 8 employees (Operatives) to engage with the Industrial Electrical Systems course. This is the second module leading to the Maintenance Skills Technology L6 full award. The employees are from Johnson & Johnson and EI Electronics.

College of FET, Ennis Campus

Ennis Campus was delighted to welcome Minister Simon Harris on Monday 30th May where he met learners and staff across several programmes and support services. The team at Ennis Campus have been sanctioned for Erasmus+ staff mobility project and are due to travel to Italy at the end of August to study Classroom Management and Diversity.

County Clare has received a large number of Ukrainian refugees. 1,500 Ukrainians have been met by Core Skills staff in the last few weeks. A variety of courses have been created to respond to the demand - English language courses as different levels, Art, Yoga and Parent and Child, My Baby and Me. Locations include Lisdoonvarna, Ballyvaughan, Liscannor, Lahinch, Ennis, Shannon, Flagmount and Kilkee.

College of FET, Kilrush Campus

Kilrush Campus was delighted to welcome Minister Simon Harris on Monday 30th May where he met learners and staff across several programmes and support services. The Campus outlined the benefits of MAED funding support in terms of boat building; the conversion of the horse box into a food truck and traditional stonewall construction.

College of FET, LCFE Mulgrave St Campus

Minister Simon Harris visited this Campus on Monday 23rd May and met with teachers, management and learners. He announced the purchase of the 0.7 acre site adjacent to the Campus. It is hoped to develop a Film & Digital Media Centre of Excellence on this site;

College of FET, Hospitality Campus

The Hospitality Campus has nominated as the Centre of Excellence for Team Ireland training; two learners from the Hospitality Campus have secured places on the team after several months of heats.

Eight learners travelled to represent Ireland this year in the Culinary World Cup, Expogast 2022, Villeroy & Boch in Luxembourg.



Megan Watkins won ‘Apprentice of the Year’ in the Skills Category at the Mansion House. The award was presented by Minister Simon Harris and Megan also attended the World Skills in the RDS to discuss her career.

New Level 6 QQI Culinary Arts commenced and was developed in conjunction with the iNua collection. This will be a two-year programme with chefs travelling nationally from the collection of hotels of iNua. It will be the second two year QQI Level six programme that the Hospitality Campus will roll out with iNua;

Hospitality Campus, in partnership with UL, commenced a Level 9 Food & Nutrition modules with sixteen learners enrolled.

Winners at the World Chef Congress Abu Dubai - Award presented to Hospitality Campus. “Rise Together” Plaque presented to Bernadette Enright from Ahmed Saeed Salem Al Kaabi, Manager of Food Control with Abu Dhabi Agriculture and Food Safety Authority in recognition for the Hospitality Campus System, Procedure, Industry Training Plan in Culinary and HACCP;

The campus partnered with Croatia to deliver a master class in chocolate and sugar to help them prepare for national competitions, the Campus featured on a radio interview about the success of the Hospitality Campus Internationally. International Centre for Culinary Arts Dubai, made several partnerships including College of Tourism and Hotel Management, Pakistan, HTMi Hotel and Management Institute, Switzerland.

The Hospitality Campus hosted French students in 2022. Placements are in Limerick and Clare Hotels with accommodation been provided by the hotels.

College of FET, Raheen Campus

Commenced delivery of Retrofit Thermal Insulation Installation at NZEB-Retrofit Centre of Excellence, LEDP, new Solar Panel Installer Course developed for NZEB-Retrofit Centre of Excellence, LEDP, new Instructors recruited to deliver Construction Skills courses at both Moyross Youth Academy and Limerick City Build;

Local Training Initiatives: Three learners from last year’s ETB/FAI player development course were offered a place for the Level 7 BA in Sports and Exercise FAI soccer course in Carlow IT. Another learner from a previous year who completed the ETB/FAI player development course was also offered a place on this course.

College of FET, Mulgrave Street Campus

On August 25th teaching staff from both programmes (KRC Campus, Mulgrave St. Campus) returned to start the new academic year as a single integrated staff team focused on the delivery of full-time FET programmes at QQI levels 3, 4, 5 & 6 across both campuses. The integration of both FET provisions has been underway since January of 2022. This has given the management and staff the opportunity to further operationalise this integration across both campuses enhancing the development of the single college of FET;

With the completion of the QQI certification process in July and the issuing of learner QQI results there was a significant sense of completion and satisfaction in ensuring the 2022 learner cohort got through the accreditation and certification process successfully. Over 6000 QQI modules were completed across over 800 learners in a year that brought many challenges due to Covid etc. A superb achievement by staff and



management ensuring learners can now access the next step in their employment, education and training journeys.

Minister for Further and Higher Education, Research, Innovation and Science, Simon Harris, and Minister of State for Skills and Further Education, Niall Collins, announced significant investment to support the establishment of a new Film and Digital Media Centre of Excellence in Mulgrave Street Limerick. This key project in Limerick forms part of a first phase of projects to be advanced under the national Further Education and Training (FET) Strategic Infrastructure Upgrade Fund (SIUF).

College of FET, Cappamore Campus

Graduation of City & Guilds Blacksmithing and Iron Craft Skills took place on 31st August 2022. On the same night Minister O'Donovan launched an Iron craft sculpture that is proudly displayed in the main building of Cappamore Campus. The first woman to graduate from Ireland's only City and Guilds-certified training course in blacksmithing and ironcraft skills was recently feted at this graduation ceremony. Mary Hallinan, who is from a farming background outside Clonmel, Co. Tipperary, completed the blacksmithing course at Limerick and Clare Education and Training Board's College of Further Education and Training (CFET), Cappamore Campus.

Technology Enhanced Learning Quality Assurance

Blended Learning Professional Development secondment programme 2022-2023 commenced. This programme allowed Limerick and Clare Education and Training Board to become the first ETB to develop a dedicated blended learning design programme. It involves ten teaching staff designing high quality blended learning programmes which will position LCETB at the forefront of the development of blended and online provision nationally;

A new draft policy on digital assessment was developed (in collaboration with QASS), which includes a digital assessment roadmap for the next three years. These guidelines are accompanied by step-by-step training videos and extensive PD and staff support to ensure high quality safe digital assessment. Investment in state-of-the-art facilities continues including the development of a recording studio and dedicated online teaching rooms in Ennis Campus and the rollout of Interactive Panels in all FET Campuses.

College of FET, Kilmallock Road Campus

A key development in Kilmallock Road Campus this term has been the completion of the annual Centre Evaluation and Improvement Plan (CEIP). Another highlight was the Dept. of Education Inspection. This consisted of inspecting the Centre's Covid-19 compliance – A Safe Return to School and a Level 1. Child Protection/ Safeguarding Inspection (cf. Department of Education website for final report). Other developments include Completion of the Pathways to a Career in the Outdoors programme, which proved to be a great success. The embedding and consolidation of the Learner Mentor Initiative (LMI).

Specialist Training Providers

Showcasing College of FET to over 4,000 learners at the Mid-West IGC Careers Fair - The IRGSS in conjunction with the Communications and Marketing Team, coordinated their presence at the annual Mid-west IGC Careers Fair. College of FET, as an integrated, multi-campus College, showcased all of its provision to over 4000 senior cycle students from schools across the region on October 6th, and it was



great to have representatives from all full-time provision, positioned collectively, but uniquely, under the new College of FET stand.

Certification of the First Graduates of the National Hairdressing Apprenticeship: Limerick and Clare Education and Training Board has completed a Recognition of Prior Learning process with a pilot group of eight applicants, with all applicants having successfully completed the process and been issued Level 6 Advanced Certificates in Hairdressing from QQI. This project is the first of its kind in Ireland, in which an RPL process has been developed and implemented for applicants to achieve certification of a major award.

Appendix 1 Monitoring and Evaluation Framework: 2022 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 2022 in implementing commitments outlined in the ETB's 2022 Service Plan.

Strategic Goal 1 High Quality Student and Learner Experience Aim: To promote and provide comprehensive high-quality education, training and lifelong learning opportunities as a pathway to address the personal, academic, social, economic and employability needs of people in our community. This is about ensuring the highest quality learning and teaching experiences across our schools, FET campuses and programmes.		
Priority	Commitment in 2022 Service Plan	Achievements in 2022
1.1 To provide equal access for all to education and training for the benefit of our communities.	During 2022, each of the sections within LCETB Organisational Support and Development Directorate (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 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 2022 include: <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 DoE to further develop ICT capabilities across our schools and FET Centres, including accessing grants for ICT equipment, and advice and support materials 	The implementation of LCETB's Schools Capital Investment Programme continued in 2022 with projects at both design and construction stages as detailed in this report. With the establishment of DFHERIS and the allocation of a Capital Budget to the FET Sector, the C & P Department worked closely with the Director of FET to identify areas of priority investment. Applications were submitted under both the SIUF and SAR Programmes and LCETB. Prior to the end of 2022, the inclusion of the Film and Digital Media Centre in LCFE and the new FET College of the Future in Newcastlewest in the respective programmes was confirmed. The following projects were progressed in 2022 in response to both emergency requirements and ongoing

	<p>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.</p>	<p>development needs through the sourcing of funding under these programmes:</p> <ul style="list-style-type: none"> • St. Joseph’s CC, Kilkee – Roof Repairs • St. Joseph’s CC, Kilkee – Lighting, Emergency Lighting & Fire Alarm Installation • Raheen Wood CNS _ Upgrade of Classrooms • Coláiste na Trocaire – Heating and Gas Upgrades • LCFE Electrical Upgrade • St. Michael’s Community College, Kilmihil – Classroom Refurbishment • St. Michael’s Community College, Kilmihil – Hard Play Area & Upgrade of Track completed <p>In parallel, during 2022 there was significant investment in various Schools in updating and replacing equipment in Specialist Classrooms to provide students and staff with the best possible facilities.</p> <p>Funding under the Summer Works Programme for projects at Coláiste Mhuire, Askeaton, Desmond College, Newcastlewest, Coláiste Iosaef, Kilmallock & St. Michael’s CC, Kilmihil was approved in 2022 with the works to be undertaken in 2023.</p>
	<p>The ETB’s Schools Division will support schools in 2022 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 2022 include:</p> <ul style="list-style-type: none"> • Further development of patronage campaigns in accordance with Department of Education Strategy for Reconfiguration and consultation with other regional patrons. • The continued establishment and development of ASD provision and Special Classes in ETB schools and colleges. 	<p>The Schools Division of the Education and Training Board (ETB) has promoted and expanded the establishment of Special Classes across the network of ETB schools where there is a requirement for such classes by the community and the National Council for Special Education (NCSE). Presently, all post-primary schools, except for one, have made provisions for Special Classes, and by 2023, all post-primary schools will have them.</p> <p>The curriculum leaders’ initiative, which supports schools with School Self Evaluation, School Improvement Plans, and DEIS Planning, has been</p>

	<ul style="list-style-type: none"> • 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. • 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. • Plan for changing demographics. 	<p>implemented. The Department of Education Inspectorate reports published acknowledged this support provided to schools. Virtual Cluster Day events were held to facilitate development in accordance with School Improvement Plan targets set by schools as per 'Looking at Our Schools (LAOS).'</p> <p>Advisory Groups for the Limerick and Clare Education and Training Board have continued to meet for each of the key areas of support for schools. These areas include Risk Register, including Safeguarding; Health & Safety; Special Education Needs; Scoileanna lán-Ghaeilge; Parents & Guardians; Digital Learning; Curriculum, including Teaching & Learning; Transition Year Coordinators; and Guidance Counselling Forum.</p>
	<p>During 2022, 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 2022, the ICT Department will support the following actions:</p> <p>The continued maintenance of specific SharePoint sites for each school with associated training and support.</p> <p>Delivery of continuous professional development to support the rollout of Office 365, including the use of MS Teams for remote teaching and learning.</p> <p>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.</p>	<ul style="list-style-type: none"> • All LCETB staff are registered for the use of StaffCONNECT (MS SharePoint). The ICT department have completed a review and upgrade of all school sites on StaffCONNECT. We will continue to develop and maintain same. • The ICT Department continue to liaise and engage digital leaders in our schools and centres around use of Office 365 and the use of our MS Teams platform. Every employee of LCETB has secure access to Office 365 • LCETB continue to promote the effective use of digital technology, integrated as a seamless part of the teaching, learning and assessment practice in every classroom. As part of this commitment any funding/grants available are

	<p>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.</p> <p>Provide an advisory support around ICT procurement.</p> <p>Monitoring of ETB hardware/software and upgrades for same.</p> <p>Roll out of Multi Factor Authentication across LCETB.</p>	<p>secured and spent in line with the Digital Strategy for Schools 2027</p> <ul style="list-style-type: none"> • All administration staff continue to have access to the secure ETB Portal in 2022. • The ICT Department continue to provide support to all LCETB schools and centres and engage our 3rd party Support and Maintenance partners to assist schools and centres in all their ICT needs. • The ICT Department continue to carry out age analysis and fit for purpose tests on all LCETB hardware/software upgrade same where required. • The roll out of Multi Factor Authentication has been completed across LCETB.
	<p>Planning of full-time training course provision is informed by the Roadmap for Social Inclusion 2020-2025 (parameter 3.37) and is cognisant of the findings of the Barriers to Participation in FET Programmes report (2017). There are twenty-one Unemployment Blackspots located within its geographic area of Limerick and Clare. This represents 27% of the national unemployment black-spots with eight of the top ten national unemployment black-spots in Limerick City.</p> <p>Across the FET division, we recognise that many of the barriers experienced by our learners and those who don't engage with us arise from a complex interplay of barriers, personal and family circumstances and individual aspects of the education system itself.</p> <ol style="list-style-type: none"> 1. As part of our Public Sector Duty Assessment Phase, in September 2021, the ETB published our assessment of the human rights and equality issues faced by 	<p>One of the core purposes of the College of FET 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.</p> <p>In 2022, key developments included:</p> <p>College of FET Learner Support Framework</p> <p>Launched in September 2022, the College of FET Learner Support Framework outlines the structures and processes, which the College of FET has put in place to ensure all learners and potential learners receive the necessary information, advice, guidance and support required to ensure their successful participation and engagement with FET provision appropriate to their needs and aspirations.</p>

stakeholders from across the 9 grounds and those experiencing socio economic disadvantage.

2. The Active Inclusion Support Service's goal is to ensure that, as far as is reasonably possible, all learners are provided with the supports required to allow them to fully participate and benefit from the educational opportunities available while participating in a Further Education and Training course.

Limerick and Clare Education and Training Board FET Division aims to ensure that, as far as is reasonably possible, all learners are provided with the individualised supports required to allow them to fully participate and benefit from the educational opportunities available to them. This is particularly important for learners attending from educationally disadvantaged backgrounds or those who may require additional supports in respect of a disability or other issue. Learners can register for supports if:

- they require learning support or reasonable examination accommodations due to a diagnosed disability, an on-going physical or mental health condition, or a learning difficulty;
- they need access to computers or technology to help participate on their provision;
- they need help with reading, writing, maths, study skills, computer skills or in improving their English language skills;
- they would like to access career or educational advice and information.
- they would like to access the learner counselling service.

A dedicated network of staffed learning hubs has been established across Limerick and Clare. The range of individual supports available through these is based geographically on the

- **Network of Learning Hubs:**

The Learning 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 throughout 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.

During 2022, the Learning Hub Network of nine hubs continued to provide 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 comprises 12 staff across Limerick and Clare.

Much effort was put in communicating to learners and staff about the impact Learning Hubs are having in providing Learner Supports and fostering inclusion throughout the region. For instance, 11 Show & TEL episodes focused on the work of learning hubs, and available to view on the [Learning Hub Show&TEL Channel](#).

- **College of FET ESOL and Migrant Learner Framework**

The AISS developed and launched the College of FET ESOL and Migrant Learner Framework in 2022. Building on the work of the AMIF project and significant research across the College of FET, the Framework

unemployment blackspot/ deprivation information available and the complex needs of our diverse learning group. During 2020, over 1100 learners accessed a range of supports facilitated by the Learning hubs.

3. The AISS have and will continue to develop resources and deliver disability awareness training and supports to staff in respect of learners with disabilities.
All staff members in the learning hubs will have completed the AHEAD Start Needs Assessment training by April 2022 while 6 staff completed a Level 6 in Assistive Technology with Enable Ireland / TU Dublin in Autumn 2021. Learners who disclose a disability are offered supports like those funded under the Fund for Students with Disabilities. On disclosure, learners are offered a needs assessment facilitated through the learning hubs. When this has been completed a Learner Educational Needs Summary Report (LENS) is shared with the learners and relevant provision staff detailing what additional supports are required for the learner – including tips for teaching staff and any additional assistive technology or personal supports are required.
4. The FET Division will continue to enhance accessibility to FET courses through the provision of transport when required. For instance, a bus service is available to Kilrush learners (unemployment blackspot) so that they can avail of specific evening courses, not readily available in Kilrush.
5. An online and Blended learning officer has been appointed to develop the FET capacity to offer online/blended delivery to facilitate access to FET courses.
6. The FET Division will continue to develop pathways to apprenticeships/traineeships programmes, offering a

allows for the development of structures to support the planning and delivery of inclusive, effective teaching, learning and assessment to Migrant Learners who are accessing a wide range of FET courses, including ESOL.

- College of FET Supports for Learners with a Disability

The College of FET aims to create an environment where a disability or health need (including a mental health need) is not a barrier to learning and all individuals have the opportunity to achieve their full potential. The College of FET is mindful of equality legislation, including the Irish Human Rights and Equality Commission Act, 2014 (IHREC Act 2014), the Employment Equality Acts 1998-2015, the Equal Status Acts 2000-2018, the Education Act, 1998.

Applicants applying for a place are asked to declare any disability, long-term physical health or mental health need or additional learning support need; this can be done as part of the pre-entry guidance process and information is given in confidence and only used for the purpose for which it is gathered. During 2022, over €200k was allocated to provide supports for learners with disabilities under both the Fund for Learners with Disabilities (FLD) and the College of FET Learner Support Fund:

- Under-represented groups

During 2022, our Active Inclusion Support Service employed two adult educators dedicated to creating pathways for under-represented groups into FET. One role concentrates on facilitating pathways from schools into further education while the second role is concentrated on facilitating pathways for Traveller/Roma learners. Our adult educators has been engaged in

	<p>range of courses that one can take in advance of an apprenticeship. In 2022, there will be 4 pathways programmes including engineering, construction, hairdressing, and culinary skills.</p>	<p>building interest in FET and promoting it as a valuable and smart option.</p> <p>In addition to supporting the ESOL provision, we identified cohorts of learners with diverse needs such as learners with disabilities, new migrants, Travellers, younger post-primary Traveller and Roma learners who are falling out of school and not progressing to FET and Traveller and Roma Learners not engaging with FET. We have engaged learners in a variety of programmes including horticulture, football, creative arts and beauty therapy. It is also important that we continue to support early school leavers by offering them routes back into education and training. Supported Fainlog student group from Rathkeale to attend the Apprenticeship showcase. Interagency links have been incredibly important in establishing relationships with the cohorts of learners accessing pathways programmes. We have made links with family resources centres, Tusla, SCP, HSCLs, local development companies and CYSPC'S.</p>
	<p>Adult Literacy for Life – a 10-year adult literacy, numeracy and digital literacy strategy was launched by Minister Simon Harris TD on 8th September 2021. The Strategy aims to ensure where every adult has the necessary literacy, numeracy and digital literacy to fully engage in society and realise their potential. Limerick and Clare ETB engaged with the development of the strategy. Supplemental literacy, numeracy and digital supports are available and promoted to all learners with distinct referral pathways available across all provision. In 2022 the ETB will engage with the Framework for Action on ALL Strategy. A review of the current Initial Assessment processes will take place in 2022 a streamlined approach adopted across the region and provision.</p>	<p>Key competences for lifelong learning include knowledge, skills, and attitudes needed by all for personal fulfilment and development, employability, social inclusion and active citizenship. “Basic skills and lifelong learning are the building blocks that resolve skills supply challenges” (EU Council’s Recommendation on Key Competences for Lifelong Learning).</p> <p>The College of FET is dedicated to providing the best educational and training opportunities to learners, enabling them to engage fully in lifelong learning. Our Community Education and Core Skills provision focuses on providing local community-based programmes that include individuals and groups that can often experience</p>

During 2022, the Learning Hubs will work with provision managers to support learners and staff in identifying where technology can assist in learning and literacy and numeracy development. In addition, the FET division is providing Needs Assessment for learners with Learning Difficulties/Disabilities, helping them and relevant learning practitioners to target specific learning and teaching strategies for success in literacy and numeracy. Furthermore, plans are in place to enhance structures and resources at individual centre and provision level to support an inclusive learning environment.

Work is ongoing to ensure existing tuition includes use of methods that allow for Learners who experience: Poor working Memory, Slow Processing Speed, Weak reading comprehension (but good listening comprehension) and Poor Executive Function skills. Learning Practitioners are encouraged to work together, using a Community of Practice' approach to raise the visibility of language, literacy, numeracy and digital skills in relation to course content, materials, activities and assessment. A high priority also given to learners having LLN support appropriate to the content and level of their course. The use of Universal Design for Learning (UDL) is encouraged and increasingly evident in course design, delivery, assessment, and progression, and consequently Differentiated Learning in response to diversity of learner experience is supported in course design, content, methodologies, and communication structures.

Limerick and Clare ETB will continue to engage with other agencies to promote and create awareness of provision exploring approaches that will further remove barriers to participation. In 2022 the ETB will continue to develop partnerships with relevant partners. A new business process has been introduced in Q4 of 2021 and the ETB plan to build on this in 2022 by facilitating and supporting community-based adult learning and a wide range of

particular and acute barriers to participation in education and training. Our traditional community education programmes allow learners to identify their own learning needs and to participate in non-formal lifelong learning in the informal setting of their own community.

Progression is supported by continuous access to the Adult Guidance Service and the joint collaboration and planning that takes place through the learning networks, community groups and within the FET part-time / full-time provision.

In 2022, the PL&D and Core Skills Clare collaborated in offering a second iteration of online 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 six self-managed units and 3 evening time online meet ups on Teams and involved 18 hours learner effort. In total 42 participants completed the course and assessment, of which 15 were Limerick and Clare ETB staff.

	<p>groups across the region to access provision within their communities. Community Partners will be facilitated to express interest in becoming partners through our web site https://lcebtb.ie/communities/ this will be promoted throughout 2022</p>	
	<p>The Irish Refugee Protection Programme (IRPP) is guided by an Interagency working group comprising of the Local Authority, Department of Social Protection, the Education and Training Board, TUSLA Child and Family Agency, the Gardai, County Childcare Committee, Health Services Executive, Department of Justice and Equality and Respond (Support) CLG. Such interagency cooperation ensures that the families are adequately supported in their integration.</p> <p>Since September 2021, four families have settled in Shannon and three in Ennis through the RRP.</p> <p>Core Skills in Ennis and Shannon are working closely with the Resettlement workers responsible for helping these families to settle into their local communities. In addition, there are also several initiatives provided for this cohort of learner via other funding / projects (AMIF/ESOL/FL).</p> <p>In 2021 there were 137 learners in 17 groups.</p> <p>For 2022 this provision will be expanded to start including themed ESOL Literacy to help develop language in a practical manner. All learners will be offered 6 hours of language provision as minimum per week. A new Pathways from School to FET will be developed with Post Primary Migrant Learners from Autumn 2022 to mainstream lessons emerging from the Asylum Migrant Integration Fund (AMIF) Project.</p>	<p>College of FET ESOL and Migrant Learner Framework</p> <p>In 2022, demand for ESOL provision saw an unprecedented surge, which placed significant pressure on existing structures and resulted in deployment of management, financial and administration resources. The AISS developed and launched the College of FET ESOL and Migrant Learner Framework in 2022. Building on the work of the AMIF project and significant research across the College of FET, the Framework allows for the development of structures to support the planning and delivery of inclusive, effective teaching, learning and assessment to Migrant Learners who are accessing a wide range of FET courses, including ESOL. During 2022, there have also been a range of innovative supports to meet the influx of ESOL and Migrant learners accessing our services, to include:</p> <ul style="list-style-type: none"> o Translation and dissemination of key documentation on areas such as course registration, range of services, certification, DSP, etc. o Initial Assessment Tests carried out both in person and on-line to place learners at their correct <u>CEFR</u> level. o A series of ESOL Hotel and Catering Workshops, Driving and Safe Pass courses. A range of Fulltime ESOL Service Industry, Hospitality and Tourism courses. Targeting skills shortages

- o Pathways provision to provide English classes for second level students. A range of summer programmes targeting children and families. For instance, Core Skills Limerick City, additional language support to 35 Secondary School students and plan to develop this option further in 2023. 15 Teens participated in a Summer ESOL Programme to prepare them for joining Secondary education in the Autumn, and giving them the best chance to engage in their classes.
- o Transport and travel supports for learners. Links to psychological/counselling and support services. Supports for learners accessing devices. Supporting access.
- o Recruitment and induction of additional ESOL tutors. Supporting provision.

- **AMIF- Realising Potential Project 2019 - 2022**

September 2022 marked the official ending of our very successful co-funded AMIF “Realising Potential” pilot project, out of which was borne the most important ESOL and Migrant Framework. From a Career Guidance perspective, the “Realising Potential” project aimed to identify and respond to the structural gaps that exist in Limerick and Clare in relation to the provision of Guidance to low skilled, migrants, asylum seekers and refugees.

LCETB has responded to the needs identified and also a variety of courses have been made available, some specifically designed, for learners. This project has been truly transformative for those who have engaged in it, it has allowed us to reach out to the most

		<p>vulnerable learners and offer them concrete pathways to employment and education.</p> <p>Some Highlights of 2022:</p> <ul style="list-style-type: none"> o Establishment of the Dock Road Clinic – interagency collaborative project with Doras and the Paul Partnership o Successful continuation of existing Guidance clinics in direct provision centres in Limerick and Clare with additional clinics set up at Hanratty’s and the Coonagh Roundabout o Six week 115 hour intensive English language pilot project set up in partnership with Mary Immaculate College – with 18 students in attendance o Design and delivery of The “Fuinneamh” project- an eight- week holistic project which focused on identifying and improving vocational, educational, physical and mental health needs of the residents living in the Knockalisheen accommodation centre o Ensuring greater and equitable access to technology through Reach Funding and ongoing AISS learner supports o First Education Hub in Ireland in an accommodation centre was set up in Knockalisheen o Delivery of a series of information sessions on Irish life and culture at the Limerick city Library
<p>1.2 To ensure the highest educational, training and ethical standards are maintained across the organisation’s schools and FET campuses.</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 Leading School Improvement (LSI) initiative and the Curriculum Leaders’ initiative in 2022 to enable our schools to engage proactively</p>	<p>In 2022, the Schools' Division of the ETB provided support to schools for the implementation of the School Self-Evaluation process and preparation for WSE and subject evaluations. This support was facilitated through various activities such as school visits by the Director of Schools, meetings with Principals and Deputy Principals, consultations with the Inspectorate, and participation in the Leading Teaching and Learning</p>

	<p>with self-evaluation, School Improvement Plans and DEIS planning. Actions in 2022 include:</p> <ol style="list-style-type: none"> 1. Implementing the School Self-Evaluation process. 2. Supporting preparation for Whole School Evaluations (WSE) and subject evaluations through the Leading Teaching and Learning initiative. 3. Promoting teacher professional collaboration through the Leading Teaching and Learning Initiative. 4. Meetings with the Department of Education Inspectorate on best-practice models will also be arranged for schools. 5. Establish Student Voice Leaders in all ETB schools across Limerick and Clare and embed a Student Charter for all students. <p>Provide professional development to Student Voice Leaders.</p>	<p>initiative, which fosters professional collaboration among teachers. Refer to calendar of professional development supports under Highlights for 2022.</p>
<p>1.3 To respond to identified personal, academic, social, economic and employability needs of our stakeholders.</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 2022, 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>During 2022 the EESS will:</p> <ul style="list-style-type: none"> • 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. 	<p>Limerick and Clare Education and Training Board recognises the importance of addressing the skills shortage in the Mid-West Region, the need for upskilling and reskilling to meet shifts in technology and changing needs on the labour market and combatting skills mismatch.</p> <p>In 2022, the Enterprise Engagement Support Service (EESS) continued to engage with a broad range of stakeholders, employers and learners, highlighting the strategic role of the ETB in skills development in the Mid-West. The range of engagement activities with employers, from strategic meetings at regional and local level, consultations, site visits, input in the curriculum development, etc. have all contributed to enhancing the relevance of our FET provision. The College of FET Campuses also continue to develop local links through the work of FET coordinators across the region, strengthening business connections at local level. This is</p>

- 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 2022.
- 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 2022.
- Participate in the development of the Strategic Employer Engagement Development (SEED) CRM with Mayo, Sligo, Leitrim ETB.

of critical importance for work placements opportunities for FET learners.

In 2022, employer engagement led to delivery of FET provision with the following employers:

Irish Aviation Authority: The EESS team met with the Irish Aviation Authority in Ballygireen, Co. Clare to discuss their employee's upskilling needs. In conjunction with the College of FET, Ennis Campus, an in-house course was delivered in Microsoft Word to their six new Radio Officer recruits.

Rusal Aughinish: In partnership with the College of FET, O'Connell Avenue Campus, an in-house Microsoft Excel course was delivered to nine Rusal Aughinish, staff members.

Virgin Media: Enterprise Engagement is in development talks with Virgin Media on the development of UiPath Software Training;

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 (STA) and other provision, which provided upskilling and reskilling opportunities to 1,530 employees across 102 programmes, equipping those employees with the skills they need to progress in their current role or to adapt to the changing job market. In 2022, the inclusion of online delivery of Skills to Advance programmes, virtual industry briefings, live in-person showcase events all supported stakeholders.

1.4 To nurture the development of the individual as a whole person to maximise their potential at each stage of the learning process.

The ETB's **Schools Division** will work to ensure that our schools deliver the highest quality learning, teaching, assessment, and wellbeing experiences in 2022. Specific initiatives in 2022 include:

1. 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.
2. Working with the Mid-West Regional Skills Forum with the objective of enhancing partnership between schools and business and industry and the research community.
3. Working with the Department of Education and 4 ETB Schools to implement Phase 1 of the new Physical Education for Senior Cycle.
4. Ensuring that additional schools prepare to offer Leaving Certificate Physical Education, Computer Science and Politics and Society for Senior Cycle.
5. 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.
6. Continue to work with the Education Department of University of Limerick to formulate a Memorandum of Understanding between the Education Department of University of Limerick and Limerick and Clare Education and Training Board.
7. The implementation of various national policies will be through the SSE process linked to the LAOS quality framework, respectful of each school community.
8. Continued partnership with the University of Limerick Health Sciences Academy in raising awareness on wellbeing.

In 2022, the Schools' Division of the ETB facilitated several initiatives to enhance the educational standards and promote professional dialogue among staff in ETB schools. These initiatives included the Leading Inclusive Learning and Teaching & Assessment, Digital Leader Cluster Days, and SENCo Cluster Days. Following a review of Leading Inclusive Learning and Teaching was conducted, leading to the development of an added support model for School Improvement called Leading School Development (LSI).

The ETB Schools' Division also organised four Cluster Days for Guidance Counsellors and held meetings with the Midwest Regional Skills Forum to provide additional information on pathways to FET and Third level. Additionally, the division established a partnership with BD Scientific to develop a STEM competition for schools in the region, and the STEM Industry & Education Partnership delivered a program to engage educators, students, and families in STEM experiences.

The ETB Schools' Division continued to support schools providing Phase 1 of the new Physical Education for Senior Cycle and helped more schools commence with the provision of this option to their students. Furthermore, the division worked closely with the University of Limerick School of Education to support student teachers in their transition to placement in schools, including both ETB and non-ETB schools.

	<p>9. Presentation to all school Boards of Management on the core values of Teaching, Learning and Assessment in our schools.</p>	
	<p>As an ETB we are proactive in our approach to providing upskilling and reskilling training opportunities, 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.</p> <p>1. Continue to embed core skills into all FET provision Career preparation, literacy, numeracy, communications, teamwork and personal effectiveness are embedded in all courses. Learners are identified for these courses through community workers and case-workers with the DSP. 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.</p> <p>2. In 2022, the FET Learner Mental Health and Wellbeing Framework will be developed.</p> <p>3. Learner Mentoring Initiative (LMI) Funding has been secured to expand the range of supports traditionally available through the Special Education Needs Initiative (SENI) to all 8 Youthreach centres. The aim of the programme is to help participants develop skills, competencies and explore pathways to employment. The LMI is supported by the AISS fund and the Professional Development Support Service. The completion of the roll-out of this initiative in Spring 2022 will ensure that the ETB is delivering a high-quality Further Education and Training LMI integrated service in</p>	<p>Building on the work done in previous years in respect of our Public Sector Duty and feedback from over 130 people who participated in our consultation, the College of FET launched a Learner Mental Health and Wellbeing Framework in 2022. The framework outlines how the ETB promotes and supports Learner Mental Health and Wellbeing in a consistent, structured and planned way. The Framework support the College of FET in providing leadership and resources to promote and support Learner Mental Health and Wellbeing and during 2022, funding was made available to Campus Mental Health and Wellbeing Teams to run events and activities which support and promote good mental health amongst our campus communities.</p> <p>In addition to campus level funding for Mental Health and Wellbeing activities, during 2022, following a successful application for REACH funding, the AISS Learner Assistance Fund supported a total of 211 individual disadvantaged learners from across the College of FET in accessing Learner Assistance Funding of €50,000. Many of the Learners priorities this year were in respect of additional costs associated with travelling to and from classes.</p> <p>The College of FET is dedicated to providing the best educational and training opportunities to learners, enabling them to engage fully in lifelong learning. Our Community Education and Core Skills provision focuses on providing local community-based programmes that include individuals and groups that can often experience particular and acute barriers to participation in</p>

its eight ETB Youthreach Provision centres, involving 100 staff and 267 learners.

4. In 2022, **Recognition of Prior Learning** will continue to be prioritised and enhanced, supported by an RPL Support Officer in the QA Support Service. Organisational capacity will be enhanced through training, policy and procedures development, etc.

education and training. Our traditional community education programmes allow learners to identify their own learning needs and to participate in non-formal lifelong learning in the informal setting of their own community.

Progression is supported by continuous access to the Adult Guidance Service and the joint collaboration and planning that takes place through the learning networks, community groups and within the FET part-time / full-time provision.

In 2022, a wide variety of learning opportunities were provided from Arts and Crafts, Willow Craft, Local History, Spanish for Beginners, Information Technology, Woodcraft, Boat Building, Community Gardening, Food and Cookery, Intro to Barista, Health and Fitness, Mindfulness and Yoga and Creative Writing.

Significantly in 2022, the College of FET completed a Recognition of Prior Learning process with a pilot group of eight applicants, with all applicants having successfully completed the process and been issued Level 6 Advanced Certificates in Hairdressing from QQI. This project is the first of its kind in Ireland, in which an RPL process has been developed and implemented for applicants to achieve certification of a major award. This project showcases significant innovation in the approach to certification of major award qualifications, in particular those leading to apprenticeship qualifications. The NHA Programme is also unique nationally with regard to the integrated use of technology. Collaboration between the TELSS and NHA Team has helped to create an integrated bespoke learning programme where technology use significantly enhances the apprentice experience.

		<p><u>Introduction to RPL for Mentors and Assessors</u></p> <p>In 2022, we conducted extensive training in Recognition of Prior Learning (RPL) for FET Co-ordinators, Information Recruitment and Guidance Support Service Staff, and others. Our flagship program, the "Introduction to RPL for Mentors and Assessors Course", was designed to educate and train FET staff in supporting RPL applicants. The 6-week course consisted of 4 online and 2 in-person sessions, and aimed to increase understanding of RPL principles and practices, build capacity for potential RPL mentors and assessors, and enhance the knowledge and practical skills of participating staff. 36 people successfully completed the course in two iterations, receiving positive feedback.</p>
<p>1.5 To provide high quality information, guidance, counselling and student/learner support services across the organisation's schools and FET campuses.</p>	<p>The ETB's Schools Division will support 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 2022 include:</p> <ol style="list-style-type: none"> 1. 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). - Developing & growing throughout life. - Employing effective personal learning/exam strategies. - Making educational choices in line with career aspirations. - Using career-related information & sources appropriately. 	<p>The Schools' Division of the ETB continued to augment resources and support services for schools through the launch of its resource hub, located at www.lcetbschools.com. This site serves as a comprehensive repository of resources to support the wellbeing of students in schools.</p> <p>Since June 2019, the ETB has worked closely with the Health Service Executive (HSE), Tusla, and NEPS to implement the recommendations of the National Taskforce on Youth Mental Health, the Youth Mental Health Pathfinder Project, and the Connecting for Life Strategy (2015-2020).</p> <p>Moreover, a principal and deputy principal from ETB schools were appointed to the board of Children and Young People's Services Committees (CYPSC). These committees represent a crucial structure identified by the government to plan and coordinate services for children and young people in every county of Ireland. Their age remit spans from 0 to 24 years, and their</p>

	<ul style="list-style-type: none"> - Understanding the world of work & life roles. - Managing career development & decision making. - On-going support and Development of the newly formed Guidance Counsellor Forum. 	<p>primary purpose is to ensure effective inter-agency coordination and collaboration to achieve the best outcomes for all children and young people in their respective areas.</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.</p> <p>The Schools Division will work with the Department of Education, the Department of Health and other Departments in 2022 to 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>Throughout 2022, the ETB Schools' Division undertook several initiatives to support schools and enhance the learning experience of students. These initiatives included Leading Inclusive Learning and Teaching & Assessment, Digital Leader Cluster Days, and SENCo Cluster Days, which all aimed to foster professional dialogue among staff in ETB schools and improve educational standards. Additionally, the Division reviewed its LLT program in 2022 to create a new School Improvement (SI) support model for schools called Leading School Development (LSI), which was implemented for the 2022/23 academic year. The Division also organised four Cluster Days for Guidance Counsellors and collaborated with the Midwest Regional Skills Forum to provide more information on pathways to FET and Third Level. Furthermore, the Division partnered with BD Scientific to establish a STEM competition for schools in the region and engage educators, students, and families in STEM experiences, highlighting the importance of STEM education and the career opportunities it offers. Additionally, the Division continued to support schools providing Phase 1 of the new Physical Education for Senior Cycle, with additional schools starting to offer this option to their students. Finally, the ETB Schools' Division maintained a close working relationship with the University of Limerick School of Education to assist student teachers with their</p>

		<p>transition to placement in schools, including both ETB and non-ETB institutions.</p> <p>Annual Student Support Team Conference 2022</p> <p>The annual Student Support Team Conference took place on Friday, 18 November 2022 and was attended by SST Members, Principals and Deputy Principals, our ETB Support Team and invited guests including NEPS, the Inspectorate and Tusla. The conference was held in the Castletroy Park Hotel and there was a keynote from Dr. Colman Noctor on the day with the conference theme - 'Supporting Schools to help students thrive and survive in today's world'. Dr. Colman Noctor is a Child and Adolescent Psychoanalytical Psychotherapist. He has worked across a range of Child & Adolescent Mental Health Services both in Ireland and abroad and he has a wealth of national and international clinical experience.</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 2022 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>Based on the Information Recruitment & Guidance Support Service Strategic Framework 2021 – 2025, key work in 2022 will include:</p> <ul style="list-style-type: none"> • Industry briefings for Guidance Counsellors. • Social media marketing campaigns signposting FET courses 	<p>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 option for all learners. The College of FET provides a professional and confidential Information, Recruitment and Guidance Support Service (IRGSS) 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</p>

- Online Guidance and Information was offered to all inquirers.
- Enhanced links between IRGSS and participants on Skills to Advance programmes.
- Work with PAUL Partnership to review Guidance delivery across Limerick City and collaboration with SICAP.
- Enhanced links with 19 ETB schools.

Single Portal for CAO and Further Education options

The portal was launched on November 5th, and it is hoped that it will give parity of esteem to all study options and allow students to apply directly for higher and further education courses.

Limerick and Clare ETB have responded very positively to this project and currently has approximately 720 courses available through the CAO across a broad range of disciplines. This is a pilot project but is likely to expand to all our courses next year. It will further raise the profile of further education courses and apprenticeships not only in Limerick and Clare but nationwide.

locations across the region for a clearly defined target group.

Our Information, Recruitment and Guidance Service have provided or participated in a range of separate one off Educational Guidance and Information events with a reach of over 3000 learners approximately. Many of these events were run in conjunction with other agencies. In addition to the one off events, our IRGS have put a weekly timetable of Guidance / Information sessions in place providing access to the service for both outreach and campus based educational guidance.

Key developments in 2022 included:

- New animated Guidance Video - IRGSS produced a new animated guidance video showcasing the value of meeting with a College of FET Guidance Counsellor to help plan one's education and career pathway, as an adult, considering returning to education. It will be embedded on the College of FET website and shots will also be used in social media campaigns and other awareness raising activities over the lifetime of the current FET IRGSS Strategy;
- IRGSS continue to link with DSP at the attendance of Intreo Information Fairs for those seeking employment and information on pathways to training and education.
- 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.

		<ul style="list-style-type: none"> • The IRGSS enhanced its engagement with Skills to Advance Groups for Career Guidance Support through webinars aimed at providing—STA learners with information on further pathways within FET. • IRGSS Facebook and social media ran campaigns to engage clients with the range of services available.
<p>1.6 To promote a culture of lifelong learning through recognising the value of formal and non-formal education, including outdoor and music education and the transformative role of Youth Work in our communities.</p>	<p>Schools Division and Youth Work Provision will seek to ensure that young people across the region have access to quality youth work. This will be achieved by:</p> <ul style="list-style-type: none"> • Contributing to, supporting the implementation of and monitoring the Continuous Improvement process of the UBU Your Place Your Space targeted funding scheme. • Supporting the implementation of Quality Standards for Volunteer-led Youth Work groups. 	<p>In 2022 performance and progress was monitored and evidenced through: Supporting organisations in the delivery of quality youth work under the Continuous Improvement process of the targeted schemes managed by the ETB. Ensuring that clubs and groups that access the Youth Club Grant Scheme 2022 are committed to the implementation of the Quality Standards framework. Ensuring all youth work projects and club have access to grant schemes through the Limerick and Clare ETB.</p>
	<p>The ETB Schools Division was one of 3 chosen pilot ETBs nationally to receive Creative Youth Funding under the Creative Ireland programme to establish a Creative Youth Partnership. The objective of this partnership is to combine a wide range of resources to provide out-of-school creative opportunities for children and young people that complement and work with formal school settings.</p> <p>The first strategic plan was launched in 2021 establishing goals and actions that draw on Limerick and Clare Education and Training Board’s Youth Work Plan 2018-2021 as well as Creative Ireland’s Creative Youth Plan which recognises that ‘cultural and creative activity, promotes individual, community and national wellbeing’</p>	<p>As part of an external evaluation carried out on three pilot Local Creative Youth Partnerships, the Limerick and Clare LCYP was evaluated by Creative Ireland in 2022 with exceptionally positive outcomes for the work being delivered in out-of-school settings.</p> <p>The LCYP commissioned and published an evaluation of its early years work in 2022 with extremely positive recommendations for the continuation of this programme.</p> <p>Programmes of work were delivered in partnership with youth service providers throughout Limerick and Clare in 2022.</p> <p>Evidence of the work delivered was showcased through the LCYP’s festival, Call & Response 2022.</p>

	<p>During 2022, the ETB, through the Local Creative Youth Partnership Co-ordinator will provide out-of-school creative activities for children and young people with particular focus on marginalised communities.</p>	<p>Wellbeing was central to all of this work which continued to be delivered within the principles of youth voice.</p> <p>Working from a rights-based starting point, the Local Creative Youth Partnership delivered targeted programmes of work to young Travellers, migrants, those living with a disability and those living in recognised areas of socio-economic deprivation.</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 2022. 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 2022, specific actions include:</p> <ol style="list-style-type: none"> 1. 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. 2. 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 the transition from young person to young adult and enhancing their potential and contribution as active participants in society." 3. 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 (Classroom Based Assessments). 	<p>In 2022, the ETB outdoor education and training centres were promoted extensively across various educational institutions, including FET Centres, Community National Schools, and Post-Primary Schools. The Transition Year Coordinators' Forum significantly utilised the centres for outdoor education and training purposes, and the managers of both centres proactively organised school visits to provide support. The centres were also promoted at the ETBI Middle Leaders Summer School, which Limerick and Clare Education and Training Board Director of Schools organised with ETBI in UL.</p> <p>The Burren and Kilfinane centres provided schools with a diverse range of activities and facilities, and both centres collaborated with ETB schools to develop wellbeing programmes. Bookings in both centres were very strong for 2022 with high demand from our ETB Community Colleges, Community Schools and Community National Schools.</p>

	<ul style="list-style-type: none"> - Annual Schools Orienteering event. - Schools Bouldering competition. - Formulating remote learning packages for schools to provide additional theory-based programmes for schools. 	
	<p>LCETB Capital and Procurement Section will continue to support the development of our two Outdoor Education Centres in 2022 through the provision of support to identify funding opportunities for investment in the Centres’ infrastructure and to meet repair & maintenance needs.</p>	<p>Minor repairs and maintenance works were carried out in both OEC Centres during 2022. A major upgrade of the emergency lighting and fire alarm commenced in Kilfinane OEC in 2022, to be completed in early 2023. Further investment in roof replacement works and staff accommodation is also in the pipeline.</p>
	<p>The FET Division will promote the role of experiential learning as a pathway to further education and employment through its outdoor education (Kayak4Dads with Traveller dads and mums in 2022; Core skills Clare/SICAP for Traveller women from Childers Road and Castletroy using crafts and cookery for team building; in collaboration with Drugs Education Prevention Strategy/Limerick City CDP a horse-care course for Traveller men and their sons; campervan conversion project) and music education provision; LCETB is chair of the Learning Limerick partnership to advance Limerick’s progress as a Learning Region. Membership includes Local Government, Higher Education, Further Education and Training, Local Development, Community Education, Culture and Arts, Youth Work, Social Welfare, Childcare, Migrant Integration, Mental Health Services and Limerick Chamber Skillnet. In 2022, the partnership led by the ETB, Limerick City and County Council, and the PAUL Partnership will carry out a new Limerick Learning Festival and associated initiatives.</p>	<p>In 2022 the number of pathways to FET has increased and through enhanced partnership, there has been further promotion of the area of Further Education and Training.</p>

Strategic Goal 2 – Staff Support and Organisational Development

Aim: To provide a collaborative, supportive, inclusive, caring, safe and healthy working environment for all staff, through the provision of relevant responsive supports, open communication and appropriate policies and procedures, underpinned by a culture of respect, dignity, equality and 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 2022 Service Plan	Achievements in 2022
<p>2.1 To attract, recruit and retain staff of the highest calibre, by developing flexible recruitment and on-boarding strategies.</p>	<p>The ETB's Human Resources Department will ensure best practice in the recruitment and selection of staff across the organisation during 2022. 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 LCETB schools and FET divisions the HR Department managed the recruitment and selection of 304 personnel and the addition of 40 Leadership and Management posts in our schools in 2022 to support the delivery of services to LCETB students and learners ensuring compliance with best practice and the fulfilment of statutory obligations during 2022.</p>
	<p>The ETB's Schools Division will facilitate an induction event (on-line) in early September 2022 to outline the supports that are available for newly appointed teachers and SNAs to Limerick and Clare Education and Training Board schools in the areas of:</p> <ul style="list-style-type: none"> • Teaching, Learning and Assessment strategies. • Professional Development supports from Limerick and Clare Education and Training Board. • Guidance on classroom management strategies. • Use of technology enhanced learning. 	<p>On 12th September an induction for newly appointed Teachers and SNAs was facilitated on Zoom across the organisation. This was very well attended, a further event is planned for 2023 as the feedback from same was very positive.</p>

	<ul style="list-style-type: none"> • Wellbeing. Personal wellbeing and supports that are available to staff as part of the Limerick and Clare Education and Training Board Employee Assistance Service. 	
<p>2.2 To implement and maintain a relevant continuous professional development policy, which reflects the organisation’s objectives and its commitment to employee growth and development.</p>	<p>The ETB’s Schools Division will continue the best-practice of supporting schools through cluster days, which started in September 2019. Specific actions in 2022 include:</p> <ul style="list-style-type: none"> • Schools will have access to advice and support via the schools portal within StaffCONNECT. • The Digital Leaders forum will be supported with opportunities to be fully appraised and upskilled to lead digital learning initiatives at school level. • Schools which use MS Office 365, will be offered tailored supports in utilising MS SharePoint sites for their schools and MS Teams. • The ETB will continue to develop the Google Education Group Ireland forum to support schools across our ETB and Ireland. • An update to the suite of supports to promote best practice on strategies in using Remote Learning (RL) will be undertaken and updated as required. • Provide parents of our learners in schools with regular feedback on their child’s progress. • Move all Parent Teacher meetings in schools to video-conferencing meetings using Zoom, Microsoft Teams or Google Meets. 	<p>During 2022, extensive development of SharePoint sites and Teams channels on StaffCONNECT was undertaken to populate the latest and most relevant resources for schools.</p> <p>Four meetings of the Digital Leaders were organised during 2022 which included one meeting with the Professional Development Service for Teachers (PDST) Technology in Education on the newly launched Department of Education Digital Strategy for Schools. The PDST is funded by the Teacher Education Section (TES) of the Department of Education (DE) and is managed by Dublin West Education Centre.</p> <p>Limerick and Clare Education and Training Board hosted an online seminar for all newly appointed teachers who commenced in its schools since September 2021 at a special on-line meeting with the authority’s Chief Executive, Mr. George O’ Callaghan, Director of Schools, Mr. Donncha Ó Treasaigh, Director of Organisation Support and Development, Ms. Shelagh Graham and the School’s Division Support Team in September 2022. The purpose of this event was to provide newly appointed staff with an overview of Limerick and Clare Education and Training Board Schools Division and the support that is available to teachers across the ETB. 127 teachers attended this session.</p>

<p>2.2 To implement and maintain a relevant continuous professional development policy, which reflects the organisation's objectives and its commitment to employee growth and development.</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 2022 as part of their on-going professional development.</p>	<p>Training was provided to all grades of staff in 2022 as part of their ongoing professional development. Numerous staff were supported through the Staff Professional Development Fund as well as through CPD platforms such as MOODLE, Privacy Engine and CORE University</p>
	<p>The ETB's FET Division Professional Development: During 2022, the Professional Development Implementation team will provide opportunities for FET staff to ensure that they are meeting the needs of learners using appropriate and up-to-date skills and methodologies.</p> <p>Actions in 2022 will include:</p> <ul style="list-style-type: none"> • 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 2022 Professional Development Calendar. • Implementation of the SOLAS FET Professional Learning and Development Framework for FET in 2022. 	<p>The College of FET Strategic Framework outlines several priority areas for the next five years, with a particular emphasis on staffing infrastructure and provide opportunities for FET Learning Practitioners to build on their knowledge and expertise.</p> <p>To achieve this, the College of FET has devised a comprehensive Professional Learning and Development Action Plan (2019-2024). Through various professional learning and development (PL&D) opportunities and external input, the plan seeks to uphold professional standards and align with national and organisational priorities.</p> <p>To support its staff and align with national and local policy objectives, the College of FET provides a wide-ranging professional learning and development programme each year. In 2022, approximately 130 training events were centrally organised, engaging a total of 2,220 staff members. The programme uses both internal and external expertise, offering half and full-day workshops, specialist diplomas and master's degrees, and online learning platforms tailored to meet specific needs. The table below provides a summary of the professional development priority areas and examples of events held in 2022.</p> <p>At the College of FET, we understand the significance of effective communication in promoting professional learning and</p>

development (PL&D) opportunities. To keep our staff informed, we have adopted a range of both traditional and innovative methods:

- We launched our monthly Wakelet Newsletter, which provides regular updates and highlights upcoming PL&D opportunities to FET staff. The newsletter also includes booking and registration links, ensuring that staff are well equipped to take advantage of all PL&D opportunities.
- The Professional Development Calendar on StaffCONNECT is another valuable resource for our staff, providing information about centrally-organised PL&D and key external events.

The PL&D Support Service remains dedicated to collaborating and integrating with other our colleagues across the College of FET and nationally. Our team works closely with Senior Managers and Support Services in strategic areas such as Technology-Enhanced Learning, Quality Assurance, Information and Communication Technology, Active Inclusion, and more, to identify professional development needs.

The PL&D Support Service also collaborates on the design and delivery of innovative PL&D initiatives and programs, ensuring that all centrally developed PL&D is badged, tracked, and monitored.

Universal Design for Learning

2022 was another milestone year for our participation in the National Teaching and Learning Forum Digital Badge in Universal Design for Learning. This is our fourth time offering the badge and our third time being involved in the national rollout. We had a team of 3 badge facilitators, who supported a cohort of participants from across the College of FET as well as colleagues from Tipperary ETB. In total 17 of our staff were awarded the UDL Badge. We will continue to prioritise this programme into the future particularly in the context of the Adult Literacy for Life Strategy, SOLAS Strategy and our own Strategic Framework. A showcase of redesign projects is planned for March 2023.

Teaching and Learning Online Course

Autumn 2022 saw the rollout over six weeks of this programme. This programme continued with the peer-led model of delivery involving live weekly classes, peer groups, and asynchronous activities. This course led nine participants through an introduction to online and blended teaching and learning. Participants reported very positive feedback on the relevance and usefulness of the course

ELC Rollout

In 2022, the Quality Assurance Support Service conducted a series of programme familiarisation sessions and updates for Managers and Teachers involved in delivering the new Early Learning and Care (ELC) programme. These sessions covered various aspects of the ELC program including quality assurance, PPP role and responsibilities, access, transfer, and progression, assessment, and experiences from other ETBs. The sessions were well received with a total of 297 participants, including teachers, managers, monitors, and coordinators. The feedback was positive and participants appreciated the opportunity to prepare for the rollout of the ELC programme.

Microcredential Pilot Initiative with UL

This pilot initiative was proposed in 2022 and was aimed at providing managers with opportunities to improve their knowledge and skills in various management and leadership areas. The pilot program is ongoing and its evaluation will provide important insights into the effectiveness of the training program, which will be useful for making decisions about the future of the training program.

Internationalisation - Erasmus Plus

In 2022, two College of FET Staff Professional learning and development accreditation projects were approved – one in VET and the other in Adult Education. Erasmus+ accreditation is a quality label awarded by the European Commission to organizations that have successfully implemented high-quality projects under the Erasmus+ program. It enhances the organization's reputation,

		<p>credibility and provides greater visibility and recognition at the European level. As part of the applications, the College of FET developed 'Erasmus Plans' that link mobility activities with our organisation's needs and objectives including those of the QAIR and our Strategic Framework. In total, we hope to send almost 200 staff on mobility over the life span of the project.</p> <p>In 2022, our first international mobilities returned post pandemic with 18 staff travelling to locations like Iceland, Italy and Estonia on courses/conferences. The College of FET hosted a number of staff from Norway on a job shadow in both 2021 and 2022.</p>
<p>2.3 To foster, promote and incentivise staff to participate in continuous professional development.</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 2022 as part of their on-going professional development.</p>	<p>Training was provided to all grades of staff in 2022 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 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. In addition, staff have responded to the upskilling required to respond to legislative changes, including online training and attendance at seminars in on subjects including: Freedom of Information, GDPR, Cyber 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 on-boarding for all newly appointed staff to Limerick and Clare Education and Training Board.</p> <p>CPD training was ongoing in relation to Safeguarding in 2022 and an up to date register is maintained of all DLPs and DDLPs. Refresher training was delivered to DLPs and DDLPs in 2022.</p>

		<p>Supports and Resources are continuously reviewed to ensure compliance with Safeguarding and Child Protection Procedures. 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 2022 have undergone mandatory training on Safeguarding/Child Protection Procedures for Primary and Post Primary Schools 2017 and compliance in this area is reflected via our bespoke software, Privacy Engine, to record and demonstrate this compliance.</p> <p>A safeguarding review was conducted in 2022 to ensure the collation of all mandatory checklists, reviews and declarations by schools and campuses in relation to Child Safeguarding requirements.</p>
	<p>Professional Development (PD) opportunities during 2022. Actions in 2022 will include:</p> <ul style="list-style-type: none"> • Providing additional support to newly appointed principals and deputy principals through the ETB Schools Leaders' mentoring programme. • Principal, Deputy Principal, and teacher probation process undertaken across all schools in addition NIPT Quality Assurance Programmes. • Implementation of additional training and support plan for Curriculum Leaders, Leading School Improvement (LSI) coordinators and Digital Leaders. • Continued development of a Transition Year Co-ordinators' Forum to support the Transition Year programme. 	<p>In 2022, the ETB Schools Division organised a comprehensive range of professional development courses and seminars for teachers of ETB schools. These courses and seminars aimed to meet the changing needs of schools and support the continuous professional development of teachers, enhancing their leadership roles in schools.</p> <p>The Schools Division provided support seminars and training for post-primary personnel in various areas, including 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, and Leading Inclusive Learning, Teaching and Assessment (LILTA) Cluster Day 1.</p> <p>The Schools Division facilitated meetings with the individual student support teams in the authority's schools, with the teams continuing to be proactive in supporting students at risk. The student support team co-ordinators met four times during 2022. The Schools Division facilitated a two-day training session for newly appointed student support teams in October 2022. The</p>

	<ul style="list-style-type: none"> • 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 Special Classes. - Student Voice professional development programme for schools. <p>Student Council training for schools PE and Wellbeing Support network.</p>	<p>Director of Schools coordinated this training, which 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>
<p>2.4 To encourage and promote a culture underpinned by our values of leadership, coaching and mentoring for all staff.</p>	<p>The ETB’s Organisational Support and Development structure is designed to promote leadership and innovation across all grades of staff. During 2022, the practice of regular structured team meetings, both departmentally and cross-sectional, will continue. Additional actions in 2022 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 representation at ETBI forum meetings on HR, Finance, Corporate Governance, Data Protection/Freedom of Information and Governance Compliance. These groups meet regularly online and in person to share best practice and to contribute to and inform best practice. Staff from the C & P Section participated on both the national Procurement Forum and Buildings Forum. LCETB staff engaged with OGP, EPS and other ETBs on national and sectoral tenders.</p>
	<p>The ETB’s Schools Division will support school communities in 2022 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 2022. 	<p>During 2022, the ETB's Schools Division continued to provide weekly meetings for Principals and Deputy Principals, where required, to assist schools in managing the challenges of emerging from the COVID-19 pandemic. These meetings were held jointly with both Principals and Deputy Principals in attendance. The division also developed resources to aid schools, which were</p>

- Supports to implement distributed leadership will be implemented at the appropriate level during 2022 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 2022.
- Develop, organise, and deliver a Middle Leaders programme (online) to Assistant Principals across the network of schools in association with Mary Immaculate College, Thurles.
- Compile a mailing group of all Assistant Principals to share relevant content on leadership matters.
- Schools staff will be facilitated to engage with and contribute to National Forums including the ETBI Principals Network, the Annual Education Conference for Principals and Deputy Principals and the ETBI Induction Programme for new Principals and Deputy Principals.

distributed through email and the dedicated Principals and Deputy Principals Microsoft Teams Channel.

In addition, the division offered mentoring to newly appointed Principals and Deputy Principals throughout the year. Principals and Deputy Principals participated in the ETBI ICT Conference, which was organised by the Limerick and Clare Education and Training Board Schools' Division in June 2022 (www.ictconference.ie). Furthermore, they took advantage of four online conferences organised by ETBI to support schools during the year.

Assistant Principal Seminars

The Schools' Division organised a series of seminars for Community College Assistant Principals during 2022 in association with Mary Immaculate College, Thurles.

The purpose of these seminars was to stimulate and support participants to interrogate what Middle Leadership means and asks of them, underpinned by theory and applied practice. The series supported participants to enhance both their competence and confidence in responding to changes in schools.

These seminars involved networking via Break-Out Rooms for half of the session and covered;

- Culture, Trust & Successful Teams
- Managing Change
- Effective Communication
- Reflective Practice

Collaboration with University of Limerick School of Education

The 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 & Learning in schools post-Covid: Schools Perspective' provided an insight into the following areas for these student teachers;

- National Policy and Guidelines
- Health and safety considerations

		<ul style="list-style-type: none"> • Changes to teaching, learning and assessment • Supports for teachers <p>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.</p>
<p>2.5 To implement, as part of our Public Sector Duty, our Equality, Diversity and Inclusion Action Plan.</p>	<p>Ensure that our Assessment Report published in 2021 informs and is embedded into key moments in Limerick and Clare Education and Training Board’s planning and review cycle</p>	<p>Within the FET Division, the Public Sector Duty Assessment Report informed the development of the new FET Strategic Framework and a number of specific FET Frameworks and Policy Documents including:</p> <ul style="list-style-type: none"> ○ College of FET Strategic Framework 2022 - 2025 ○ College of FET Learner Mental Health & Wellbeing Framework ○ College of FET ESOL & Migrant Learners Framework ○ College of FET Access Transfer and Progression Policy ○ College of FET Learner Support Framework
	<p>As part of our Public Sector Duty Assessment Phase, in September 2021, the ETB published our assessment of the human rights and equality issues faced by stakeholders from across the 9 grounds and those experiencing socio economic disadvantage. Limerick & Clare ETB Public Sector Duty Assessment Report (lcetb.ie)</p> <p>As a response, Limerick and Clare Education and Training Board FET Division aims to ensure that, as far as is reasonably possible, all learners are provided with the individualised</p>	<p>During 2022, the FET Division have used the assessment to inform;:</p> <ul style="list-style-type: none"> • Areas of action that had potential for maximum impact (for a number of identified groups and/or for a number of function areas and/or to address inequality or discrimination at a systemic level). During 2022 this included: <ul style="list-style-type: none"> ○ Hiring of ESOL and Migrant Learner Coordinator and Migrant Specific Guidance Counsellor under our new College of FET ESOL & Migrant Learners Framework ○ Hiring of Pathways Adult Educators X 2 to support under-represented groups transition to FET including Traveller/ Roma Specific Projects

supports required to allow them to fully participate and benefit from the educational opportunities available to them. Public Sector Duty requires the ETB to Assess, Address and Report on how we are embedding Equality and Human Rights issues into our planning and reporting processes.

- Increasing of ESOL budget and pivoting of provision to respond to an additional circa 8,000 Ukrainians in the ETB region.
- Establishment of FET Division Ukrainian Response Team with MS Teams and Schedule of Weekly Meetings.
- Representation of FET division at Local Authority Community Fora in Clare and Limerick.
- Supporting the [College of FET Learner Mental Health & Wellbeing Framework](#) and providing funding to Campus Mental Health and Wellbeing Teams to run specific events.
- Securing funding under REACH 2022 to provide access to a Learner Assistance Fund 2022 for Learners experiencing financial difficulties which impact their learning.
- Securing funding through REACH 2022 to assist with transport costs for learners being accommodated by IPAS in centres which are not near a FET Campus.
- **Areas of action that built on work to address specific equality and human rights issues in 2022.**
 - Updating of Disability awareness information for FET Practitioners [College of FET Disability Awareness Legislation and Language](#) and [College of FET Disability Awareness in the FET Classroom](#)
 - Delivery of Disability Awareness Training across the College of FET Campuses
 - Delivery of Universal Design for Learning Training for FET Staff.
 - Development of new [College of FET Access Transfer and Progression Policy](#)
 - Development of new [College of FET Learner Support Framework](#)

2.6 To ensure that all ETB buildings are of the highest standard for all.

LCETB Capital and Procurement Section will continue to implement the multi-annual Capital Investment Programme in all Schools LCETB during 2022 to ensure Students and Staff have access to the highest quality educational facilities. This involves a significant investment in the following Capital projects in 2022:

- New Gaelcholáiste Luimnigh Campus for 750 students.
- New 1,000 student Mungret Community College.
- Mol an Oige CNS New School Development.
- Raheen Woods CNS New School Development.
- Extension to Thomond Community College.
- Extension to Scarriff Community College.
- Extension to St. John Bosco Community College
- Extension to Castletroy College.

In addition, LCETB Capital and Procurement Section will support non-ETB schools in 2022 including:

- Gaelscoil Mhichil Ciosog.
- Sacred Heart National School Monaleen.
- Gaelscoil Donncha Rua, Shannon.
- St. Mary's National School, Limerick.
- Salesian College, Pallaskenry.
- St. Brigid's National School, Limerick.
- St. Patrick's Comprehensive School, Shannon.
- St. Clement's College, Limerick.
- Gaelscoil Uí Choimín, Kilrush.

The C & P Section will develop the following major FET projects in 2022:

Summary of Achievements in 2022:

- Design development for the new Community National Schools on greenfield sites for Raheen Woods and Mol an Oige.
 - Construction of the new standalone extension at Ennis Community College was completed in 2022.
 - Construction of the new Gaelcholáiste Luimnigh progressed on site with the project due for completion before the end of 2023.
 - Construction of the new Mungret CC commenced on site during Qs 2022 with project due for completion in mid 2024.
 - Construction of the extension to Scarriff Community College commenced on site with project due for completion in summer 2023.
 - Construction of the extension to Thomond Community College commenced on site with project due for completion in Q4 2023.
 - Planning permission for the extension to Gaelscoil Mhíchíl Cíosóg was granted in 2022. However, the project could not progress as this decision was appealed to An Bord Pleanála. A decision on this appeal is due in 2023.
 - Planning application for demolition of existing school and construction of new 32 Classroom was granted with the project expected to go to tender in 2023.
 - Ongoing design development of extension to St John Bosco Community College, Kildysart with planning application to be submitted in 2023.
 - Planning for construction of new Gaelscoil Donncha Rua Primary School granted with project expected to go to tender in 2023.
 - A Design Team was appointed to commence the design process for the extension to Castletroy College.
- In addition to the Major Projects listed above, the following is a summary of other achievements in 2022:
- Various Summer Works and Emergency Works projects completed and progressed as detailed earlier in the Report.

	<ul style="list-style-type: none"> • FETC Raheen Campus • FETC Shannon Campus • FETC Newcastlewest Campus • FETC Scariff Campus <p>During 2022, LCETB Capital and Procurement Section 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.</p>	<ul style="list-style-type: none"> • Sports Capital funding for the development of facilities at Scariff Community College approved. The Sports Capital project for the upgrade of the track at St. Michael’s Community College was completed in 2022. <p>Energy Projects:</p> <ul style="list-style-type: none"> • Deep energy retrofit of Coláiste Iosaef, Kilmallock – Phase 2 completed in 2022. • Contractor appointed for the deep energy retrofit of Ennis Community College with works to commence on site in Q1 2023.
	<p>Further Education and Training Infrastructure: The ETB has 26 FET Colleges and Centres. Several of these buildings date back to the early 1900s and need significant refurbishment and constant repair and maintenance. This requires a continual programme of repairs and re-development with projects being prioritised in response to needs. With a capital budget and programme now in place under DFHERIS/SOLAS, the C & P Section worked closely with FET to identify funding opportunities to maximise investment in FET infrastructure.</p> <ul style="list-style-type: none"> • FET Centre, O’Connell Avenue: To comply with Part M compliance, there is a need to install a lift within the building with external wheelchair access ramps. • In order to respond to increased demand, additional Electrical Apprenticeship Workshops and Equipment will be put in place. 	<p>As part of the implementation of the national priorities around FET Capital Infrastructure, as well as the digitalisation of FET, significant capital investments and announcements were made in 2022. In December 2022, Minister for Further and Higher Education, Research, Innovation and Science Simon Harris announced LCETB was chosen as one of ten locations to proceed to develop a proposal for a Further Education College of the Future in our Newcastle West Campus, under the College of the Future Major Projects Fund. This Fund and the proposed development in Limerick have the potential to deliver on a range of strategic objectives and the proposal will proceed to Preliminary Business Case Stage in 2023. The proposed project will have a digital focus ensuring students have access to the skillsets they need for the modern workforce. It also creates great opportunities for learners in Co. Limerick for progression to FET and HE.</p> <p>This followed another announcement earlier in September 2022, under the national Further Education and Training (FET) Strategic Infrastructure Upgrade Fund (SIUF), to support the establishment of a new Film and Digital Media Centre of Excellence in the College of FET, Mulgrave Street Campus in Limerick.</p>

- The development of an NZEB Training Demonstration Workshop in the FET Centre, Green Innovation Campus.
- Progression of developments at the FET Centre, Raheen Campus and at the FET Centre, Shannon Campus.
- Progression of developments at the former Eircom site adjacent to Limerick College of Further Education in Limerick City

Other significant investment and improvements in FET facilities in 2022 included:

- **Ennis Campus** – A major extension of facilities was completed with three new Electrical Workshops, a Hairdressing Salon, a Beauty Salon, General Classrooms, Canteen etc. A state-of-the-art Recording Booth was built for staff to develop quality online content for classes.
- **The Hospital Campus** also gained a new garage for its car maintenance courses.
- The Pathway to Construction course, **Clare Street Campus** received new joinery machinery as well as a new virtual reality driving simulator to enhance training for driving skills of heavy machinery.
- At **Shannon Campus**, the increase in numbers in Aircraft Mechanic and the requests from the aviation industry for specific aviation maintenance courses resulted in the College of FET purchasing a Roll Royce Allison 250 Turboshift Runnable Engine and a Schweizer 300C Helicopter. The purchase of these items allows us to enhance the training provided and to extend the range of EASA certified modules delivered.
- **The Mulgrave Street Campus** saw the planning and development of a number of significant buildings projects across both the LCFE Mulgrave Street. Significant refurbishment took place in both the library and learning hub. The canteen received a significant investment and upgrade in facilities and a new provider has taken over management of the canteen. A large number of rooms were painted and refurbished, two new art rooms were created, additional furniture and upkeep to campus grounds. A safer entrance was developed at LCFE along with a new traffic management system and the campus continued its involvement with the safer travel initiative.

		<ul style="list-style-type: none"> • The Kilmallock Road Campus saw the refurbishment of its canteen facilities, and development of its learning hub. Significant investment also took place to develop a Centre of Excellence in Sports. Refurbishment of rooms and the development of a strength and conditioning facility are well underway, and this new facility is an exciting development that will certainly enhance the teaching and learning environment for future sports and recreation learners. • In O’Connell Avenue campus, improved canteen facilities and the refurbishment of its Learning Hub provide great supports for learners. • At Scariff campus, the Art room was upgraded to include a new interactive screen, Apple Macs and some key pieces of design focused equipment, which will be utilised by Level 5 Fashion Design learners.
<p>2.7 To promote active awareness of health, safety, welfare and wellbeing for all staff at a personal and organisational level.</p>	<p>The ETB’s FET Division will support the rollout of campus-wide Wellbeing Initiatives including:</p> <ul style="list-style-type: none"> • Programmes connecting Outdoor Education, Sport and Wellbeing. • Programmes connecting Music and Wellbeing. • FET Centres hosting mental health awareness events. 	<p>Building on the work done in previous years in respect of our Public Sector Duty and feedback from over 130 people who participated in our consultation, the College of FET launched a Learner Mental Health and Wellbeing Framework in 2022. The framework outlines how the ETB promotes and supports Learner Mental Health and Wellbeing in a consistent, structured and planned way. The Framework support the College of FET in providing leadership and resources to promote and support Learner Mental Health and Wellbeing and during 2022, funding was made available to Campus Mental Health and Wellbeing Teams to run events and activities which support and promote good mental health amongst our campus communities.</p> <p>At campus level, learners and staff wellbeing continues to be a priority. Many initiatives in 2022 included:</p> <ul style="list-style-type: none"> • Campus-wide approach to Amber Flag Initiatives - the initiative is run by Pieta House to recognise the individual efforts of education providers and community groups to

create healthy, inclusive environments that support mental health and wellbeing.

- **#Break the Bias:** Since January 2022, 22 of the College of FET Campuses have been equipped with dispensers and free period products under our period poverty initiative.
- 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 October 2022.
- Linking creativity and mental health: There is a clear link between how leading a creative life can help with people wellbeing. College of FET, Scariff Campus delivered a range of health-related exercise classes to cater for the needs of the community, promoting
- **Summer Programmes:** Outreach important summer programmes continued, especially given the limited excursions during lockdown. They were an opportunity for a broad based educational and recreational set of experiences for our learners.

Mental Health and Wellbeing – Mental Health First Aid Programme

As part of our efforts to implement the Mental Health and Wellbeing Framework and Action Plan, we recently held staff training in Mental Health First Aid (MHFA). The MHFA courses are widely recognised and backed by research, and aim to equip individuals with the skills and confidence to support loved ones or coworkers who may be facing a mental health challenge or crisis, such as suicidal thoughts or a panic attack. The training was conducted in two separate two-day sessions, one for Youth and one for Adults, held in-person at external locations in Clare and Limerick.

The feedback from the 37 participants was overwhelmingly positive, with an average score of 8 to 10 out of 10. The training received high ratings across various categories, such as the facilitators' knowledge and professionalism, the information provided, and the overall training experience, with most participants rating the training as

		<p>"Excellent" or "Good." Many participants found the training to be valuable and engaging, and suggested that follow-up training or refreshers would be beneficial.</p>
	<p>The ETB's Schools Division will support a positive and supportive work environment in 2022 through the continued 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 - Curriculum including Teaching & Learning - Continued engagement with NEPS (National Educational Psychological Service) 	<p>In 2022, school visits and meetings were conducted with the aim of fostering a positive and supportive work environment. Furthermore, teachers employed in ETB schools have participated in professional development courses and seminars which were organised by the Schools Division. These activities were designed to meet the changing needs of schools and to facilitate the continuous professional development of teachers, with a view to enhancing their leadership roles in schools.</p> <p>Muintearas in ár Scoileanna - Connection in our Schools - Schools Division Hosts Annual School-Wide Winter Webinar</p> <p>Limerick and Clare Education and Training Board's Schools Division held its annual school-wide webinar for staff of all schools with special guest Dr. Zachary Walker, an internationally renowned expert in individual and organisational learning performance on 1 December 2022. Teachers, SNAs and PMEs/Teachers on Co-op, and school leaders enjoyed the webinar, which also featured a panel of contributors. These included Limerick and Clare ETB Chief Executive, George O'Callaghan, and Director of Schools, Donncha Ó Treasaigh, alongside Dr. Niamh Lafferty, Course Director, master's in educational leadership at University of Limerick.</p> <p>The Muintearas in ár Scoileanna – Connection in our Schools event was viewed by over one thousand staff across schools and colleges via Zoom webinar.</p>
<p>2.8 To continue to explore the potential of modern and flexible work practices that support organisational goals, productivity, staff</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>Remote Working pilot being successfully trialled in Head Office functions. This pilot will inform the Remote Working strategy for the organisation.</p>

<p>fulfilment and wellbeing.</p>		
<p>2.9 To continue to support organisational design process at local and national level, to achieve more consistency and coherence in staffing structures and organisational design across the ETB sector.</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 2022 as part of their on-going professional development.</p>	<p>Training was provided to all grades of staff in 2022 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 2022 and further training will be planned for 2023. 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, with more planned for in 2023. In addition, staff have responded to the upskilling required to respond to legislative changes, including online training and attendance at seminars in 2022 on subjects including: Freedom of Information, GDPR, Cyber 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. Limerick and Clare ETB has a dedicated Training Manager.</p>

Strategic Goal 3: Good Governance

Aim: To provide a governance and support framework that underpins the effective and efficient delivery of high quality education and training services.

This is about ensuring that the quality of the ETB'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 2022 Service Plan	Achievements in 2022
<p>3.1 To ensure that our structures are supported by robust systems and procedures, that 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.</p> <p>HR/Payroll inter-department collaboration on the implementation of the transition to Shared Services commenced in 2019, and engagement to continue in 2022. 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>LCETB successfully transitioned to Department of Education, Educational Business Payroll Shared Services platform in October 2022. The successful transition to this platform was the culmination of this project which commenced in 2019.</p>
	<p>The ETB's Corporate Services Department under the Organisation Support and Development Directorate will continue to implement the policy review cycle during 2022 to ensure all policy documentation is reviewed and updated within a 3-year timeframe.</p>	<p>Policy and Procedures continued to be reviewed in 2022 to ensure compliance with legislation and Circular Letters. Corporate Services implemented the Document Control module within Privacy Engine specifically for this purpose. This has proven invaluable in alerting relevant staff as to when the policy must be reviewed.</p>

	<p>During 2022, the ETB's ICT Department will provide collaborative opportunities incorporating online platforms which include StaffCONNECT to support our schools and centres. During 2022 the ICT Department will support the following actions:</p> <ul style="list-style-type: none"> - Continue the development of specific MS SharePoint sites for each school, with associated training and support. - Delivery of continuous professional development to support the rollout of Office 365. - Work with the Department of Education to further develop ICT capabilities across our schools and FET Colleges/Centres, including accessing grants for ICT equipment, and advice and support materials. <p>Roll out of Multi Factor Authentication across LCETB.</p>	<ul style="list-style-type: none"> • All LCETB staff are registered for the use of StaffCONNECT (MS SharePoint). The ICT department have completed a review and upgrade of all school sites on StaffCONNECT. We will continue to develop and maintain same. • The ICT Department continue to liaise and engage digital leaders in our schools and centres around use of Office 365 and the use of our MS Teams platform. Every employee of LCETB has secure access to Office 365 • LCETB continue to promote the effective use of digital technology, integrated as a seamless part of the teaching, learning and assessment practice in every classroom. As part of this commitment any funding/grants available are secured and spent in line with the Digital Strategy for Schools 2027 • All administration staff continue to have access to the secure ETB Portal in 2022. • The ICT Department continue to provide support to all LCETB schools and centres and engage our 3rd party Support and Maintenance partners to assist schools and centres in all their ICT needs. • The ICT Department continue to carry out age analysis and fit for purpose tests on all LCETB hardware/software upgrade same where required. • The roll out of Multi Factor Authentication has been completed across LCETB.
	<p>Governance/Finance/HR/ as designated items on agenda for principal meetings with inputs from Director of OSD and APOs.</p> <p>The ETB's Youth Work Committee will review the previous strategic Youth Work Plan and will develop a new</p>	<p>LCETB Finance meetings held regular meetings with LCETB Youth Work Team reviewing and tracking all finance expenditure. A new strategic plan for Youth Work in the region was commenced in 2022, a framework for the plan was developed. Consultations with stakeholders undertaken and Youth Work plan will be launched in 2023.</p>

	<p>strategic Plan for the next three years (2022 – 2025). The main aim of the plan is 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>2022 will be year two of the UBU Your Place Your Space scheme. The scheme will make new demands of organisations in terms of the levels of reporting and accountability to be completed. The ETB will work closely and in partnership with all the organisations to support them to meet these requirements.</p> <p>The LCETB Youth Work Team will conduct quarterly meetings with the LCETB Finance Section to review and track all finance expenditure.</p>	<p>Regular Quarterly Review meetings with all projects to ensure maximum effectiveness of the targeted programme and full compliance with the rules of the UBU Your Place Your Space scheme.</p> <p>The youth work team worked with the Limerick and Clare ETB Finance pillar and the co-ordination group to ensure compliance and accountability for public funds.</p>
	<p>The ETB's FET Division Strategic Regional Planning Network, FET Steering Group and FET Implementation Teams structure is designed to be inclusive. The model of implementation teams for specific strategies and frameworks provides staff with opportunities to engage in actions related to their area of interest or expertise on a cross-provision basis. During 2022, staff will be engaging with the development of new structured action planning in:</p> <ul style="list-style-type: none"> • Technology-Enhanced Learning. 	<p>Governance and oversight of all Quality Assurance matters within the Limerick and Clare ETB College of FET is carried out by the Quality Council and associated sub-groups. The Strategic Regional Planning Network and Quality Council continue to govern requests for programme development, including apprenticeships.</p> <p>In 2022, and in line with the national SOLAS FET Strategy, further developments emphasised the move from silo provision to one multi-campus College of FET in Limerick and Clare.</p> <ul style="list-style-type: none"> • As part of the integration approach of the FET provision into one College of FET, Kilmallock Town Campus provision aligned their individual provision centre numbers to one campus number. Learners now can access modules that are delivered through the VTOS programme in Kilmallock Town

	<ul style="list-style-type: none"> • Professional Learning and Development. • Enterprise Engagement. • Information, Recruitment and Guidance. • Quality Assurance. • Active Inclusion. 	<p>Campus as stand-alone modules, resulting in part-time and full-time learners together in the one classroom.</p> <ul style="list-style-type: none"> • Similarly, in Ennis Campus, the two separate centre numbers for PLC and for VTOS provision have now amalgamated into one centre number for all full-time provision in Ennis Campus. • Cappamore Campus has also been established as a new satellite centre for the delivery of City and Guilds provision. The creation of the ETB level City and Guilds Super Centre has significantly streamlined the process of addition of satellite centres for local programme delivery. • In the January of 2022, the LCETB Senior Management team along with LCFE/Mulgrave Street and Kilmallock Road Campus VTOS Management teams designed the integration of both provisions into a single full-time provision ranging from QQI level 3 to level 6. This extensive project ensured the integration of all staff from a management, teaching, administration and ancillary perspective into a single staff team. In addition, it has brought about a significant increase in the number of VTOS dispersed learners (those receiving a VTOS training allowance) within PLC levels 5 & 6 provision, and also ensured VTOS reached its allocation for 2022. • A special meeting for FET Coordinators and Managers was held in October 2022, to communicate the significance and the implications of the integration of our provision and support services, towards a College of the Future.
<p>3.2 To continue to innovate and strengthen strategic business planning processes to achieve organisational priorities</p>	<p>The ETB's Schools and FET Divisions will work with the Finance and Audit and Risk Committees during 2022 to actively identify, assess, monitor and manage risk in the context of all of its operations and will ensure that formal and transparent</p>	<p>Training was given to Schools Division Principals and Deputy Principals on reviewing the Risk Register in line with Strategy Statement in 2022. Risk Register continues to be regularly reviewed by Principals, Deputies and Provision Managers.</p>

	<p>arrangements are in place for both internal and external audit. During 2022, 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>Continue to collaborate with other ETBs on the development of CRM/database for the management or organisational data re. QA and employer engagement.</p>	<p>In 2022, several initiatives progressed the implementation of the national priority around the digitalisation of the FET sector. The development of the Strategic Employer Engagement Database (SEED) – a CRM system developed and funded through the SOLAS, provides a unifying approach, on a single platform, across all of our employer engagements, tracking and recording the process from start to finish, delivering a cloud-based solution for all employer engagement. This solution integrates seamlessly with our Office 365 applications along with data fed from our existing systems such as PLSS and ACSS.</p>
<p>3.3 To promote the highest standards of financial and risk management through internal monitoring controls and audits.</p>	<p>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.</p>	<p>The Code requirements were adhered to in 2022. The Audit & Risk Committee met six times in 2022 and reviewed the LCETB Internal Controls at its meeting held in February 2022 and approved the 2021 Statement of Internal Control at its meeting held in March 2022.</p>
	<p>Risk Management: Working with the Finance and Audit and Risk Committees;</p>	<p>Regular updates presented by the Director of OSD at all Audit & Risk Committee and Finance Committee meetings. The Risk</p>

	<p>during 2022 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 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.</p>	<p>Appetite statement was presented to the Audit & Risk Committee in December 2022 and will be presented to the Finance Committee in 2023.</p>
	<p>LCETB Capital and Procurement Section will manage LCETB's properties, both owned and leased, to ensure compliance with all Statutory, Department and Governance requirements. This will involve working closely with LCETB Schools and FET Divisions to ensure the accommodation needs of the organisation are met and all Schools and FET Buildings are fit for purpose.</p>	<p>C & P Section maintained and updated in 2022 the LCETB Register of leased properties. All property matters requiring LCETB Board approval in 2022 were brought for Board approval and applications submitted to the Property Section of the Department of Education. The C & P Section continues to liaise with LCETB's legal advisers on the registration of all LCETB properties. The acquisition and disposal of LCETB properties is carried out in accordance with Statutory and Corporate Governance Procedures.</p>
<p>3.4 To maximise the efficient use of public resources.</p>	<p>The CE and Directors of Schools, FET and OSD ensured that schools, centres and services were supported to use central procurement frameworks and contracts are put in place by the Office of Government Procurement (OGP) during 2022.</p> <p>During 2022 there will be continued close cooperation between the Financial and Procurement functions to ensure the</p>	<p>LCETB Finance Section and LCETB Capital and Procurement Section continued to work in close cooperation to ensure the highest standards of compliance with Public Procurement Procedures, Guidelines and Legislation.</p> <p>LCETB Capital and Procurement Section and LCETB Finance Sections identified and monitored areas of non-compliant expenditure and identified a pipeline of tenders to address non-compliance. LCETB and CMETB implemented the Phase 1 roll out of the new bespoke Contract Management Systems (CMS) for ETBs in March 2022. The</p>

	<p>highest standards of compliance with Public Procurement Procedures, Guidelines and Legislation. This will involve continuing to identify and implement a range of procurement solutions that will deliver compliance, value, efficiency and best practice on behalf of the authority during 2022.</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 2022.</p> <p>LCETB Capital and Procurement Section and LCETB IT Section will ensure that during 2022 there will be continued close cooperation between the Procurement IT functions to ensure the highest standards of compliance with Public Procurement Procedures, Guidelines and Legislation.</p>	<p>Capital and Procurement section provided updates for quarterly expenditure reports which were published on LCETB's website by Finance. Tender Reports on all contracts awarded with a value greater than €100,000 were issued to the Finance Committee. Staff from both Sections liaised 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 2022 in relation to developments in procurement, project management and energy management in the context of ensuring compliance and best practice across the organisation. LCETB C & P staff led the development of the new Contract Management System and engaged in training in Q1 2022.</p>
<p>3.5 To maintain effective data protection, confidentiality and record management processes.</p>	<p>A bespoke system is in place to assist and enable ETB Compliance with GDPR. This will automate the implementation of a Compliance Workbook and, during 2022, the Corporate Services Department will provide assistance in Training and Audit of Schools and Centres around GDPR compliance.</p>	<p>Demonstration of compliance is on-going, with all policies under constant review. Refresher training was rolled out to staff and GDPR training continues to be part of the induction process for all new staff.</p> <p>A national networking group has been set up to share knowledge on how best to utilise the functionality within Privacy Engine and to work together in identifying the data that is collected and the uploading of records of processing activities.</p>

		<p>The retention of records is examined on an annual basis with destruction instructions issued where applicable as per the Records Retention Schedule.</p>
	<p>The ETB's Corporate Services Department will ensure the on-going review and implementation of the Records Management System (DSM) during 2022 in accordance with the ETB's Record Retention Policy and Records Management Policy.</p>	<p>Records Management continues to be reviewed in conjunction with Data Protection and Retention Policies and ensuring value for money.</p>
<p>3.6 To maintain, enhance and embed an effective communications strategy.</p>	<p>The ETB's OSD Directorate will develop a Communication Framework in 2022 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 2022 actions include:</p> <ul style="list-style-type: none"> • Supporting the management and staff of the ETB through provision of latest and most effective technologies to enhance communication, along with the necessary training. • 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 	<p>Limerick and Clare ETB developed its Internal Communications Policy in 2022. This supports the management and staff of the ETB through provision of the latest and most effective technologies to enhance communication, along with the necessary training, continued implementation of the Plain English Strategy and the 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>

	<p>providing pertinent, relevant information to its staff and stakeholders.</p> <p>On-going stakeholder engagement and networking at a local, regional and national level (see 1.8).</p>	
<p>3.7 To maintain and monitor service level agreements/memoranda of understanding and protocols with external agencies to whom we provide grants/resources.</p>	<p>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.</p>	<p>LCETB Finance Department in conjunction with all internal departments in receipt of grants/resources continue to work with all external agencies to ensure compliance with DPER Circular 13/2014.</p>
	<p>The Capital and Procurement Section will develop a Contract Management System in cooperation with ESBS to meet the needs of the organisation</p>	<p>LCETB C & P staff were centrally involved in the development of the new CMS System and the new system went live in March 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 2022, Limerick and Clare ETB signed Memorandums of Understanding with five schools and centres, to provide Quality Assurance to their provision of Further Education and Training. These centres are the Voluntary Secondary and Community Comprehensive Schools, Kilrush Community School, Mary Immaculate School, Lisdoonvarna, St. Joseph's Secondary School, Spanish Point, Scoil Mhuire, Ennistymon and the HSE Disability Services, Limerick. These centres now come fully under Limerick and Clare Education and Training Board Quality Assurance processes and procedures, with assigned QA Support Officers as liaison and support.</p>

<p>3.8 To continue to promote a culture of self-evaluation across the organisation to inform a process of continuous improvement through regularly evaluating the effectiveness of administrative systems and practices.</p>	<p>The CE and Director of OSD will carry out a self-assessment in 2022 as required by the Code of Practice for the Governance of Education and Training Boards.</p>	<p>Self-assessment in 2022 was carried out in accordance with the Code of Practice for the Governance of Education and Training Boards.</p>
	<p>In 2022, the FET Division will launch its new Strategic Framework 2022-2025 which will chart the direction for all FET provision and support services. As part of this, a centralised FET Monitoring and evaluation matrix/masterplan with key indicators of success/progress, effectiveness, and associated metrics for data collection will be developed.</p> <p>In 2022, the FET Division will also establish enhanced mechanisms to capture learners' feedback in a consistent manner across its FET provision.</p> <p>In addition, the FET Division will draft a new Strategic Performance Agreement with SOLAS, agreeing targets in key performance areas, which will be continuously monitored and evaluated at national level through the PLSS/FARR systems.</p>	<p>As the state education and training authority for the Limerick and Clare region, LCETB and the College of FET focus on accountability and good governance, by identifying its strategic objectives, and communicating widely through published Statements and Frameworks, as well as reporting on progress through Annual reports and other compliance requirements.</p> <p>The College of FET Strategic Framework was launched in July 2022. It is an umbrella document that provides clear direction for all FET provision and support services. 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. 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>Learner voice</p> <p>The development of consistent and quality mechanisms to capture learners' feedback formed part of the recommendations from the Institutional Review of Quality Assurance (2020).</p>

		<p>In 2022, several initiatives progressed this priority:</p> <ul style="list-style-type: none"> • The Quality Council membership was reviewed to include a learner representative. • In December 2022, the College of FET organised a regional Learner Forum in partnership with Aontas. FET learners from various provision in Limerick and Clare had the opportunity to give their feedback in a face to face facilitated meeting. • As part of the recommendations from the Institutional Review of quality assurance, the College of FET also piloted a Learner Questionnaire to be circulated to all FET learners annually, ensuring the feedback loop from campus level to organisational to inform decision-making and quality improvements. The Learner Questionnaire will be rolled out early in 2023. • In 2022, the Mulgrave Street Campus' Student Union has over 70 active class representatives participating this year and representing courses across both the Mulgrave Street and Kilmallock Road campuses. Following Class Rep training, they worked with their classes, and the union and management organised two fundraising events, active societies and clubs, all led by volunteers. • Several initiatives also aimed to shine a light on current and past FET learners, who gave their accounts of the learning experience with LCETB. This included an initiative from the Learning Hubs through a Learner Voice Podcast (available here), and several articles in the local and national newspapers.
<p>3.9 To ensure compliance in line with legislation.</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 2022.</p>	<p>The ETB'S Finance and HR Departments under OSD worked successfully with the National Pensions project in 2022 and this work will continue into 2023.</p>

	<p>The CE and Director of OSD in 2022 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>3.10 To promote corporate social responsibility and environment sustainable ethos ensuring that this is reflected across the organisation.</p>	<p>LCETB Capital and Procurement Section, in accordance with responsibilities as a Public Sector Body, will strive to achieve the target of a 50% reduction in energy usage and 51% reduction in CO₂ by 2030.</p> <p>During 2022, LCETB continued to promote ongoing investment in energy-reduction measures through participation in relevant initiatives including the National Pathfinder Programme and SEAI Programmes.</p>	<p>LCETB is a member of the Steering Group, with the DE and the SEAI, on the National Energy Pilot Pathfinder Programme for Schools. This Pathfinder Programme continued in 2022 to pilot various approaches to undertaking deep energy retrofits of schools across the country. This included the completion of Phase 2 of energy retrofit works to Coláiste Iosaef, Kilmallock, the awarding of the contract for the retrofit of Ennis Community College, to commence in Q1 2023 and completion of the tender documentation for the Design and Build Programme at Hazelwood College, Dromcollogher. The statutory Monitoring & Reporting Returns on LCETB energy usage was submitted to the SEAI. C & P engaged with Schools, Centres and Offices to establish Green Teams. LCETB signed up to and participated in the National ‘Reduce your Use’ Campaign for winter 2022. LCETB continued to work with its SEAI Partnership Manager do develop strategic energy management initiatives with the roadmap to achieving statutory targets due in 2023.</p> <p>LCETB continued to engage with the Department of Education Building Unit, SOALS and DFHERIS during 2022 to maximise investment in LCETB Schools and Centres to ensure our facilities comply with all relevant legislation, regulations and the highest standards of energy efficiency. Energy audits were completed on high energy user FET locations for potential inclusion in the FET Pathfinder Programme. Work on the new NZEB Training Facility commenced in Q1 2022 with the new facility to commence operation in January 2023.</p>

1. Midwest Renewable Energy Training and Education Network:

Limerick and Clare Education and Training Board is a member of the Midwest Renewable Energy Training and Education Network, under the guidance of Limerick County Development Plan.

This group, includes multiple education providers across NFQ levels (TUS, UL, Limerick and Clare ETB, Maritime College), and will be working with Renewable Energy stakeholders to understand and plan for the current and future talent pipeline in this sector.

2. Green Innovation Campus Centre of Excellence -

NZEB and Retrofit Facility – Roxboro Campus

The NZEB and Retrofit Centre of Excellence will provide training courses in sustainable construction and retrofit for the long-term unemployed on the Southside of Limerick City (Parameters 4.6 and 4.7). We will link in with community agencies in Southill to identify long-term unemployed individuals interested in skills training and with local employers to support successful transition to employment.

3. In 2022, the FET Division will implement a number of initiatives:

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. The EESS continued to be a representative on multiple SOLAS teams for the planning and implementation for a variety of environmental and sustainability programmes.

In 2022, the College of FET delivered a number of new initiatives in this area:

- **DigiEco:** DigiEco Green Skills Training is a regional initiative to position SME's and Micro Enterprises on the first step of their sustainability journey through creating awareness of the Green Economy and the potential impact and opportunities for their business. It is a collaborative programme delivered by LCETB and TUS Mid-West. In collaboration with the Regional Skills Midwest and Local Enterprise Offices, micro-enterprises were supported to transition to more sustainable business practices.
- **Green Innovation Campus - NZEB and Retrofitting** Campus LEDP. In August 2022, LCETB embarked on the NZEB journey in the Limerick and Clare Retrofit Centre of Excellence. A class of six learners, from 17 to mid-60s, took a 2-week intensive course to gain the knowledge, skills and competence to select and safely install a range of insulation and draught proofing systems in the construction environment. The successful completion of the QQI Level 5 award in Thermal Installation Insulation will enable Learners to work independently and under supervision in the industry whilst applying current building regulations and safety and health regulations to specific construction related projects.

In addition, the Energy Performance of Buildings Directive (EPBD) requires all new buildings from 2021 to be nearly zero-energy buildings (NZEB). To support key stakeholders, the College of FET

- 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 becoming Ireland's first Energy Positive SMART City.
- Limerick and Clare ETB are 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.

Course Provision

- Further development of F-Gas training provision, as the only FET provider in Ireland of QQI certified F-gas programmes.
- Developed and delivered a 6-week sustainable energy course through Community Education, aimed at building local capacity and awareness in the green agenda and local sustainable energy initiatives.
- Limerick and Clare Education and Training Board in partnership with Limerick Enterprise Development Partnership provided Frontline Office

ran a one-day NZEB Retrofit Fundamental Awareness programme in August 2022, to empower tradespeople, engineers, architects and all who work in construction and the built environment, and raise awareness on the principles and practices required to meet the NZEB standard.

Other Green skills provision included:

- Horticulture: there has been huge demand for horticulture courses across the College of FET campuses.
- Upcycling/Recycling courses
- Garden design courses
- F-Gas Compliance Training: 2022 saw changes in legislation and qualification requirements in the area of refrigerant handling and in particular in the area of F-gas. In order to continue delivering compliance training to industry, the College of FET applied for, and were the first provider to be validated to deliver the new awards in F-gas handling. A total of 604 learners were trained and certified in F-gas handling in 2022. This number will increase in 2023.

Green Economy – Procurement Processes

- LCETB ensures sustainability aspects are considered in the procurement process and promote the use of lifetime costs/total acquisition costs for all appropriate contracts and include sustainability criteria in tender award criteria and evaluation process where appropriate.
- LCETB continues to examine where it can enhance its environmental objectives in the procurement of Printing; IT equipment; Capital Building Projects & Catering services.
- LCETB is committed to ensuring procurement will consider all aspects of 'green' procurement options to tackle climate change in accordance with national policy.
- LCETB continues to work towards Green Procurement: Article 7 – which is to be in place by 2023. This will ensure potential suppliers have environmental systems in place where

and Technical Support Training for the Environmental Services Sector. This is a unique accredited 14-week full-time course, and the training was enhanced by private industry input and support.

- Gardening for Biodiversity courses
- Organic Horticulture courses
- Introduction to Beekeeping
- Introduction to Marine Biology and local seawaters.
- Environmental Studies QQI Level 5
- Sustainability in the workplace QQI Level 5 and level 4 through STA.
- Driven by Government targets to enable adoption of zero emission cars and vans, Limerick and Clare ETB will develop programmes in 2022 offering training in servicing and maintenance of electric/hybrid vehicles.

4.Green Economy – Procurement Processes

Limerick and Clare ETB will promote and develop programmes to encourage the implementation of green elements into procurement processes to initially include energy, food and catering services, cleaning products and services, office IT equipment and paper.

appropriate. New cleaning & waste management contract (reduction to landfill, A+ rated appliances, Reduced CO2)

Strategic Goal 4: Partnership

Aim: To develop organisation-wide collaboration and to work in partnership with all government departments and agencies, education partners, as well as industry and community stakeholders, to deliver innovative solutions which respond to the changing social, economic and environmental needs of the region.

This is about responding to statutory obligations and building relevant partnerships to create effective pathways and promote the role of education and training in developing the economic competitiveness and social inclusion of our region.

Objective from Strategy Statement	Commitment in 2022 Service Plan	Achievements in 2022
4.1 To enrich an organisation-wide culture of collaboration.	To facilitate intersection collaboration and encourage the use of internal resources, facilities and services to enhance the staff, student and learner experience.	<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 2022 for all our stakeholders in our region.</p> <p>In 2022, 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> <p>Limerick and Clare ETB continue the culture of collaboration and one example of this is the DigiEco Green Skills Training, which is a regional initiative to position SME's and Micro Enterprises on the first step of their sustainability journey through creating awareness of the Green Economy and the potential impact and opportunities for their business. It is a collaborative programme delivered by LCETB and TUS Mid-West. In</p>

		<p>collaboration with the Regional Skills Midwest and Local Enterprise Offices, micro-enterprises were supported to transition to more sustainable business practices.</p> <p>In 2022, as part of its commitment to collaboration and indeed quality assurance around governance, the Quality Council membership was reviewed to include a representative from Higher Education (Mary Immaculate College). In addition, the College of FET signed Memoranda of Understanding with several HEIs, including TUS and WIT and progressed same with Mary Immaculate College and University of Limerick. A new Memorandum of Understanding was signed between LCETB and TUS to strengthen and deepen collaboration across a range of joint undertakings, towards the development of an integrated tertiary education and training environment across Limerick and Clare.</p>
<p>4.2 To promote a culture of collaboration, innovation and partnership in order to enhance opportunities for all our stakeholders in the region.</p>	<p>Youthwork will work in partnership across a range of fora within the region and outside to:</p> <ul style="list-style-type: none"> • Contribute to the development in policy in relation to youth work and related areas. • Highlight the value and visibility of youth work as an intervention for all young people. • Ensure effective communication between all organisations working with young people in the region. 	<p>Participation in ETBI structures – Youth Officer Network and ad hoc consultations as arranged by DCEDIY.</p> <p>Participation on a range of committees, boards, consultative groups, e.g. Drug Task Force, Comhairle na nÓg, Restorative Practices, CYPSC, Local community structures and other support networks.</p>
	<p>LCETB Capital and Procurement Section continued to manage and deliver projects for non-LCETB Schools during</p>	<p>Progress achieved on non-ETB schools in 2022 is summarised below:</p> <ul style="list-style-type: none"> • Gaelscoil Sheoirse Clancy – Construction commenced on site. • Gaelscoil Mhichil Ciosog – Planning permission for the extension to was granted in 2022. However, the project could not progress as this

	<p>2022 to ensure the most cost-effective and efficient use of public funding.</p>	<p>decision was appealed to An Bord Pleanála. A decision on this appeal is due in 2023.</p> <ul style="list-style-type: none"> • Sacred Heart National School, Monaleen – Planning application for demolition of existing school and construction of new 32 Classroom was granted with the project expected to go to tender in 2023. • Gaelscoil Donncha Rua – Planning permission for new school granted with project expected to go to tender in 2023. • St. Brigid’s National School – Detailed Stage 1 Report submitted to DoE and project now to be delivered under the Department’s Timber Modular Pilot Programme. • St. Mary’s National School, Limerick – Detailed Stage 1 Report submitted with follow up Technical Site Visit to review and agree final design approach in October 2022. • Salesian College, Pallaskenry – Detailed Stage 1 Report submitted. • Gaelscoil Uí Chóimín - Design Team appointed. Design not progressed until boundaries agreed by DoE with CCC. • St. Clement’s College – Awaiting DoE approval of Stage 1 Report. • St. Patrick’s Comprehensive, Shannon – Design Team appointed, design development ongoing with further input and clarification from DoE due in Q1 2023.
	<p>The FET Enterprise Engagement support service is a member of the MidWest Regional Skills Fora enabling access to Skills Cluster Groups i.e.: Limerick for Engineering, Limerick for IT, Limerick for Manufacturing, Limerick for Film and Limerick for Hospitality. This results in the delivery of programmes specific to the training needs of these sectors. It also engages with the MidWest Regional Skills Fora Implementation Plan, Limerick Development Plan 2022-</p>	<p>In 2022, the Enterprise Engagement Support Service (EESS) continued to engage with a broad range of stakeholders, employers and learners, highlighting the strategic role of the ETB in skills development in the Mid-West. The range of engagement activities with employers, from strategic meetings at regional and local level, consultations, site visits, input in the curriculum development, etc. have all contributed to enhancing the relevance of our FET provision. The College of FET Campuses also continue to develop local links through the work of FET coordinators across the region, strengthening business connections at local level. 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</p>

	<p>2028 and Regional Enterprise Plan. This enables FET options like Skills to Advance to be promoted as a funding opportunity for training in line with Springboard and Skillsnet. By engaging with stakeholders such as the Ballyhoura Group and West Limerick Resources, PAUL Partnership, LEO Enterprises, STA target SME's and develop courses to address their upskilling needs. Local links are also developed by working closely with our Limerick and Clare Education and Training coordinators throughout the region enabling local business connections at local level.</p>	<p>developed through Skills to Advance (STA) and other provision, which provided upskilling and reskilling opportunities to 1,530 employees across 102 programmes, equipping those employees with the skills they need to progress in their current role or to adapt to the changing job market. In 2022, the inclusion of online delivery of Skills to Advance programmes, virtual industry briefings, live in-person showcase events all supported stakeholders.</p>
<p>4.3 To continue to build on local, regional, national and international partnerships, to share best practice and enhance our profile as a leading provider of quality education and training.</p>	<p>In 2022, the FET Division will carry out Erasmus+ learning mobility projects under the Programme's Key Action 1 to support organisations in delivering professional and personal development opportunities for staff teachers, trainers and other education staff. Accreditation will provide an opportunity for us to avail of stable funding over a 5 to 6 year period and allows us to prepare simplified applications on a yearly basis for international travel.</p> <p>Objectives – linked to our FET Strategy 2021-2025 and QAIR:</p> <ul style="list-style-type: none"> - Increase Internationalisation and build capacity around E+ 	<p>In 2022, two College of FET Staff Professional learning and development accreditation projects were approved – one in VET and the other in Adult Education. Erasmus+ accreditation is a quality label awarded by the European Commission to organisations that have successfully implemented high-quality projects under the Erasmus+ program. It enhances the organisation's reputation, credibility and provides greater visibility and recognition at the European level. As part of the applications, the College of FET developed 'Erasmus Plans' that link mobility activities with our organisation's needs and objectives including those of the QAIR and our Strategic Framework. In total, we hope to send almost 200 staff on mobility over the life span of the project.</p> <p>In 2022, our first international mobilities returned post pandemic with 18 staff travelling to locations like Iceland, Italy and Estonia on courses/conferences. The College of FET hosted a number of staff from Norway on a job shadow in both 2021 and 2022.</p>

	<ul style="list-style-type: none"> - Staff Development opportunities in Teaching and Learning - Development of New Curricula - Developing Digital Capacity and ensuring digital inclusion - Build new networks – information exchange – potential project partners etc. <p>In 2022, the FET Division will continue to share best practice at local, national and international levels through conferences, training and papers shared with learning providers.</p>	<p>The LCFE Erasmus Plus Programme was awarded Erasmus Plus Accreditation in January 2022. This will allow the college to access stable funding up to 2027, and will allow for long-term planning which will be of great benefit to the programme. 21 learners from Business, Tourism and Sport subjects participated in the Erasmus Plus programme in February 2022. Learners completed their two-week work placement, while living independently in Malaga, Spain and La Rochelle, France. Learners had the opportunity to gain experience in their vocational area, enhance their language skills and also experience the culture of another EU country.</p> <p>The Hospitality Education and Training Campus also continued to send learners on high quality work experience in Spain. Raheen Campus also hosted a group of young adult learners from a vocational school in Germany in 2022, with the intention of growing this relationship in to the future.</p> <p>Finally, the College of FET piloted a new centralised Internationalisation Fund – to support FET Staff who would like to attend short duration international conferences or networking events related to any of our strategic priority areas – which are outside the Erasmus criteria. This fund helps us to pursue our aims around internationalisation as well as providing a way of acknowledging and valuing the commitment and expertise of our staff. In 2023, we are sending 3 staff to the UK and Malta from this fund.</p>
<p>4.4 To continue to develop initiatives in response to national policy requirements of the Department of Education and the Department of Further and Higher Education, Research, Innovation and Science.</p>	<p>During 2022, the ETB’s FET Division will liaise with SOLAS in relation to the implementation of the three-year strategic performance agreement. Specific actions in 2022 are outlined in the Funding Allocations Requests Template 2022 submitted to SOLAS.</p>	<p>In 2022, A new Strategic Performance Agreement 2022-24 was agreed with SOLAS, highlighting key targets and performance indicators.</p> <p>College of FET Ukraine Response 2022</p> <p>The College of FET is committed to being part of the Irish Government’s humanitarian response in welcoming people fleeing the war in Ukraine and seeking protection in Ireland. By the 11th of December 2022, the CSO statistics for the ETB region indicated a total of 6,335 Ukrainian Refugees living in Limerick and Clare.</p> <p>LCETB has been part of the interagency response in both counties and are members of the Local Authority Community Fora in Limerick and Clare, in addition to the sub-structures co-ordinating efforts in conjunction with the DSP, HSE, Local Development Companies, Immigration services and other</p>

		<p>community and voluntary organisations. The College of FET developed a service-wide, integrated response. A cross service operational group established to include Core Skills, ESOL, Guidance and Active Inclusion meets weekly with the relevant Adult Education Officers to plan provision, review issues, manage budget and develop innovative responses. Our Integrated response to date has included:</p> <ul style="list-style-type: none"> • The establishment of our FET Ukrainian Response Group, which has 112 members. • The establishment of the REALT Team within LCETB – interagency group responsible for supporting children in accessing school places and transport. • The development of and writing content for a Ukrainian Page on the LCETB Website. • The funding for the translation and publication of the Ukrainian Education Booklet • Writing of Business Case to secure additional ESOL budget for Core Skills Provision. • Writing of Business Case to secure additional management resources – funded from the AISS Budget. • Application to REACH funding for Transport/ Rental Costs to support ESOL • Application to REACH Fund and Management of Learner Assistance Fund to Support significant number of Migrant Learner • Purchase of an additional 200 devices for the Learning hub device library to meet increasing demand for Device Equity Loans • Several mental health and wellbeing initiatives in FET campuses for Ukrainian and ESOL learners. • Remote ESOL provision. • Information booklet in Ukrainian and English
<p>4.5 To continue to strengthen linkages with enterprise in order to maximise</p>	<p>The FET Enterprise Engagement support service is a member of the MidWest Regional Skills Fora enabling access to Skills Cluster Groups i.e.: Limerick for</p>	<p>In 2022, some examples of STA initiatives included:</p> <ul style="list-style-type: none"> • Working closely with small and medium-sized enterprises to identify skills and training needs and invest in their workforce, FET programmes included project management, conflict management,

opportunities for our students/learners and contribute to the development of the skills ecosystem for the Mid-West region.

Engineering, Limerick for IT, Limerick for Manufacturing, Limerick for Film and Limerick for Hospitality. This results in the delivery of programmes specific to the training needs of these sectors. It also engages with the MidWest Regional Skills Fora Implementation Plan, Limerick Development Plan 2022-2028 and Regional Enterprise Plan. This enables FET options like Skills to Advance to be promoted as a funding opportunity for training in line with Springboard and Skillsnet.

The Limerick and Clare region constitutes one of the foremost environments for the creation of jobs. In the last two years, the Mid-West region benefited from 17 FDI announcements outperforming the rest of the country. The main employment sector in Limerick and Clare remains the services sector, followed by commerce and trade and manufacturing industries. The Regional Skills Forum has identified the current strengths and future growth prospects in the regional economy in biotechnology, medical technology, ICT, aerospace, tourism, agri-business and logistics. The Forum has also identified skills clusters in Hospitality, Engineering, Film and ICT. These employer-led skills clusters identify current and future skills needs

leadership and management as-well as many others in areas such as ICT, Hospitality and Tourism.

- Training need assessments with industry identified potential skills gaps in various businesses, and resulted in new courses offered, i.e. Environmental Sustainability in the Workplace, Safety and Health at Work, Industrial Pneumatics, Maintenance Skills (full-award).
- Pathways to Engineering: The Enterprise Engagement team met with members of Explore Engineering Kostal, Rusal Aughinish, Johnson & Johnson, EI and Lufthansa to discuss and promote pathways for employees in the Engineering sector.
- Following the success of the pilot in 2021, a new iteration of the Coding for Women (QQI Level 5) started in 2022. This 12-month immersive course in full-stack software development followed by a three-month work placement with IT companies, is part of a partnership between the College of FET, the Code Institute, Digital Mid-West (formerly Limerick for IT) and the Mid- West Regional Skills Fora. The initiative is backed by employers from the Limerick for IT cluster, who acknowledge the importance of a local talent pipeline and the drive to improve female representation in the sector.

In 2022, the College of FET continued to grow engagement with industry across all sectors. 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. In 2022, some initiatives included:

- As part of the local and regional employer fora, the EESS and IRGSS provided support to Rettig Ireland employees, following the company closure in Newcastle West in June 2022. Relevant information on education and training opportunities as-well as on-site delivery of individualised workshops and career guidance counselling sessions were delivered to 50 employees who were facing redundancy.

	<p>with the support of education and training providers. Through Skills to Advance, the FET Division will continue to use accredited QQI programmes, City, and Guilds programmes to develop new courses to meet the needs of industry.</p>	<ul style="list-style-type: none"> • Industry briefings with post-primary school students and guidance counsellors were conducted throughout 2022 both online and face-to-face. • Engagement with Regeneron and Analog resulted in attendance by over 30 guidance counsellors and a review of the pathways from FET and HE to industry. Focus groups with Guidance Counsellors were set up to facilitate access to information. • Limerick City Regeneration Projects actively engaged with the Enterprise Engagement Support Service in the promotion of career pathways, job fairs, specialised projects, engaging those in economically disadvantaged areas to employment. • Modular Automation Upskilling Event: The College of FET hosted a stand at an upskilling event in Modular Automation in Shannon, to promote Skills to Advance courses and other courses throughout the ETB, to the employees in Modular Automation and to HR Managers from a number of companies in Shannon; • In March 2022, the EESS and the Director of FET addressed regional employers at the Mid-West Regional Skills Construction Skills Employers Briefing in Limerick. • At campus level, Business and IT Departments at Mulgrave Street Campus hosted a very successful Enterprise Morning in March 2022, which featured a wealth of guest speakers from a variety of business sectors who shared their expertise with learners. The Creative Media Department also linked with local and regional creative media industries including Magpie Animations, Emerging Limerick Filmmaker, Film in Limerick and Troy Studios and Odyssey Studios. • Various campuses across the College have also engaged industry experts through Enterprise mornings with lectures or workshops for learners.
<p>4.6 To continue to foster and strengthen links with other</p>	<p>The FET Division will continue to work with key education partners to promote</p>	<p>PATHWAYS FROM SCHOOLS The Pathways from School to FET programme within the College of FET is funded by SOLAS and aims to:</p>

agencies and bodies, including networking with other ETBs and third level institutions, in the delivery of public services throughout the region to promote and support learning and transitions.

and develop transitions pathways for learners. This includes working with schools to promote FET as a valuable route for secondary students. Particular attention will be paid to promoting apprenticeships as a valuable progression path from PLC, transition year and HE, via taster courses and liaison with guidance counsellors.

- Provide a unique opportunity for students and teaching staffs to engage in active learning in a FET or similar centre.
- Enable, support, and encourage students participating to see career pathways from school to FET and onwards.
- Increase awareness and participation in Further Education.
- Promote linkages with post-primary education, training, and employment opportunities

Some of the options available in 2022 included:

- **General Pathways Programmes**, such as English classes, math support classes, etc.
- **Sectoral Specific Pathways Programmes**, such as Barista Training, Junior Chef Apprentice Taster, Pathways to Outdoor Education and Pathways to Construction.

For instance, a joint initiative between the ETB College of FET and the Schools Division led to ‘taster’ vocational courses being integrated into second level education. In 2022, Culinary Skills and Barista Skills courses were delivered to almost 450 TY students who have an interest in the hospitality sector as a career, or in just learning a skill for life.

In May 2022, finalists in this year’s Shannon Region Junior Chef competition included students from Coláiste Íde agus Iosef Abbeyfeale, St Anne’s Community College Killaloe, Gaelcholáiste Luimnigh, and Mungret Community College.

- **Pre-Apprenticeship Pathways Programmes:** The college of FET continued to develop Pathways to Apprenticeship – 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.
- **Taster Workshop Pathways**, such as Family Learning workshops, Beauty and Hairdressing.

➤ **Special Events** supporting Pathways are coordinated by the EESS in collaboration with regional industry and education partners. This Mid-West sectoral approach to skills development is a unique and innovative way to promote skills development in the region. In 2022, examples included:

- In May of 2022, an Explore **Engineering showcase** at Limerick Racecourse attracted 900 people.
- In December 2022, the **Explore Engineering ‘Inspire Women in Engineering’** event attracted 350 female secondary students from 12 different schools across Limerick and Clare. The attendance and publicity of these events is coordinated by the Enterprise Engagement team with colleagues in TUS and UL.
- Showcasing College of FET to over 4,000 learners at the **Mid-West IGC Careers Fair** - The IRGSS in conjunction with the ETB Communications and Marketing Team, presented the College of FET, as an integrated, multi-campus College, showcasing its provision to over 4000 senior cycle students from schools across the region In October 2022.
- The EESS, Raheen and Shannon campuses and the ETB Marketing and Communications department organised and promoted the **Apprenticeship and Traineeship Showcase** in November 2022 as part of European Vocational Skills Week. Visitors enjoyed meeting educators, instructors and employers throughout interactive zones and guest speakers over the two-day event.

PATHWAYS FROM

In 2022, the College of FET continued to develop closer links with the HE sector, in order to advance the development of progression pathways for the benefit of both FET and HE learners. There were many examples of FET learners progressing to HEIs.

In 2022, as part of its quality assurance around governance, the Quality Council membership was reviewed to include a representative from Higher

		<p>Education (Mary Immaculate College). In addition, the College of FET signed Memoranda of Understanding with several HEIs, including TUS and WIT and progressed same with Mary Immaculate College and University of Limerick. A new Memorandum of Understanding was signed between LCETB and TUS to strengthen and deepen collaboration across a range of joint undertakings, towards the development of an integrated tertiary education and training environment across Limerick and Clare.</p> <p>The FET provision and the IRGSS also 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.</p>
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Map of Provision



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

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

NZEB & Retrofitting Centre of Excellence, 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