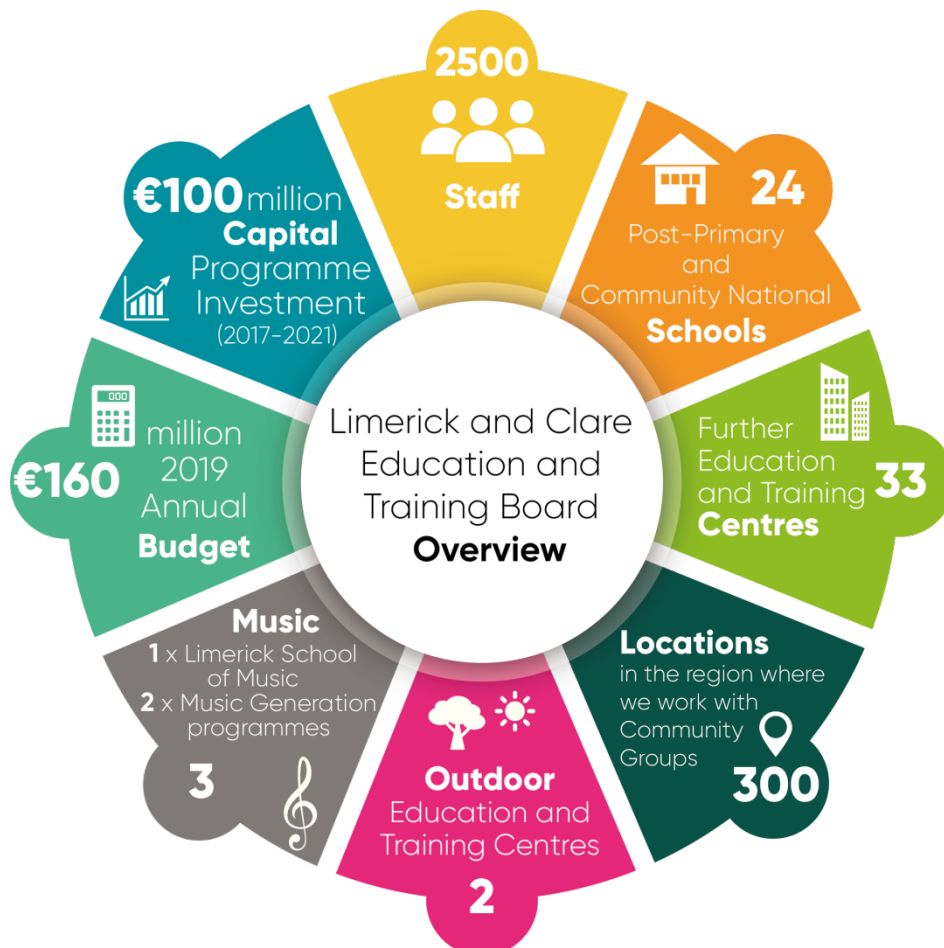




Bord Oideachais & Oiliúna
LUIMNIGH & AN CHLÁIR

LIMERICK & CLARE
Education & Training Board

Annual Report 2019



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Foreword

Welcome to the Limerick and Clare Education and Training Board Annual Report 2019. The publication of our annual report and financial statements is a primary expression of public accountability for our Education and Training Board and the report provides an overview of the services provided and progress made in 2019 under the four key goals outlined in the Limerick and Clare Education and Training Board Strategy Statement 2017–2021 and commitments made by the authority in the Limerick and Clare Education and Training Board's 2019 Service Plan.



The Limerick and Clare Education and Training Board Annual Report 2019 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 2019 in implementing commitments outlined in the ETB's 2019 Service Plan.

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

George O'Callaghan
Chief Executive

Limerick and Clare Education and Training Board



Limerick and Clare Education and Training Board – The Board

Function 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 any body nominated to carry out the internal audit functions under *section 52*,
- i) provide education and training at the request of, and on behalf of, any body 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 and Youth Affairs in relation to such support, and
- k) assess whether the manner in which it performs its functions is economical, efficient and effective.

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. Limerick and Clare Education and Training Board confirms that It complies with the up-to-date requirements of the Code in its governance practices and procedures. 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 & Skills;
- the Minister for Education & Skills 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 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 2019 – Limerick and Clare Education and Training Board Annual Financial Statements for the year ended 31st of December 2019 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 2019. 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 2019 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.



Limerick and Clare Education and Training Board: Membership up to 19th September 2019

Cllr	Mary	Howard	County Clare Local Authority Chairperson
Cllr	Marian	Hurley	Limerick City and County Local Authority Deputy Chairperson
Ms	Joan	Aherne	Staff Representative
Mr	Tony	Brazil	Member from Bodies as per Section 30 (11) (b) of the Education and Training Boards Act (2013)
Mr	Michael	Cregan	Member from Bodies as per Section 30 (11) (b) of the Education and Training Boards Act (2013)
Cllr	Cathal	Crowe	County Clare Local Authority
Cllr	Michael	Donegan	Limerick City and County Local Authority
Ms	Mary	Flanagan	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
Cllr	Michael	Hillery	County Clare Local Authority
Cllr	Gabriel	Keating	County Clare Local Authority
Mr	Sean	McMahon	Member from Bodies as per Section 30 (11) (b) of the Education and Training Boards Act (2013)
Mr	Gordon	Mewis	Staff Representative
Ms	Ann	Nicholas	Member from Bodies as per Section 30 (11) (b) of the Education and Training Boards Act (2013)
Cllr	Ann	Norton	County Clare Local Authority
Mr	Dónal	Ó hAiniféin	Parent Representative
Cllr	Richard	O'Donoghue	Limerick City and County Local Authority
Cllr	Kieran	O'Hanlon	Limerick City and County Local Authority
Cllr	Elena	Secas	Limerick City and County Local Authority
Cllr	Lisa Marie	Sheedy	Limerick City and County Local Authority



Limerick and Clare Education and Training Board: Membership from 2nd October 2019

Cllr	Kieran	O'Hanlon	Limerick City and County Local Authority Chairperson
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



**ETB Board Membership
 Meetings Attended**

BOARD MEMBER	22/01	26/02	19/03	16/04	15/05	NEW BOARD	02/10	15/10	19/11	17/12
Ms Joan Aherne	Yes	Yes	Yes	Yes	Yes					
Mr Tony Brazil	Yes	Yes	Yes	Yes	Yes					
Mr Michael Cregan	Yes	Yes	Yes	No	No		No	Yes	Yes	Yes
Cllr Cathal Crowe	Yes	No	No	No	No					
Cllr Michael Donegan	Yes	Yes	Yes	Yes	No		Yes	Yes	Yes	No
Ms Mary Flanagan	No	Yes	Yes	Yes	Yes					
Cllr Liam Galvin	Yes	No	No	No	No		Yes	Yes	Yes	Yes
Cllr Michael Hillery	No	No	No	No	No					
Cllr Mary Howard	Yes	Yes	Yes	Yes	Yes					
Cllr Marian Hurley	Yes	Yes	Yes	No	Yes					
Cllr Gabriel Keating	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes
Mr Gordon Mewis	No	Yes	Yes	Yes	No					
Mr Sean McMahon	Yes	Yes	Yes	Yes	Yes		No	Yes	Yes	Yes
Ms Ann Nicholas	No	Yes	Yes	Yes	Yes					
Cllr Ann Norton	No	Yes	Yes	No	Yes		Yes	Yes	No	Yes
Cllr Richard O'Donoghue	No	Yes	Yes	No	No					
Mr Donal Ó hAiniféin	Yes	No	Yes	Yes	Yes		Yes	Yes	Yes	Yes
Cllr Kieran O'Hanlon	Yes	Yes	No	No	Yes		Yes	Yes	Yes	Yes
Cllr Elena Secas	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes	No
Cllr Lisa Marie Sheehy	Yes	Yes	No	No	No					
Cllr Clare Collieran Molloy							Yes	Yes	No	Yes
Mr Michael Guilfoyle							Yes	No	Yes	Yes
Ms Catherine Hehir							Yes	Yes	Yes	No
Cllr Sarah Kiely							No	Yes	Yes	Yes
Cllr Joe Killeen							Yes	Yes	Yes	No
Cllr Paul Murphy							Yes	Yes	Yes	Yes
Cllr John Sheahan							No	Yes	Yes	Yes
Cllr Brigid Teeffy							Yes	Yes	Yes	Yes
Ms Sheila Hickey							Yes	Yes	Yes	No
Ms Elaina Fitzgerald								Yes	Yes	No
Mr Mark O'Dea								Yes	Yes	No
Ms Marian Petty								Yes	No	No



**ETB Audit and Risk Committee Membership
 Meetings Attended**

COMMITTEE MEMBER	13/02	13/03	09/05	18/06	NEW COMMITTEE	19/12	
Ms Marion Collins, Chairperson	Yes	Yes	Yes	Yes			
Cllr Marion Hurley	Yes	Yes	Yes	Yes			
Cllr Gabriel Keating	Yes	Yes	Yes	Yes			
Mr Declan Phillips	No	Yes	Yes	Yes			
Mr Jimmy Browne	Yes	No	Yes	Yes			
Mr Sean McMahon	Yes	Yes	Yes	Yes			
NEW COMMITTEE							
Mr Donal Fitzgibbon, Chairperson							Yes
Mr Fergus Dunne							Yes
Cllr Mary Howard							Yes
Cllr Gabriel Keating							Yes
Cllr Sarah Kiely							Yes
Mr Sean McMahon							No
Mr Declan Phillips						No	
Mr Matt Power						Yes	

**ETB Finance Committee Membership
 Meetings Attended**

COMMITTEE MEMBER	26/02	26/03	05/06	NEW COMMITTEE	19/12	
Mr Tony Brazil, Chairperson	Yes	Yes	Yes			
Cllr Liam Galvin	No	No	Yes			
Cllr Mary Howard	Yes	No	Yes			
Cllr Kieran O'Hanlon	No	Yes	Yes			
Mr Fergus Dunne	Yes	Yes	Yes			
NEW COMMITTEE						
Mr Sean Conlon, Chairperson						Yes
Ms Sadie Ahern						Yes
Mr Eugene O'Brien						Yes
Cllr John Sheahan						No
Cllr Joe Killeen					Yes	
Ms Elaina Fitzgerald					Yes	



Limerick and Clare Education and Training Board Finance Committee 2019

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.

The members of the Finance Committee from January 2019 to November 2019

External

Mr Tony Brazil, Chairperson
Mr Fergus Dunne

Internal

Cllr Liam Galvin
Cllr Mary Howard
Cllr Kieran O'Hanlon

The members of the Finance Committee from December 2019

External

Mr Sean Conlon, Chairperson
Ms Sadie Aherne
Mr Eugene O'Brien

Internal

Cllr John Sheahan
Cllr Joe Killeen
Ms Elaina Fitzgerald

Limerick and Clare Education and Training Board Finance Committee Meeting Dates 2019

26th February 2019
26th March 2019

5th June 2019
19th December 2019

Limerick and Clare Education and Training Board Audit and Risk Committee 2019

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.

The members of the Audit and Risk Committee from January 2019 to November 2019

External

Ms Marion Collins, Chairperson
Mr Jimmy Browne
Mr Declan Phillips

Internal

Cllr Gabriel Keating,
Cllr Marion Hurley
Mr Sean McMahon

The members of the Audit and Risk Committee from December 2019

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

Limerick and Clare Education and Training Board Audit & Risk Committee Meeting Dates 2019

13th February 2019
13th March 2019
9th May 2019

18th June 2019
19th December 2019



Organisation Support and Development

In 2019 Limerick and Clare Education and Training Board embarked on Year 3 of a 5-year Strategy Statement, which charts the path for the authority's education and training provision, youth work and other statutory functions over the next 3 years to 2021. This strategy statement emphasises the role the authority will play in fulfilling the personal, social, economic and employability needs of the community served by the ETB. The authority is committed to the continuous improvement of its services in the context of the Government of Ireland's *Transformation of Public Services Programme*. 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 the 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 its staff since amalgamation in 2013. One of the key themes which emerged from the consultation process to develop the Limerick and Clare Education and Training Board Strategy Statement was the importance of providing a supportive, collaborative, safe and healthy working environment for all staff. This theme has been reflected in *Priority Goal 2 – Staff Support and Organisational Development*. Limerick and Clare Education and Training Board continued to develop and update relevant policies and procedures during 2019 to ensure compliance with relevant legislation, best practice, customer service and corporate governance. The following policies were adopted by Limerick and Clare Education and Training Board in 2019:

Policy

- Anti-Fraud Corruption Policy
- National ETB Procurement Policy and Procedures
- Parental Leave Policy (Update)

Good progress was made with a programme of planned improvements during 2019, including identifying e-business solutions and reviewing existing processes. Limerick and Clare Education and Training Board remains committed to the continuous improvement of its services in the context of the Government of Ireland's *Transformation of Public Services Programme* and the policy framework outlined in *Our Public Service 2020*. The authority worked on a number of key themes and initiatives during 2019 including:

Information Communications Technology: Limerick and Clare Education and Training Board formally launched its ICT Strategy in March 2018. This strategy provides a roadmap to enhance and improve the use of ICT in teaching, learning and administration practices across the organisation in the short to medium term. This ICT Strategy aims to identify and plan for the implementation of actions to improve the services offered by the authority. The ICT Strategy presents a realistic vision for the development, enhancement and integration of ICT across the organisation. Currently, strategic priority key performance indicators are being effectively delivered. Given the significant changes in the Education and Training sector in recent years, the use of ICT in assisting and supporting the change process is a key focus of the plan.

The role of ICT continues to evolve across all areas of the ETB's services during 2019. Its importance to the organisation has grown significantly and its range of services and supports to administrative offices and schools/centres are constantly evolving. The ICT department is responsible for the co-ordination and management of technical support for the ETB and this includes project management of new systems, upgrades and ICT fit-outs for new schools and extensions. As part of the ICT Strategy the ETB continuously reviews and develops its infrastructure and identifies appropriate software systems, upgrades and new relevant and appropriate hardware. 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.

Legal and Compliance: Demonstration of compliance is on-going, with all Policies under constant review. Limerick and Clare Education and Training Board procured two software systems, namely Pegasus (to ensure compliance with Health and Safety legislation) and Privacy Engine (a system which not only helps demonstrate GDPR compliance but is used as a training tool to increase staff knowledge on Cyber Security, Phishing, Data Protection legislation etc.). Work is on-going on the completion of the



Compliance Workbook to ensure Limerick and Clare Education and Training Board fulfils its obligations under the CL 0002/2019 Code of Practice for the Governance of Education and Training Boards.

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 developed a Data Protection Policy in order to supplement its Privacy Policy. During 2019, Limerick and Clare Education and Training Board received **18 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 2019, Limerick and Clare Education and Training Board received **13 FOI Requests**. These requests came from journalists, interest groups, staff and parents. 9 requests were granted, 3 were partially granted and 1 was already in the public domain.

Protected Disclosures: In accordance with the provisions of the *Protected Disclosures Act 2014*, Limerick and Clare Education and Training Board has appointed a designated officer for receiving protected disclosures and has put in place a policy "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 no Protected Disclosures were made in 2019.

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 2019. 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
- Reports of the Audit and Risk Committee



- Risk reports from senior management including the ETB's Compliance Officer
- Changes in risk ratings

Limerick and Clare Education and Training Board undertook a number of activities in 2019 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 (Department of Education and Skills, Circular Letter 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

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. Management control measures, which are put in place to mitigate the impact of these risks, are documented on the risk register. 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 of Education & Skills.

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 **formation of a new Board for the period 2019 to 2024** was also undertaken, with the election of staff representatives and nominees to the ETB Board.

Insurance and Legal issues: Support and advice continued to be provided in 2019 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 had 2 reportable accidents to the Health and Safety Authority during 2019.

Official Language Scheme: Limerick and Clare Education and Training Board is guided by the principles and committed to implementing the obligations arising from the *Official Languages Act 2003*. Limerick and Clare Education and Training Board was subject to an audit by Oifig an Choimisinéara Teanga on the implementation of commitments in its language scheme (An Scéim Teanga). Findings to be published in 2020.



Human Resources: Limerick and Clare Education and Training Board Human Resources department managed the recruitment and selection of 265 posts in 2019, 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. 2019 saw a number of changes to the Further Education and Training sector with the advent of new apprenticeships such as Hairdressing, pre-apprenticeship courses and an increase in demand for existing apprentices. Limerick and Clare Education and Training Board has been heavily involved in the recruitment of apprenticeship instructors to meet this new and existing demand. There is a commitment nationally to have 50,000 apprenticeship and traineeship places by 2020. With a focus on Skills for the Economy and to ensure that the needs of business and industry are met in 2019, the HR department continued to be involved in the recruitment of staff in terms of a pipeline supply to meet the need for upskilling of people in employment and the engagement and upskilling of unemployed persons with the introduction of a number of courses in these areas where skills gaps were identified through the Enterprise Engagement and Active Inclusion programmes.

The authority's post-primary schools were allocated 14 additional **posts of responsibility** in 2019. 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 2019 the HR department worked closely with the Schools Division to recruit a **Local Creative Youth Partnership** co-ordinator as Limerick and Clare Education and Training Board was one of 3 chosen pilot ETBs nationally to receive Creative Youth Funding under the Creative Ireland programme. The objective of this partnership was to combine a wide range of resources to provide out-of-school creative activities for children and young people that complement and work with formal school settings. Funding for 2020 has been secured to continue this programme, based on the success of the pilot in 2019.

In 2019, Limerick and Clare Education and Training Board became patron of two **Community National Schools** in County Clare. The HR department provided support and assistance to both school management and staff during this transition and continues to support both schools to provide high quality student care, teaching and learning.

Capital and Procurement: Limerick and Clare Education and Training Board's on-going investment in educational infrastructure involved Capital expenditure of €19.1m in schools and centres across Limerick and Clare in 2019. This was supplemented by additional expenditure from ETB resources in the region of €1m, bringing the total investment in infrastructure to over €20m in 2019. The National ETB Procurement Policy (including the suite of template documents for tendering above and below the EU Thresholds) was adopted by the ETB Board on 15th October 2019. During 2019, staff from the Capital and Procurement department engaged in both formal and informal professional development, including the ETBI/UCC Procurement Training Programme, 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 2019. The Capital and Procurement Officer reported to both Audit and Finance Committees on the Capital Programme and Procurement function during 2019, 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 completion of the first Multi-Annual Procurement Plan (MAPP). Both the Multi-Annual Procurement Plan (MAPP) and the 2019 Corporate Procurement Plan (CPP) were completed by the ETB in August 2019 and submitted to ETBI.

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.

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: Limerick and Clare Education and Training Board is funded primarily by the Department of Education and Skills (DES) for the delivery of its second level and SOLAS and DES for Further Education and Training provision. In 2019, funding for particular projects was also provided by other Government of Ireland departments and agencies including:

- Department of Rural and Community Development
- Department of Employment Affairs and Social Protection
- Department of Children and Youth Affairs
- Department of Justice and Equality
- Department of Business, Enterprise and Innovation
- European Union
- Funds are also raised through charges for services such as tuition fees, rent of rooms and activities at local level.

Financial Statements 2019: 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 2019 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 December 2019

Limerick and Clare Education and Training Board

Operating Statement for the Year Ended 31st December 2019 *

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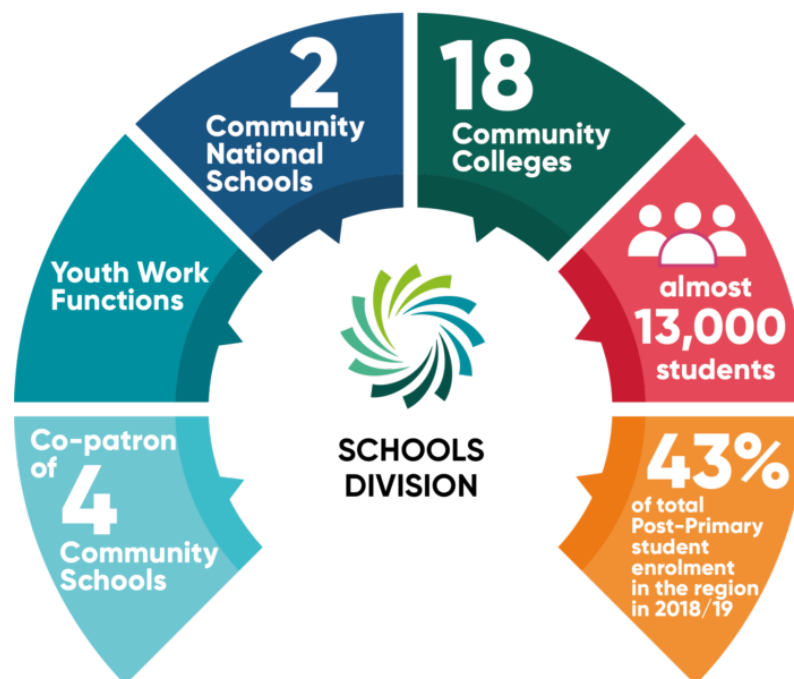
* Limerick and Clare Education and Training Board Financial Statements for 2019 are prepared and submitted to the Department of Education & Skills and to the Comptroller and Auditor General for audit. Following audit sign-off by the C&AG and following Department of Education & Skills presentation of 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.



Schools Division

Limerick and Clare Education and Training Board is responsible for the management and operation of 2 Community National Schools and 18 Post-Primary Schools in Limerick and Clare (in addition to one dedicated PLC College, Limerick College of Further Education, which is funded through SOLAS).

A highlight in 2019, was the establishment of the first of its Community National Schools. Two national schools, which teach using the Steiner pedagogy, transferred from previous patron Lifeways Ireland to the patronage of Limerick and Clare Education and Training Board on 1 September 2019. Mol an Óige Community National School, Ennistymon, and Raheen Wood Community National School, Tuamgraney, are the first Community National Schools established under the ETB. Community National Schools are co-educational, multi-denominational schools underpinned by the core values of excellence in education, care, respect, equality and community.



In 2019/2020, 35.37% of overall enrolment for post-primary students for the region was directly to Limerick and Clare Education and Training Board Schools, while the ETB is also co-patron of 4 community/ comprehensive schools who account for a further 12% of overall post-primary enrolment in the region. Limerick and Clare Education and Training Board schools provide a welcoming and inclusive environment, have a commitment to excellence in teaching and learning, provide strong school leadership, an inviting school culture and are dedicated to ensuring each student reaches their potential. In addition to the management of primary and post-primary schools, the Schools Division also has responsibility for youth work services.

The overall aim of the Schools Division is to enhance individual ETB schools by providing a range of supports to further enrich student experiences and student outcomes. This is achieved through consultation with Principals and Deputy Principals, identification of priority areas, addressing the systemic requirements from the Department of Education and Skills and also through partnership with the key providers from the DES support services such as the Professional Development Service for Teachers, Junior Cycle Team, National Educational Psychological Service, Tusla, National Council for



Special Education Needs and other relevant bodies. The Schools Division provides supports through three main service delivery channels, namely Leadership in Schools, Quality Learning and Teaching and Student and Staff Support whose work encompasses the following:

- Development of an inclusive policy framework for our students
- Advice and support regarding curricular and educational planning
- Support and guidance of student support teams
- Section 29 Appeals
- Parental complaints process
- Support with School Self-Evaluation and School Improvement Plans and DEIS
- Supporting schools in the implementation of the DES 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

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

Primary Education

Primary education consists of an eight-year cycle following the Primary School Curriculum (1999): junior infants, senior infants, and first to sixth classes. The primary curriculum aims to provide a broad learning experience and encourages a rich variety of approaches to teaching and learning that cater for the different needs of individual children. The primary curriculum is designed to nurture the child in all dimensions of his or her life – spiritual, moral, cognitive, emotional, imaginative, aesthetic, social and physical. The Primary School Curriculum (1999) outlines the contents of children's learning – the what and how of children's learning – for children's first eight years in school, from junior infants to sixth class. The curriculum aims to:

- develop each child's potential to the full
- encourage a love of learning
- help children develop skills they will use all their lives.

The curriculum is presented in seven areas, some of which are further subdivided into subjects. These are:

- Language: Gaeilge and English
- Mathematics
- Social, environmental and scientific education (SESE): history, geography and science
- Arts education: visual arts, music and drama
- Physical education
- Social, personal and health education (SPHE)
- Religious or ethical education is the responsibility of the different school patron bodies.

Actual and Projected Enrolments (Primary)

Two national schools, which teach using the Steiner pedagogy, transferred from previous patron Lifeways Ireland to the patronage of Limerick and Clare Education and Training Board on 1 September 2019. Mol an Óige Community National School, Ennistymon, and Raheen Wood Community National School, Tuamgraney, are the first Community National Schools established under Limerick and Clare Education and Training Board. Community National Schools are co-educational, multi-denominational



schools underpinned by the core values of excellence in education, care, respect, equality and community.

Limerick and Clare Education and Training Board: Primary Actual & Projected Enrolments

Primary Schools		Actual Enrolments 30th September 2019	Projected Enrolments 30th September 2020
20313J	Mol an Óige Community National School, Ennistymon, Co Clare	130	130
20312H	Raheen Wood Community National School, Tuamgraney, Co Clare	110	120

Post-Primary Education

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 ETB students involves encouraging engagement in extracurricular activities including 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 9699 enrolled in September 2019.



Limerick and Clare Education and Training Board: Post-Primary Actual & Projected Enrolments

Post-Primary Schools		Actual Enrolments 30th September 2019	Projected Enrolments 30th September 2020
70830N	Ennis Community College, Ennis, Co Clare	463	467
70840Q	Ennistymon Vocational School, Ennistymon, Co Clare	250	252
70860W	St Michael's Community College, Kilmihil, Co Clare	244	250
70880F	St Joseph's Community College, Kilkee, Co Clare	145	145
70900I	Scariff Community College, Scariff, Co Clare	431	431
70901K	St Anne's Community College, Killaloe, Co Clare	560	608
71700F	Coláiste Mhuire, Askeaton, Co Limerick	395	395
71790J	Desmond College, Newcastle West, Co Limerick	392	402
71840V	Coláiste Chiaráin, Croom, Co Limerick	681	680
71850B	Hazelwood College, Dromcollogher, Co Limerick	569	597
71930W	Limerick College of Further Education, Limerick	1021	1005
76061W	Coláiste na Trócaire, Rathkeale, Co Limerick	493	514
76070A	Coláiste Iósaeif, Kilmallock, Co Limerick	385	427
76073G	Castletroy College, Castletroy, Limerick	1200	1200
76075K	St John Bosco Community College, Kildysart, Co Clare	258	294
76093M	Coláiste Íde agus Iosef, Abbeyfeale, Co Limerick	674	683
76101I	Gaelcholáiste Luimnigh, Meal Síor Anraí, Luimneach	651	686
76414G	Thomond Community College, Moylish Park, Moylish, Limerick	527	631
76476F	Mungret Community College, Mungret, Limerick	360	496
	TOTALS	9699	10,163

The Department of Education and Skills estimates that the number of post-primary students will increase over the next three years with an expected increase of 47,500 students. The post-primary school population is expected to peak in 2025 at 417,000. The table above outlines the increased enrolments across Limerick and Clare Education and Training Board schools. In September 2019, the recognised student enrolment in ETB schools was 9699 students. Limerick and Clare Education and Training Board schools project increasing enrolments for September 2020 to reach approximately 10,163 students.

Schools Division Highlights During 2019

Principals and Deputy Principals' Forum Meetings: The role of Limerick and Clare Education and Training Board's Schools Division is to facilitate collaboration and best-practice undertaken by schools across its community. The format of meetings for school leaders was changed in August 2019 to include both Principals and Deputy Principals so as to promote the shared leadership principle of managing schools in the ETB. A number of advisory groups also progressed the work of the Principals and Deputy Principals' Forum between meetings. As part of this process, a number of areas were addressed including educational planning, timetabling and curricular planning for wellbeing in the new Junior Cycle, managing critical incidents in schools, Risk Management, Policy Development, Children First Procedures, Education (Admissions to School Act) 2018 and Leadership and Management in Post-Primary Schools Circular 03/2018.



Leading Learning and Teaching and Teaching Framework: The Leading Learning and Teaching Framework continues to support schools in continuously improving the quality of learning experiences for ETB students. This included seminars for schools, individual visits to schools, support of School Self-Evaluation (SSE), Delivering Equality of Opportunity in Schools (DEIS); and the quality framework for schools Looking at Our Schools (LAOS) was provided to all schools. Sessions for the Curriculum Leaders across the authority's schools were facilitated in May and October to support the sharing of good practice and collaboration. A training for trainers' session was delivered to new Curriculum Leaders and also the Special Education Needs co-ordinators in October.

Admission Policy Templates & Resource Pack for Schools: The Director of Schools provided template documentation and guidance to Limerick and Clare Education and Training Board schools regarding the new admissions policies since September 2019.

A Handbook on Suspensions & Expulsions: The Director of Schools provided principals with a handbook with regard to suspensions and expulsions. This handbook has been circulated to all principals and will be beneficial to Boards of Management also. A seminar and workshop for principals on Section 29 Appeals was organised to provide training for principals who act as Secretaries to their respective Boards of Management.

Year Head Training: A Year Head training programme has been put in place for all Limerick and Clare Education and Training Board schools since September 2019. The work of the Year Head is essential in guiding students to the best learning and developmental outcomes. Training was facilitated by a principal and experienced Year Head from Limerick and Clare Education and Training Board schools.

Support Teams - Inclusive Education Workshops & Clustering: The Support Team aims to support post-primary schools in the development of a whole-school systematic, collaborative and collective response to inclusive and special education.

The team guides schools in their implementation of **School Self-Evaluation (DES Inspectorate 2016)** to develop a school provision map, reflecting current provision for learners with additional and special educational needs across the Continuum of Support (NEPS 2010).

Specifically, senior leadership teams, Special Educational Needs co-ordinators (SENCOs) and Curriculum Leaders (CLs) will be guided in best practice to implement a cycle of **School Self-Evaluation (DES Inspectorate 2016)**, informed by the "**Looking At Our Schools Quality Framework**" (DES Inspectorate, 2016), to develop a whole-school provision map, reflecting current provision to support students identified with additional and special education needs across the Continuum of Support (DES, 2017; NEPS, 2010).

All Limerick and Clare Education and Training Board schools benefited from this valuable support throughout 2019, and the Support Team worked with schools in clusters in accordance with geographical location so as to minimise disruption to schools.



Advisory Groups: A number of advisory groups were established since September 2019 to support schools. Principals and Deputy Principals are involved with advisory groups with regards to the important and dynamic areas of enhancing the service delivery of ETB schools. These advisory groups meet to provide direction and advice to the creation of supports and interventions to help Principals and Deputy Principals;

- Risk Register including Safeguarding
- Health & Safety
- Special Education Needs
- Parents & Guardians
- Digital Strategy
- Scoileanna lán-Ghaeilge
- Curriculum Committee

Training and Supports for post-primary schools in 2019: Support seminars and training have been provided to post-primary personnel in the following areas;

- 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
- Allocations Seminar for school principals
- Section 29 Appeals meeting for school principals
- Leading Inclusive Learning, Teaching and Assessment (LILTA) Cluster Day 1

Reducing Single-Use Plastics: In accordance with the directive from the Minister for Communications, Climate Action and the Environment, Richard Bruton TD, that no government department or agency should buy single-use plastic cups, cutlery or straws for use within their offices (Friday, 4 January 2019) Limerick and Clare Education and Training Board schools have installed water fountains and advised parents/guardians and students to refrain from the use of single-use plastics. Efforts are continuing to be as creative as possible in sustainable practices and procedures to reduce waste and effects on climate.

Jigsaw - One Good School™ Initiative: Four Limerick and Clare Education and Training Board schools took part in Jigsaw's One Good School™ Initiative. This initiative is designed to complement and contribute to the wellbeing agenda in schools and to support schools in their delivery of wellbeing as well as School Self-Evaluation, specifically focusing on the area of mental health. Jigsaw's One Good School focus is 'universal', focusing on all students, school staff and parents. In this way, it is hoped that schools that choose to engage in the One Good School™ Initiative will experience a programme of work that will support them in their mental health and wellbeing role. Additionally, there is the added advantage of participating schools having knowledge of and being familiar with Jigsaw's scope of practice and referral procedures for our clinical services to facilitate appropriate referrals as and when required. The Director of Schools is extremely grateful to Gerard Linnane, Service Manager, Jigsaw Limerick, for all the encouragement and advice he has provided to Limerick and Clare Education and Training Board and its schools.

Leadership Mentoring: Limerick and Clare Education and Training Board's Schools Division established a panel of experienced school leaders (principals and deputy principals) to work closely as mentors to newly-appointed school leaders from September 2019. The purpose of this mentoring programme focuses on formal and informal meetings between mentors and mentees and to facilitate a tailored and unique level of peer support and guidance in the management of schools. This initiative is



supported by the OSD directorate and the HR department. It is also linked closely to the Department of Education and Skills Quality Framework for Schools Looking at Our Schools (LAOS). The content for the programme was developed and delivered by the Director of Schools, Director of OSD and a sub-group of principals and deputy principals.

Special Education Teaching: The Department of Education and Skills introduced a new Special Education Teaching Model as per Circular 0015/2017 in September 2017. The model of allocation requires schools to determine how the resources are allocated to the students with the greatest need. A task group was established in 2017 to assist schools in transitioning to the new model. Six Limerick and Clare Education and Training Board schools were identified to pilot the new model of allocation. The authority's schools also work with Mary Immaculate College's network of Special Education Needs co-ordinators facilitated by Dr Johanna Fitzgerald to develop a programme of continuous professional development for all of the authority's schools. From August 2019, this support was merged with the Curriculum Leaders network and called Leading Inclusive Learning, Teaching and Assessment (LILTA) to ensure that all schools are being supported to facilitate a whole-school approach to inclusive education and assessment.

Digital Clusters: Limerick and Clare Education and Training Board Schools Division continued the best-practice of supporting schools through cluster days which started in September 2019. An individual school needs analysis was undertaken by the Director of Schools to determine the support required. Schools were provided with the required training, advice and support via StaffCONNECT and LCETBSchools.com in the best use of Microsoft Office 365. Tailored support in utilising SharePoint sites for schools and Microsoft Teams was also facilitated. Limerick and Clare Education and Training Board established a Google Education Groups Ireland forum to support schools across the region. Three cluster days for schools that use Microsoft 365 and G Suite for Education were organised for schools to avail of.

Junior Cycle Wellbeing: The authority's schools are participating and hosting the Cluster-Based Continuous Professional Development provided by the Junior Cycle Team to Support Implementation of Junior Cycle Framework. The Director of Schools facilitated a day for principals and deputy principals who undertake timetabling in schools to look at ways that the timetabling of 400 hours for wellbeing could be achieved. The feedback from the session was extremely positive. Further sessions are planned for those responsible for timetables in future years in order to support the new Junior Cycle.

The STEM Alliance Pilot Initiative: The ETB's Schools Division continues to support the innovative, industry-led project that aims to encourage young people to become engaged and interested in STEM, signed in the Mid-West between Limerick and Clare Education and Training Board and regional industry clusters - Limerick for Engineering and Limerick for IT. The objective is to promote awareness and understanding of the importance and relevance of STEM to everyday life and increase awareness of career opportunities that exist on their doorstep. The project focus is on empowering teachers and young people to experience and become knowledgeable about STEM skills for life.

In September 2019, a new forum was established for the Guidance Counsellors of Limerick and Clare Education and Training Board schools and the community schools which Limerick and Clare Education and Training Board is co-patron of. This group met at a different Limerick or Clare based industry to develop and harness greater links with the industries in the region. The ETB's Schools Division is extremely grateful to the Mid-West Jobs Task Force for its efforts on working with its schools in enhancing partnership between schools and business and industry and the research community.

The STEM Industry & Education Partnership delivered a programme with Limerick and Clare Education and Training Board schools in the region; engaging and immersing educators, students and families in



STEM experiences, highlighting and increasing the awareness around the importance of STEM and the career opportunities that exist. This was achieved by establishing relationships with STEM enterprise and industry, schools and educators, Further and Higher-level institutions, and the wider STEM community. The partnership has been very successful in fostering a culture of collaboration for professional learning in STEM education. This innovative STEM Education pilot project, the first of its kind in Ireland, is leading the way in developing a model that could be adopted by initiatives and fora across Ireland and internationally.

Student Support Team: Meetings with the individual student support teams in the authority's schools were facilitated by the Director of Schools and the ETB's Schools Division Support Team, with the teams continuing to be pro-active in supporting students at risk. The student support team co-ordinators met four times during the course of 2019. A Student Support Team advisory group was established in October 2019 and training for newly-appointed student support teams was facilitated in December 2019 over the course of two days. This training, which was co-ordinated by the Director of Schools, was delivered in a multi-agency approach with inputs from a range of services and groups in the Limerick and Clare region including; NEPS, Tusla, the ETB's HR Department, Children's Grief Project, Jigsaw and the Schools Division Support Team.

Student Support Team Conference: A meeting of Student Support Team Co-ordinators was held on 29 May in Castleconnell, Co Limerick to launch a manual for schools on developing student support in schools.

Safeguarding Working Group: This group has members from both Schools and Further Education and Training. It continues to support the implementation of the *Children First Guidelines 2017* and the Department of Education and Skills *Child Protection Procedures for Primary and Post-Primary Schools 2017*. This involves the provision of training to Designated Liaison Persons (DLPs), support and guidance with risk assessments, training and support to Boards of Management and development of policies and resources. A standard presentation for all staff was created and distributed to all schools in August relative to child safeguarding and procedures for mandatory reporting.

Core Values for Limerick and Clare Education and Training Board Schools: ETB Schools were presented with a plaque for each school on the core values of authority schools. This followed a process of consultation with schools.

Coláiste Iósaef Community College Official Opening: Limerick and Clare Education and Training Board marked the official opening of the multi-million euro new school extension at Coláiste Iósaef Community College, Kilmallock, on Friday, 8 November 2019. The opening and plaque unveiling was undertaken by Minister of State at the Department of Finance and the Department of Public Expenditure and Reform, Patrick O'Donovan TD.

The event was attended by the school's students, staff and board of management, the Mayor of the City and County of Limerick, Cllr Michael Sheahan, the Chair of the ETB, Cllr Kieran O'Hanlon, the ETB senior management team, representatives from the Sisters of Charity of St Paul community, the project design team and the main contractor, as well as numerous elected representatives and representatives of the local community.

BT Young Scientist 2020: A total of thirteen projects, from Limerick and Clare Education and Training Board schools, have qualified for the BT Young Scientist & Technology Exhibition at the RDS, Dublin, 8-11 January 2020. A summary of the schools, number of projects and titles of the successful projects are outlined in the table on the next page:



School	Number of Projects	Titles of Projects
St John Bosco Community College	1	1. Slurry Pit Laser Saves Lives
Desmond College / Gaelcholáiste Uí Chonba	3	1. Bernoulli's Principle from "Whooh – Haah" to Hurling 2. iScope - The Design and Development of an Enhanced Digital Stethoscope for Remote Auscultation 3. Exercise is the "KEY"
Mungret Community College	1	1. To Investigate The Attitudes of Irish Secondary School Students Towards Global Catastrophes
Gaelcholáiste Luimnigh	1	1. Le h-antaibheathach nó gan antaibheathach sin í an Cheist
Coláiste Chiaráin	2	1. Comestibles 2. App to identify poisonous mushrooms and plants
Castletroy College	4	1. Crash Barrier Ambulance 2. VAR AI-Efficient Intelligent Decisions 3. A Plastic for Our Planet -Toward A Sustainable Biodegradable 4. Bin Buddy - A Smart Sorting Bin

Local Creative Youth Partnership (LCYP): Limerick and Clare Education and Training Board was successful in its application to be included in the Local Creative Youth Partnership (LCYP) – a pilot initiative under the Creative Ireland Programme's Creative Youth Plan. Local Creative Youth Partnership (LCYP) is a pilot initiative under the Creative Ireland programme's Creative Youth Plan to expand cultural and creative creativity at a regional level, with a total of €300,000 divided equally between the three ETBs of Limerick and Clare, Kerry and Laois/Offaly.

A meeting of the members of the original steering group, the co-ordinator and Director of Schools took place on 22 October 2019. Limerick and Clare Local Creative Youth Partnership (LCYP) Steering Group reports to Limerick and Clare Education and Training Board, the Department of Education and Skills and Creative Ireland in the design and delivery of a Creative Youth programme for the region. The LCYP programme is funded by Creative Ireland and is drawn down by Limerick and Clare Education and Training Board through the Department of Education and Skills.



Further Education and Training Division

The Further Education and Training Act 2013 established SOLAS to manage, co-ordinate and support the delivery of an integrated Further Education and Training strategy by the 16 Education and Training Boards (ETBs). The work of Limerick and Clare Education and Training Board's Further Education and Training (FET) Division is underpinned by the strategic direction set in the SOLAS Further Education and Training Strategy 2014-2019, the SOLAS Corporate Plan 2017-2019 and the Strategic Performance Agreement between SOLAS and Limerick and Clare Education and Training Board 2018 - 2022. This work is operationalised locally through the authority's FET Division Strategic Framework 2015-2020 and the Limerick and Clare Education and Training Board Strategy Statement 2017-2021.



The ETB's FET Division has responded to National FET Priorities through the development of a range of **key local horizontal action plans and frameworks** in order to ensure the local implementation of national priorities. These include the following:

- FET Technology Enhanced Learning Framework 2017 - 2020
- FET Information Recruitment and Guidance Framework 2016 - 2020
- FET Enterprise Engagement Framework 2017 - 2020
- FET Active Inclusion Support Service Framework
- FET Professional Development Action Plan 2019 - 2021
- FET Framework for the Integration of Language, Literacy and Numeracy

Within this context, and working closely with a range of partners including SOLAS, the Department of Education & Skills (DES), the Department of Employment Affairs & Social Protection (DEASP), Enterprise and Community Partners, the authority's FET Division delivered a suite of quality provision (both full-time and part-time) to over **25,310 beneficiaries in 2019**. It provided **2,617 course instances in 2019 in 33 FET centres and around 300 locations** across Limerick and Clare.



Limerick and Clare Education and Training Board FET Division Beneficiaries 2019		
Apprenticeship	2016+ Apprenticeship	65
Apprenticeship	Apprenticeship Phases 2,4,6	1456
Apprenticeship	Apprenticeship Phase 7	227
Full-time	Bridging and Foundation Training	17
Full-time	Community Training Centres	247
Full-time	Justice Workshop	27
Full-time	Local Training Initiatives	160
Full-time	PLC	2419
Full-time	Specialist Training Providers	204
Full-time	Specific Skills Training	516
Full-time	Traineeship Employed	70
Full-time	Traineeship Training	428
Full-time	VTOS Core	853
Full-time	Youthreach	543
Part-time	Adult Literacy Groups	3905
Part-time	BTEI Groups	2159
Part-time	Community Education	4962
Part-time	ESOL	1362
Part-time	Evening Training	1661
Part-time	FET Co-operation Hours	896
Part-time	ITABE	194
Part-time	Extra Co-Op Hours-Education Service	1151
Part-time	Skills for Work	1090
Part-time	Skills to Advance	595
Part-time	Voluntary Literacy Tuition	103
		25310

The Strategic Performance Agreement between SOLAS and Limerick and Clare Education and Training Board sets out the context, strategic priorities and the authority's contribution to the achievement of key national FET sector targets over 2018-2020. It also articulates The ETB's commitment to supporting the implementation of a range of national policies and strategies relevant to FET provision and identifies the key risks and challenges which must be mitigated and addressed in order to ensure successful delivery of this agreement. The Strategic Performance Agreement outlines the contribution Limerick and Clare Education and Training Board will make to the National FET Strategy and National Targets under 6 priority areas:

- Skills for the Economy
- Active Inclusion
- Quality Provision
- Outcomes-based Planning and Funding
- Standing of FET
- National FET Targets

As part of its annual planning and reporting process, the FET Division produces a comprehensive Annual Report which is submitted to SOLAS. A selection of highlights from the 2019 Annual Report are outlined under the 6 priority areas as follows:



Skills for the Economy:

The **sectoral approach to skills development** through skills clusters (i.e. Limerick for Engineering, Limerick for Film, Limerick for Hospitality, STEM Alliance, etc.) is a unique and innovative approach, which facilitates the sharing of regional labour market intelligence, and allows industry needs to be matched to education providers. Regional intelligence is also gathered through Limerick and Clare Education and Training Board representation on the Chambers of Commerce, LEOs, IBEC, chairing the Mid-West Regional Skills Forum, IDA, DEASP, etc., enabling the FET Division to address specific training needs and design bespoke programmes where required.

In February 2019, the **Regional Enterprise Plan Mid-West to 2020**, highlighted the strategic objectives and key actions involving Limerick and Clare Education and Training Board. Responsibilities identified to drive enterprise-growth included organisational inputs to assist economic and job creation in the film industry, develop regional 'Smart E-Hubs', assist local enterprises identify their skills' needs, pilot enterprise initiatives targeted at unemployment blackspots, expand the Mid-West STEM Alliance and develop a marine enterprise zone.

A key milestone for the ETB's FET Division in 2019, was the validation of its **National Hairdressing Apprenticeship** as a statutory apprenticeship under the Industrial Training Act 1967, the first nationally-recognised standard for the hairdressing industry. The National Hairdressing Apprenticeship Programme is the first "post-2016" apprenticeship developed by the ETB sector to be recommended for approval without any specific validation conditions. <http://hairdressingapprenticeship.ie/>

The **Limerick for Engineering** showcase event took place in March 2019 in Shannon Airport Departures Hall. ETB apprentices, instructors and advisors hosted a variety of demonstrations at the ETB stand, including augmented reality welding. This free event was open to all and aimed to encourage school leavers and career changers to consider a rewarding, exciting career within the engineering sector. Brought to life by the Limerick for Engineering consortium, of which Limerick and Clare Education and Training Board is a member, the showcase featured interactive stands from almost 50 leading companies based in the Mid-West region, including Cook Medical, Johnson & Johnson, Roadbridge, Analog Devices and Ei Electronics.

During 2019, the ETB's Enterprise Engagement Support Service offered targeted education and training in line with the National Skills Strategy under **Skills to Advance** in order to meet the specific requirements of enterprise in the region. It also facilitated on-going dialogue with employers, employees and skills fora (like the Mid-West Regional Skills Forum) to respond to identified skills and training needs in the region. A video promoting the benefits of STA working with a particular sector (healthcare) was developed and promoted on the learningandskills.ie FET website

During 2019, the Enterprise Engagement Support Service (EESS) worked with the Mid-West Regional Skills Forum to design and deliver provision under the **Explore Programme**. During 2019, a total of 100 participants representing 39 manufacturing companies completed the Explore programme.

In 2019, Limerick and Clare Education and Training Board announced **Pathways to Apprenticeship** - a new initiative offering a range of courses that participants can take in advance of an apprenticeship. On successful completion of a Pathways to Apprenticeship course, learners are awarded a QQI Level 5 Major Award Certificate, which is recognised internationally.

SOLAS has set ambitious targets for 50,000 apprenticeship and traineeship new registrations up to 2020 nationally - to which each ETB must contribute. **In 2019, the FET Division provided traineeships and apprenticeships to 2,246 beneficiaries.**



Limerick and Clare Education and Training Board's **Hospitality Education and Training Centre** provides learners with QQI and other accredited programmes for a variety of jobs in the hotel and catering industry. These programmes directly target people who are unemployed and enables them to retrain in a specific skills programme. To date, the programme has linked directly with the IHF, VFI, Fáilte Ireland, DEASP and a local consortium of hoteliers in the Mid-West region. 75% of graduates of the programme gain employment.

In October 2019, as part of European Vocational Skills Week, over 2000 people attended the **Mid-West Apprenticeship & Traineeship Careers Showcase** at the Great National South Court Hotel. It was hosted by Limerick and Clare Education and Training Board in partnership with the Mid-West Regional Skills Forum.

Active Inclusion:

The complex and singular nature of an individual's learning journey and the myriad of experiences that underpin the learning process has required a multi-faceted response from the ETB's FET Division. A range of horizontal FET initiatives and frameworks have supported the active inclusion of learners from a diverse range of backgrounds over the past few years, including specific actions under the **Technology Enhanced Learning Action Plan; the Information, Recruitment and Guidance Framework; Integration of Language, Literacy and Numeracy Framework and Active Inclusion Framework**. These strategies aim to enhance the capacity of the FET Division to provide a range of supports to enable all ETB learners to have an equal opportunity for success within their programme.

During 2019, the ETB's FET Division ran the National Teaching and Learning Forum's digital badging on **Universal Design for Learning (UDL)** as a joint initiative between key FET support services, i.e. TEL, PD and AISS. This course was put in place to support staff in redesigning the delivery of their learning using multiple means of engagement, representation and expression.

The ETB's FET Division hosted an **international Family Learning Conference** entitled 'Valuing Parents - Linking Policy and Practice' on the 28th and 29th March 2019. The conference brought a range of national and international experts together to look at Family Learning as a valuable element in Further Education provision and examined ways to engage with local and migrant families to improve the educational outcomes of children and parents.

The Drive Project (*Core Skills and Bedford Row, Limerick City*): This project was put in place to support members of the Traveller Community to get their Driver Theory test. Once this area of learning was achieved, a further plan was devised to support participants to progress onto driving lessons with the view of sitting the driving test and gain their full driver licence. The results of the initiative included 184 participants with 68 licences achieved and 36 full licences and a number of others at various stages of the process. This project won an **AONTAS Star Award in 2020**.

The FET Division's Technology Enhanced Learning (TEL) and the Active Inclusion Support Service (AISS) worked together to develop a **network of Self-Access Learning Hubs** across the larger FET campuses. This was a two-pronged approach involving the strengthening of front-of-house learning support staff in larger ETB campuses in conjunction with the development of self-access learning hubs. During 2019, TEL and AISS provided a suite of assistive and learning support technologies to support learners accessing all programmes within six named FET Campuses.

Provision of Access to Psychological Supports: The AISS has put a procedure in place for the provision of confidential, one-to-one, solution-focused, psychological counselling sessions on an hourly, daily or weekly basis, depending on the needs of the FET Centres.



Supports for Learners with Disabilities: In addition to the disability fund available to PLCs to support learners with disability, the AISS is piloting a model of supports for learners with disabilities through VTOS.

During 2019, Limerick and Clare Education and Training Board was successful in its application for AMIF funding. The **AMIF Realising Potential** project application is based on extensive consultation with ETB partner projects and the ETB's experience of developing and delivering curriculum to migrants.

The **Information, Recruitment and Guidance** teams in Limerick and Clare work with learners to develop progression pathways and address issues as they arise. New information hubs have been opened in Limerick and Ennis and a dedicated FET website <http://learningandskills.ie/contact/> directs learners to a portal space for booking appointments, while a freephone number 1800 70 70 77 is available for general queries.

Limerick and Clare Education and Training Board is undertaking a programme of work to support the organisation to implement the **public sector equality and human rights duty** (the Duty): section 42 of the *Irish Human Rights and Equality Commission Act 2014*. During 2019, this work involved the development of an Equality and Human Rights Values Statement: a tool to support the organisation to implement the Duty across all function areas. A draft Values Statement was developed in September 2019, following a process with senior personnel across the ETB's key function areas. The Statement establishes the equality and human rights values espoused by the ETB and identifies a statement of priority and approach for each value

Quality Provision

The aim of the Quality Provision goal in the SOLAS FET Strategy 2014 – 2019 is "that FET will provide high quality education and training programmes and will meet appropriate national and international quality standards". In 2019, significant progress was made by the ETB FET Division in the development of a range of systems and strategies focussed on high quality outcomes which ensure that ETB learners can achieve their full potential over time. Some highlights are outlined below:

During 2019, Limerick and Clare Education and Training Board formalised the establishment of the **Further Education and Training Quality Assurance Governance structures**, including the establishment of a Quality Council. The role of the Quality Council is to oversee all quality assurance aspects related to the design, development, approval, implementation, monitoring and review of the Further Education and Training provision offered by Limerick and Clare Education and Training Board. It protects, maintains and develops the standard of Education and Training programmes and related activities. In doing so, the Further Education and Training Quality Council is ensuring, as far as possible, that all learners receive an equivalent experience.

Single Version Assessment Procedures Launch – The FET QA Support Service hosted a series of seminars in August and September 2019, to inform and guide staff about the new single version Assessment Procedures.

In 2019 the FET **Professional Development Action Plan** was launched. This 3-year plan guides ETB work in this area and in 2019 a total of **127 training events were organised centrally with an attendance of 1,669 staff**. The ETB's FET Division promotes a culture of continuous improvement and organisational learning to ensure our stakeholders have confidence in the quality and relevance of ETB provision. The FET Division places great value on the commitment, expertise and professionalism of all staff and seeks to foster a culture where staff are encouraged and supported to be pro-active in their own development, and to feel positive in their roles.



The **Technology Enhanced Learning (TEL) Support Service** aims to further develop the strategic use of Technology in Teaching and Learning. A number of pilot projects based on locally-identified needs using new/innovative approaches in Teaching and Learning were rolled out in 2019. These projects included Augmented Reality (e.g. – Soldamatic Welding), Assistive/Support Technologies (Reading Pens, reading horizons, BKSB etc.), Mobile Assessment Recording (GoPros in Equestrian Studies), Drone use in Photography programme etc. The FET Division, through its TEL Officer, chairs the SMART Limerick Digital Inclusion Working Group. The Tavistock Institute was commissioned in 2019 to conduct research exploring the nature and extent of digital exclusion in the region with a view to developing evidence-based response to address digital exclusion.

Outcomes-Based Planning and Funding

Limerick and Clare Education and Training Board recognises the importance of data as a driver of knowledge in the context of the planning process and the need to ensure the quality of data input around PLSS. The ETB also recognises the opportunity presented by the generation of further evidence of progression and employment outcomes as a result of the linking of PLSS to other national databases via SOLAS and the CSO to facilitate more effective planning. During 2019, work in relation to the data infrastructure included:

- Funding Allocation Request and Reporting (FARR) Planning, facilitated through the Director of FET and the FET Steering Group
- PLSS familiarisation training sessions and FARR planning workshops were delivered in 2019 to ensure that all FET Co-ordinators/Managers/Users are familiar with latest data entry and reporting requirements as communicated by SOLAS
- PLSS provision was closely monitored and reviewed locally during 2019 with frequent ETB-wide activity and planning reports issuing, drilling down to individual providers to ensure that course/learner commencements, finishes and associated outputs/outcomes are accurately entered, and that outputs/outcomes are updated with minimum lag
- Actuals achieved are monitored frequently against the annual plan to identify any corrective measures to be taken throughout the year
- Regular communications are maintained by the FET Operations Manager so that all users are fully aware of reporting obligations and the need for accurate data
- During 2019, FETCH has been increasingly adopted for learner registrations to ensure that ESF critical data reporting obligations are met, via a self-declaration process by learners.

Standing of FET

Limerick and Clare Education and Training Board continued to invest in the marketing and branding of FET in 2019, in order to highlight FET provision as a real alternative to the traditional pathways into Third level. This was achieved through a combination of internal and external communication tools.

- Internal: tools included Signagelive/Email/Office 365/ StaffCONNECT
- External: Website/Branding, Promotion, Print Collateral, Information Hub, FET Forum, Awards.

The ETB's network of local FET Centres and staffing structures facilitated individuals, communities and employers to access full-time and part-time opportunities and these were promoted through local media, social media channels, libraries, learning networks, schools, family resource centres, DEASP Case Officers, Local Development Companies and Public Participation Networks.



More information is available on <http://learningandskills.ie/our-courses/> and <https://lctb.ie/news/> ;
<http://www.clarelearningnetwork.org/cln/www/index.asp?magpage=5&tid=3841> and
<https://www.lcen.ie/>

Some Marketing and Branding Initiatives undertaken in 2019 included:

- In October 2019, the ETB Communications Team developed a new Further Education and Training integrated marketing campaign using a **#FindTheBestInYou** tagline, engaging imagery and video to be used in cinemas, social media, billboards and other outdoor media including public buses <https://www.facebook.com/learningandskills.ie/videos/764473830653995/>
- The FET Division promotional material was used on Limerick City buses in 2019 to promote Further Education and Training on routes across the city as well as routes between Limerick, Shannon and Ennis
- The ETB FET Website <https://learningandskills.ie/> continued to be developed with new sections added to the website in 2019
- Extensive print promotional collateral was also developed during 2019 with a consistent, engaging look and feel across all brochures and leaflets
- During 2019, marketing and branding of FET was a key feature of a range of showcase events including the Limerick for Engineering Expo in Shannon in March 2019 and the Mid-West Apprenticeship & Traineeship Careers Showcase in October 2019.

Limerick and Clare Education and Training Board FET Division also participated in a range of national and international events to promote the standing of FET during 2019. Some examples are outlined below:

- **FET Centre, Shannon Campus, Wins 2019 Generation Apprenticeship Competition:** A team of 41 apprentices and staff of the ETB's Further Education and Training Centre, Shannon Campus, were announced joint winners of the 2019 Generation Apprenticeship Competition on Thursday 11th April 2019. The event organised by SOLAS, the national further education and training authority, took place in Dublin's Clayton Hotel Burlington Road. The Shannon Campus shared the top prize with CDS Architectural Metalwork.
- **Catex Chef Ireland 2019 Culinary Competition:** CATEX is Ireland's largest foodservice and networking event. It takes place annually over a three-day period in the RDS, Dublin and attracts up to 12,000 visitors per year. Level 6 Commis Chef Apprentices Marilena Gherbezan and Jose Mata, from the ETB's Hospitality Education & Training Centre won gold at the Chef Ireland Culinary Championships 2019 at the exhibition.
- **VET Excellence Awards Helsinki:** The VET Excellence Awards highlight best practice and recognise excellence in Vocational Education and Training (VET) all over Europe. Tom Flavin and the Limerick Strand Hotel, along with apprentice Jose Mata from the ETB's Hospitality Education & Training Centre won the 2019 SME (European Alliance for Apprenticeships) Training and Apprenticeship Award in Helsinki in October 2019.
- Many other awards were won by both FET Learners and staff in 2019, showcasing the excellence of ETB staff, and the accomplishments of ETB FET Learners. For example, in 2019 Hope Shannon O'Brien, a former Youthreach learner from the ETB's O'Connell Avenue Campus (and currently studying at LCFE), received an award from the Engineering Technology Teachers Association for achieving the highest result for a female learner in Ordinary Level Leaving Certificate Engineering.



Youth Work Function

The development of Youth Work services in Limerick and Clare Education and Training Board is under the remit of the Director of Schools. The Education and Training Boards Act 2013, which incorporates the definition of youth work as set out in the *Youth Work Act 2001*, outlines the key role of the statutory sector as one of supporting the development of youth work programmes and services and promoting greater co-ordination with other services for young people. The statutory function of Limerick and Clare Education and Training Board, as set out in the Act, is to 'support the provision, co-ordination, administration and assessment of youth work services in its functional area and provide such information as may be requested by the Minister for Children and Youth Affairs in relation to such support'. *Better Outcomes, Brighter Futures – the National Policy Framework for Children & Young People 2014-2020* has a vision for "Ireland to be one of the best small countries in the world in which to grow up and raise a family, and where the rights of all children and young people are respected, protected and fulfilled; where their voices are heard and where they are supported to realise their maximum potential now and in the future."

In accordance with Section 44 of the *Education and Training Boards Act 2013*, Limerick and Clare Education and Training Board has established a Youth Work Committee which makes recommendations to the authority on the performance of its functions under Section 10 of the Act.

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

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

Chaired by Cllr Kieran O'Hanlon, the following organisations are represented on the Youth Work Committee:

- Limerick and Clare Education and Training Board x 3 Reps
- Limerick Youth Service
- Clare Youth Service
- Irish Girl Guides (non-voting member)
- Foróige (Southern Area Manager) (non-voting member)
- Scouting Ireland
- TUSLA, the Child & Family Agency
- Limerick City and County Council
- Clare Gárda Division
- Comhairle na nÓg Clare x 2 members (1 voting)
- Comhairle na nÓg Limerick x 2 members (1 voting)
- Limerick City-Wide Youth Forum

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.



Youth Work Highlights During 2019:

A major part of the Youth Work function of Limerick and Clare Education and Training Board in 2019 was the completion of an **Area Profile Tool (APT)** of the Limerick and Clare region. The APT is a socio-demographic profile of the authority's functional area which was carried out as part of the preparation by the ETB to participate in the UBU Your Space Your Place Scheme (to be launched mid-2020). The profile, which provides a comprehensive overview of the socio-economic situation of young people in the region, formed the basis of a Service Requirement. The latter focused on the particular needs and situation of young people in disadvantaged communities and invited youth organisations to respond to those needs with a youth work approach.

The **UBU Your Space Your Place Scheme** which replaces the SPY, YPFSF and Local Drug Task Force schemes, is the DCYA's new initiative to address the needs of disadvantaged young people and was formally launched by the Minister for Children and Youth Affairs in December 2019. The full rollout of the Scheme will continue into 2020.

The second quarter of 2019 saw the appointment by the ETB of a co-ordinator for the **Local Creative Youth Partnership**. This initiative from Creative Ireland, one of three across the country, seeks to animate the core proposition that participation in creative activity drives personal and collective creativity, with significant implications for individual and societal wellbeing and achievement. Since the appointment, the co-ordinator has carried out numerous consultations with groups of young people and organisations and these will form the basis of policy and planning in delivering creative programmes that enhance and enrich the lives of young people in the region.

There were a number of **staff changes in 2019** with the appointment of a new Director of Schools. The role includes management of the Youth Work function of Limerick and Clare Education and Training Board. One member of the Youth Officer team took up a two-year post with the Department of Law in UL and will be part of a team leading the development of evidence-informed policy research in the youth crime area in Ireland. That Youth Officer post was temporarily filled in August.

In 2019, **funding schemes** were administered by the ETB on behalf of the DCYA, including, Capital Funding: €117,757, Local Youth Club Grant Scheme: €126,525 and LGBTI Funding: €7,000. The ETB also administered over €1.9million to 26 Youth Work projects across the Mid-West.

The last quarter of 2019 saw the completion of the final phase in the process of **transferring the funding** and management of all DCYA-provided targeted youth funding to the ETB. Historically, significant funding for regionally-delivered youth work interventions had been managed by the City of Dublin ETB. The completion of the transfer means that from the beginning of 2020 all targeted funding from the DCYA that supports programmes delivered by local youth work organisations will be administered by Limerick and Clare Education and Training Board.

In the second half of 2019, John Gilbane, Assistant Principal Officer in the DCYA, was hosted by the ETB as part of the Department's national consultation with ETBs on the focus and direction of current policies and programmes.

The Youth Work Team worked with an external consultant to undertake an intensive piece of research to map **current LGBTI+ youth services** and groups and compile data on how these services are advertised and communicated to young people in the region. The report highlighted many positives but also noted "... a high level of stigma that still surrounds LGBTI+ was a major underlying issue from which other discussions in the focus group were based. The deep-seated cultural and societal norms and associated stigma present in Irish society can be a major barrier to LGBTI+ young people. LGBTI+ stigma appears to be more prominent in certain areas and within certain communities".

The ETB's Youth Work team and the Local Creative Youth Partnership worked together to develop **Future Film Makers** – a programme for young people interested in developing careers in film and TV production in the Mid-West. The programme offered a step-by-step approach to learning the basic skills required for entry to this booming creative industry including: introduction to prop-making, camera work, special effects make-up and location work. This programme will continue into 2020.

Appendix 1

Monitoring and Evaluation Framework: 2019 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. Limerick and Clare Education and Training Board confirms that it complies with the up-to-date requirements of the Code in its governance practices and procedures. 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 2019 in implementing commitments outlined in the ETB's 2019 Service Plan.

Strategic Goal 1 High Quality Student and Learner Experience		
Aim: To provide comprehensive high-quality education, training and lifelong learning opportunities to address the personal, social, economic and employability needs of people in our community. This is about ensuring the highest quality learning and teaching experiences across our schools, centres and programmes.		
Objective from Strategy Statement	Commitment in 2019 Service Plan	Achievements in 2019
1.1 Continue to enhance the student experience through assessment, the provision of a broad-based curriculum (including extra and co-curricular activities) and proactive and preventative student supports.	2019: Continue to implement the leading learning and teaching initiative which supports schools with School Self Evaluation and School Improvement Plans and DEIS Planning.	The ETB's Schools Division expanded the implementation of the curriculum leaders' initiative which supports schools with School Self Evaluation, School Improvement Plans and DEIS Planning. Department of Education and Skills Inspectorate reports published during 2019 complimented this support of schools.
	The ETB will continue to support the introduction of Leaving Certificate Computer Science as a subject in two ETB post-primary schools in 2019.	Leaving Certificate Computer Science was introduced on a phased basis in September 2018 and will be examined for the first time in 2020. The subject is only available to Leaving Certificate students in phase schools. The ETB continued to support the introduction of Leaving Certificate Computer Science as a subject in two ETB post-primary schools in 2019.
	The ETB will work with the DES and three pilot ETB Physical Education Pilot Schools.	A new specification for Leaving Certificate Physical Education was introduced on a phased basis in September 2018 and will be examined for the first time in 2020. The subject is only available to Leaving Certificate students in phase schools. This means that examination in this subject will be limited to students of the phase schools at the 2020 and 2021 Leaving Certificate examinations. The subject consists of: <ul style="list-style-type: none"> - a final written examination worth 50% of the marks, - a physical activity project to be completed under the supervision of the class teacher, worth 20% of the marks, - a performance assessment to be completed under the supervision of the class teacher, worth 30% of the marks available for this subject,

		<ul style="list-style-type: none"> - All components will be assessed externally. The subject will be rolled out nationally for Leaving Certificate students commencing in September 2020, for examination in 2022. The ETB supported four of its schools which were selected as phase schools in 2019.
	<p>2019: Work with the DES and Mid-West Regional Jobs Task Force to promote STEM</p>	<p>In September 2019, a new forum was established for the Guidance Counsellors of ETB schools and the community schools which the ETB is co-patron of. This group met at a different Limerick or Clare based industry to develop and harness greater links with the industries in the region. The Schools Division is extremely grateful to the Mid-West Jobs Task Force for its efforts on working with ETB schools in enhancing partnership between schools and business and industry and the research community.</p> <p>The STEM Industry & Education Partnership delivered a programme with ETB schools in the region; engaging and immersing educators, students and families in STEM experiences, highlighting and increasing the awareness around the importance of STEM and the career opportunities that exist. This was achieved by establishing relationships with STEM enterprise and industry, schools and educators, Further and Higher-level institutions, and the wider STEM community. The partnership has been very successful in fostering a culture of collaboration for professional learning in STEM education.</p> <p>This innovative STEM Education pilot project, the first of its kind in Ireland, is leading the way in developing a model that could be adopted by initiatives and fora across Ireland and internationally.</p>
	<p>The ETB will continue to develop the physical education quality initiative for schools in 2019</p>	<p>Schools were supported in 2019 with a range of initiatives to the quality of physical education across schools. This included a range of competitions such as bouldering, ETB Sports Days, inter-schools competitions, meeting for physical education teachers and the awareness-raising activities by a qualified PE teacher who works with the ETB Support Team.</p>
	<p>2019: The ETB Safeguarding Working Group will continue to support schools and centres on complying with Child Safeguarding requirements.</p>	<p>Safeguarding Advisory Group: This group has members from both the Schools and Further Education and Training divisions. It continues to support the implementation of the <i>Children First Guidelines 2017</i> and the Department of Education and Skills <i>Child Protection Procedures for Primary and Post-Primary Schools 2017</i>. This involves the provision of training to Designated Liaison Persons (DLPs), support and guidance with risk assessments, training and support to Boards of Management and development of policies and resources.</p>

		<p>A standard presentation for all staff was created and distributed to all schools in August 2019 relative to child safeguarding and procedures for mandatory reporting.</p>
	<p>In line with the <i>Limerick and Clare Education and Training Board ICT Strategy 2017 -2020</i>, the ETB's ICT Department will work with the Director of Schools and Director of FET to support its schools and FET centres in digital innovation.</p>	<p>As part of its ICT Strategy 2017-2020, the ETB continues to update its infrastructure and migrate ETB schools onto the lceb.ie domain to create a WAN. In order to continue effective communication and access to information for all staff and schools/centres, the ETB upgraded its SharePoint site, StaffCONNECT, in 2019.</p> <p>A new schools site was created on StaffCONNECT for each school and also a Schools Division site for sharing and accessing information. The ETB completed an entire network update to the MS Windows 10 operating system and this was co-ordinated and rolled out across the whole organisation.</p>
		<p>Capital and Procurement Platform: Guidelines Procedures etc. on StaffCONNECT were constantly updated in 2019 with all current contracts to facilitate digital access to relevant information.</p>
<p>1.1 Continue to enhance the student experience through assessment, the provision of a broad-based curriculum (including extra and co-curricular activities) and proactive and preventative student supports.</p>	<p>During 2019, the ETB FET Division will continue to promote curriculum and programme development approaches that enable it to tailor its provision to meet the needs of learners, employers and communities, and prioritise key regional and national skills areas.</p>	<p>The FET Division delivered a suite of quality provision (both full-time and part-time) to over 25,310 beneficiaries in 2019. It provided 2,617 course instances in 2019 in 33 FET centres and around 300 locations across Limerick and Clare.</p> <p>The National Hairdressing Apprenticeship became the first apprenticeship programme nationally to integrate blended learning across all 22 modules of the three-year programme in 2019. The curriculum development process embedded TEL in curriculum design and developed www.hairapp.ie, a national VLE/e-Portfolio platform for Apprenticeship using Moodle & Moodle Plug-ins as appropriate.</p> <p>During 2019, the ETB was successful in its application for AMIF funding. The AMIF Realising Potential project application is based on extensive consultation with ETB partner projects and the ETB's own experience of developing and delivering curriculum to migrants.</p>
	<p>The ETB FET Division will implement the 2019 actions in the "Technology-Enhanced Learning in the Further Education and Training Strategy 2016-2019". The key focus of the Technology Enhanced Learning Action Plan in 2019 is Staff Professional Development - initiatives include local responses devised and delivered to meet core needs and Technology Enhanced Learning Pilots to commence.</p>	<p>A number of pilot projects based on locally-identified needs using new/innovative approaches in Teaching and Learning were rolled out in 2019. 20 projects include Augmented Reality (e.g. – Soldamatic Welding), Assistive/Support Technologies (Reading Pens, reading horizons, BKS B etc.), Mobile Assessment Recording (e.g. GoPros in Equestrian Studies), Drone usage in Photography Programme etc.</p> <p>On-going CPD to support adoption of TEL & ETB Systems – Gamification in Learning, TEL Mentoring, TEL Tools for Teaching and Learning, Moodle Beginners, Intermediate & Advanced, etc.</p>

		<p>UDL Teaching & Learning Forum Digital Badges working with PD Officer and Active Inclusion (in conjunction with AHEAD & UL Assisitive Technology Office).</p> <p>Engagement in National TEL Programmes at Levels 6,7 & 8. Three members of TEL Support Service are engaged in the Level 8 Programme.</p>
	<p>During 2019, the ETB FET Division will engage with the Action Plan to Expand Apprenticeship and Traineeship in Ireland 2016-2020 through the development and provision of new programmes.</p>	<p>A key milestone for the ETB FET Division in 2019, was the validation of its National Hairdressing Apprenticeship as a statutory apprenticeship under the Industrial Training Act 1967, the first nationally-recognised standard for the hairdressing industry. The ETB received approval from SOLAS to develop a National Hairdressing Apprenticeship in December 2017. By October 2019 the programme was validated by QQI and the Industrial Training (Hairdressing Industry) Order S.I. No. 512/2019 was made. This established the National Hairdressing Apprenticeship as a statutory apprenticeship under the Industrial Training Act 1967. The National Hairdressing Apprenticeship Programme is the first "post-2016" apprenticeship developed by the ETB sector to be recommended for approval without any specific validation conditions.</p> <p>http://hairdressingapprenticeship.ie/</p> <p>In 2019, the ETB announced 'Pathways to Apprenticeship' - a new initiative offering a range of courses that can be taken in advance of an apprenticeship. These courses offer essential skills designed to help participants access and transition to a full apprenticeship. Similar in structure, 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. On successful completion of a Pathways to Apprenticeship course, learners are awarded a QQI Level 5 Major Award Certificate, which is recognised internationally.</p>
	<p>The ETB FET Division will ensure that training and supports will be put in place for FET Youth Provision and Support to comply with the newly updated child protection procedures, which take into account the new statutory mandated reporting and child safeguarding requirements.</p>	<p>In 2019 the FET Professional Development Officer undertook a training needs analysis and organised a suite of bespoke training sessions on Safeguarding, Child Protection and Safeguarding of Vulnerable Adults. A total of 149 people attended training.</p>

<p>1.2 To support our schools and centres in self-evaluation and to ensure quality assurance systems are implemented across the ETB to maintain the highest educational, training and ethical standards.</p>	<p>During 2019, the ETB will support schools in implementing the School Self-Evaluation process and in preparing for WSE and subject evaluations through the Leading Teaching and Learning initiative which will also continue to promote teacher professional collaboration.</p>	<p>During 2019, the ETB supported schools in implementing the School Self-Evaluation process and in preparing for WSE and subject evaluations through school visits from the Director of Schools, Principals and Deputy Principal meetings, meetings with the Inspectorate, the Leading Teaching and Learning initiative which promotes teacher professional collaboration.</p>
	<p>During 2019 the ETB will continue to evaluate the impact of LLT on student learning experiences and outcomes and teacher collaborative practice.</p>	<p>Leading Inclusive Learning and Teaching & Assessment has also supported schools to enhance the standards that students can experience in schools and to foster professional dialogue amongst staff in ETB schools.</p>
	<p>The ETB will ensure all staff members have opportunities to access training and supports required to comply with the newly updated legislation including GDPR and new statutory mandated reporting and child safeguarding requirements. An online system of training developed in 2018 in conjunction with ETBI and the ETB FET Division will continue to be rolled out in 2019 and will form part of the induction process for new staff in 2019.</p>	<p>GDPR training for all staff was facilitated through Moodle and a separate online training module hosted by ETBI. Training on Health & Safety through Sytorus (Privacy Engine) was also investigated and will be rolled out in 2020.</p>
	<p>As part of the ETB ICT Strategy 2017 -2020, the ETB will provide collaborative opportunities incorporating online platforms which include the ETB StaffCONNECT SharePoint system to support its schools and centres in self-evaluation and to ensure quality assurance systems are implemented across the ETB. During 2019, this will include the rollout of Office 365 and also movement to the Windows 10 operating system.</p>	<p>The ICT department facilitated and co-ordinated the rollout of Microsoft Office 365 tenant for the ETB in 2019. All students have also been given access to Office 365 and upgraded to A3 licences, giving them the option to install Office on a home device.</p> <p>There were large ICT fit-outs completed in 2019 for new building extensions in Coláiste Iósaef, Kilmallock and St Anne's Community College, Killaloe, along with the FET Centre, Clonroad Campus, Ennis. Continued rollout of Wi-Fi solutions to ETB schools and centres.</p> <p>In 2019, the Capital and Procurement department moved to the submission of tenders electronically wherever possible.</p>

	<p>During 2019, the ETB FET Division will implement actions from the QQI ETB Executive Self-Evaluation and QA Improvement Plan (ETBs).</p>	<p>During 2019, the ETB formalised the establishment of the Further Education and Training Quality Assurance Governance structures, including the establishment of the Quality Council, the Programme Governance Sub-group and the Quality Assurance Sub-group</p> <p>Design of an internal communication and self-evaluation process for the QQI Inaugural Review of Quality Assurance was undertaken in 2019, this will be rolled out in 2020.</p> <p>The ETB received approval from SOLAS to develop a National Hairdressing Apprenticeship in December 2017. By October 2019, the programme was validated by QQI and the Industrial Training (Hairdressing Industry) Order S.I. No. 512/2019 was made. This established the National Hairdressing Apprenticeship as a statutory apprenticeship under the Industrial Training Act 1967.</p> <p>The FET QA Support Service hosted a series of seminars in August and September 2019, to inform and guide staff about the new single version Assessment Procedures.</p>
	<p>The ETB FET Division will work with QQI in 2019 on the development and rollout of a new ETB sectoral approach and model for curriculum and programme development, assessment and validation.</p>	<p>New FET Quality Assurance Assessment Procedures and Processes were introduced in 2019 along with nationally-developed FET specific handbooks to support academic writing and referencing. New assessment procedures in relation to reasonable accommodation and compassionate consideration were developed to support inclusion.</p>
	<p>The ETB FET Division will engage with the ETBI findings on the pilot of the new ETB sectoral Model and Process of External Moderation/Authentication in 2019.</p>	<p>A new single-version ETB Further Education and Training Division Results Approval Panel Procedure was implemented for the December 2019 Certification period.</p>
<p>1.3 Nurture the development of the student/learner as an individual and develop supports for students/learners at risk of educational disadvantage, in order to maximise their potential at each stage of the learning process.</p>	<p>The FET Active Inclusion Support Service was established in 2018, and a Framework and action plan will be in place in 2019 to link across all provision, and pilot alternative responses to social inclusion.</p> <p>During 2019, the ETB FET Division will develop and support enhanced outreach activity at key transition points in unemployment blackspot areas in order to widen access to and participation in ETB FET Provision by under-represented groups in the community. Pilot projects will focus on:</p> <ul style="list-style-type: none"> - Outreach and Access 	<p>In 2019, the Active Inclusion Support Service concentrated on three broad areas which included specific purpose pilot projects, learner supports and development and implementation of a range of policies and procedures designed to promote equality and active inclusion.</p> <p>A full-time Active Inclusion Support Service Resource Worker was appointed in the Kilmallock Road Campus in 2019. This work involves outreach to the local communities to enhance recruitment, as well as working closely with at-risk learners to support their retention in FET. The AISS also appointed an engineering teacher half-time to VTOS, to deliver QQI Engineering Skills L3 and L4. Good progress was made in 2019 in strengthening partnerships with Turas Nua and Intreo.</p> <p>A number of information sessions were provided at Turas Nua and Intreo offices in Limerick and Clare and a substantial number of</p>

	<ul style="list-style-type: none"> - Transitions: develop an ETB FET Division wide approach to supporting learner transitions - Sectoral-Focused Pilot Projects targeted at employment in specific sectors including the built environment, hospitality and Pathways to Apprenticeship. 	<p>unemployed learners were recruited to FET courses. VTOS provision, based at the FET Centre, Kilmallock Road Campus, made substantial efforts to recruit new learners including liaison with local communities (AISS worker), as well as advertisements in the Limerick Post and Limerick Leader newspapers. Several social media platforms were also used very successfully for promotion and recruitment.</p>
	<p>During 2019, the ETB FET Division will continue to roll out and embed the Integrating Language, Literacy and Numeracy Framework across all FET provision by implementing the 2019 actions, with a particular focus on literacy and numeracy initial assessment of all FET learners.</p>	<p>The ETB FET Division hosted an international Family Learning Conference entitled Valuing Parents - Linking Policy and Practice on the 28th and 29th March 2019.</p> <p>The ILLN Implementation team contributed to ETBI and SOLAS national research and development projects in 2019 by responding to questionnaires and facilitating local focus groups from the researchers. These included:</p> <ul style="list-style-type: none"> - SOLAS-ETBI-NALA research report and guidelines for Family Learning - Development of Good Practice Guidelines for Screening and Assessment of Literacy and Numeracy at NFQ Levels 4-6 in Further Education and Training (FET) Development of good practice guidelines and toolkit for the initial assessment of the English Language competency of migrant learners - SOLAS Numeracy Research Project <p>Technology Enhanced Learning (TEL) and the Active Inclusion Support Service (AISS) worked together to develop a network of Self-Access Learning Hubs across the larger FET campuses. This is a two-pronged approach involving the strengthening of front-of-house learning support staff in larger ETB campuses, in conjunction with the development of self-access learning hubs. During 2019, TEL and AISS provided a suite of assistive and learning support technologies to support learners accessing all programmes within six named FET campuses. In addition, staff in TEL and Learning Support were put in place in the FET Centre, Kilmallock Road Campus, and the FET Centre, Raheen Campus, to roll out the initiative.</p>
	<p>During 2019, the ETB will work with the DES, its support services and internal ETB education services staff on the promotion of Student Wellbeing. Two ETB schools will partake in a pilot on student engagement.</p>	<p>The ETB provided support to its schools to address students at risk of educational disadvantage, by assigning staff from the ETB Support Team to visit schools and offer guidance and support on strategies to help with student retention and engagement. The Support Staff supported school personnel with programmes such as 'Check and Connect'. Jigsaw worked with six of our schools to implement the 'One Good School™' initiative to maximise student engagement.</p>

	<p>During 2019, each of the sections within the ETB Organisation 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 implement DES Policy and Practice.</p>	<p>The ETB's on-going investment in educational infrastructure involved Capital expenditure of €19.1m in Schools and Centres across Limerick and Clare in 2019. This was supplemented by additional expenditure from its own resources in the region of €1m, bringing the total investment in infrastructure to over €20m in 2019.</p> <p>Working in conjunction with the ETB Schools and FET divisions, the HR Department managed the recruitment and selection of personnel to deliver and support the delivery of services to ETB students and learners, ensuring compliance with best practice and the fulfilment of statutory obligations during 2019.</p>
<p>1.4 Develop appropriate responses which meet the personal, social and employability needs of the people in our communities.</p>	<p>Schools will be supported in the development of inclusive school practices.</p> <p>The Student Support Team community of practice will continue to be supported. Publication of support resources for schools on Student Support Team Structures and Critical incidents.</p>	<p>Schools were supported in the development of inclusive school practices in 2019 through review, modification and ratification of admissions policies and procedures that promote diversity.</p> <p>The Student Support Team Co-ordinators received training and guidance to support students and staff at school level. Training was provided for new members of Student Support Teams and additional training tailored for established Student Support Teams. Support Teams received relevant guidance from NEPS on responding to Critical Incidents. Digital supports with information and guidance were developed to support staff - a dedicated SharePoint site on StaffCONNECT and a Parent/Guardian advice section on www.LCETBSchools.com was launched also.</p>
	<p>The ETB FET Division will continue to provide a range of learner supports in 2019 (e.g. referrals to other agencies, disability supports, placements, etc.), in order to address barriers to participation, retention and progression.</p>	<p>Provision of Access to Psychological Supports: The AISS has put a procedure in place for the provision of confidential, one-to-one, solution-focused, psychological counselling sessions on an hourly, daily or weekly basis, depending on the needs of the FET Centres. Access to counselling is one part of the range of resources and supports which should/could be made available to ETB learners including wellbeing programmes/study skills/induction/relaxation and stress management classes.</p> <p>Supports for Learners with Disabilities: In addition to the disability fund available to PLCs to support learners with disability, the AISS is piloting a model of supports for learners with disabilities through VTOS provision. Relevant staff have done the Needs Assessment Training with AHEAD and follow-up mentored sessions with the Disability Officer from LIT. Protocols have been put in place and additional training in UDL and Assistive Technology have been provided to support staff.</p> <p>During 2019, transport has been provided to various programmes either through the use of ETB minibuses or those hired to support learners'</p>

		<p>attendance on specific programmes. For example, funding for transport was provided to facilitate learners from the FET Centre, Kilrush Campus, to attend more specialised courses in the FET Centre, Shannon Campus.</p> <p>The FET Centre, Kilmallock Road Campus, VTOS provision has established a Care Team to enhance learner retention. This team comprises the VTOS Assistant Co-ordinator, the Guidance Counsellor, AISS worker and the Attendance Support Officer.</p>
<p>1.5 Provide high quality information, guidance, counselling and student/learner support services across our schools, centres and programmes.</p>	<p>The ETB will continue to work with the DES, the Department of Health and other Government of Ireland departments 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). The ETB will evaluate the pilot in six ETB schools in leading a whole school strategic response to inclusive and special education in post-primary schools. Phase 1 will be in conjunction with Mary Immaculate College.</p>	<p>The ETB worked closely with the Health Service Executive (HSE), Tusla and NEPS since June 2019 to implement the recommendations of the National Taskforce on Youth Mental Health, the Youth Mental Health Pathfinder Project and the <i>Connecting for Life Strategy (2015-2020)</i>.</p> <p>The ETB expanded on the pilot in six ETB schools in leading a whole-school strategic response to inclusive and special education in post-primary schools Phase 2 in conjunction with Mary Immaculate College, to all of its 18 schools in 2019/2020.</p> <p>A principal and deputy principal from ETB schools were appointed to the board of Children and Young People's Services Committees (CYPSC). Children and Young People's Services Committees (CYPSC) are a key structure identified by the Government to plan and co-ordinate services for children and young people in every county in Ireland. Their age remit spans all children and young people aged from 0 to 24 years. The purpose of the CYPSC is to ensure effective inter-agency co-ordination and collaboration to achieve the best outcomes for all children and young people in their area.</p>
	<p>The ETB FET Division will continue to roll out and embed the ETB FET Information, Recruitment and Guidance Framework by implementing the 2019 actions.</p>	<p>The Information, Recruitment and Guidance teams in Limerick and Clare work with learners to develop progression pathways and address issues as they arise. New Information Hubs have been opened in Limerick and Ennis and a website http://learningandskills.ie/contact/ directs learners to a portal space for booking appointments, while a freephone number 1800 70 70 77 is available for general queries. New marketing and advertising campaigns have extended the reach of information to a variety of cohorts.</p> <p>During 2019, the Enterprise Engagement Support Service collaborated with MWRSF and the ETB Schools Division to set up industry briefings for Guidance Counsellors. Information sessions took place with El Electronics, Stryker and General Motors to advise guidance counsellors on the pathways to work in the relevant industry sectors. Information on graduate entries and apprenticeship routes to workplaces are part of the information sessions in order to enable guidance counsellors to</p>

		<p>have all relevant information regarding recruitment to industry in the Mid-West, and the range of options available including traineeships and apprenticeships.</p>
	<p>The ETB FET Division will work to provide employability statements for courses/disciplines in 2019 in order to better inform students/learners, parents and employers.</p>	<p>FET provision is promoted through https://learningandskills.ie/our-courses/ and each course has an employability statement detailing the career area and progression pathways for potential learners.</p>
<p>1.6 Promote the benefits of education and training to the people in our region, in particular helping each learner define unique progression pathways provided by our schools, centres and programmes.</p>	<p>The ETB will support schools in developing a whole school guidance framework and further develop links with FET and Third Level institutions.</p>	<p>The ETB worked closely with its guidance counsellors in 2019 to enhance whole-school guidance with the establishment of the Guidance Counsellor Forum in September 2019. This forum also includes guidance counsellors from the community schools which the ETB is a co-patron of, and provides for enhanced collaboration and sharing of best-practice in examining FET options and links with Third Level institutions.</p>

	<p>Following the success of the Pathway to Engineering course, which allows for an alternative entry route for people who wish to pursue a career in engineering, the ETB is planning to introduce a Pathway to Aviation course (EASA Certification) in 2019. This course will prepare people who do not meet the entry criteria for its mainstream aircraft maintenance courses.</p>	<p>A Pathways to Aviation course was developed in 2019 and is on offer in the FET Centre, Shannon Campus. The aim of this programme is to give learners an insight on the work of the Aircraft Maintenance Technician. It does this by introducing learners to basic aircraft maintenance techniques and aircraft terminology and practice. It will also prepare learners for the Mathematics and Physics required for the follow-on traineeships in Aircraft Maintenance and Aircraft Structures.</p>
	<p>As part of developing a further suite of Pathway programmes, the ETB is exploring Traineeship opportunities for 2019 in the areas of Precision Engineering CNC, Machine Tool Operations and Welding; Business Administration/Finance; Retail Skills and Customer Support and Childcare.</p>	<p>In 2019, the FET Division provided traineeships and apprenticeships to 2,246 beneficiaries.</p> <p>In 2019, the ETB announced Pathways to Apprenticeship - a new initiative offering a range of courses that participants can take in advance of an apprenticeship.</p> <p>The FET Division was involved in organising and participating in a range of key showcase events including the Limerick for Engineering Expo in Shannon in March 2019 and the Mid-West Apprenticeship & Traineeship Careers Showcase in October 2019.</p>
	<p>The ETB will continue to celebrate learner excellence and achievements to highlight the positive impact of its work in 2019.</p>	<p>Many awards ceremonies took place in 2019 across all FET Centres. They were occasions where learner achievements in non-formal and formal learning were recognised and celebrated. Moyross Adult Education group held an awards ceremony in the refurbished Community Hub in June, which was attended by approx. 100 learners and children. In November, learners from across the city attended a ceremony in Southill Hub and were presented with their certificates by the Mayor.</p> <p>2019 was a significant year for the Learning Limerick initiative. In March 2019, the Learning Limerick partners signed a Memorandum of Understanding (MoU) in Limerick City Hall. This agreement is a strong statement of their intent and support for the Learning City-Region initiative for Limerick.</p> <p>The Learning Ambassador Initiative was launched in 2019, whereby community champions from various backgrounds help reach as many people as possible to inspire them to participate in learning. They promote the idea of lifelong learning in their own communities, workplaces and neighbourhoods.</p>

		<p>The Learning Limerick flagship event each year is the week-long Festival, which celebrates all kinds of formal and informal learning opportunities in Limerick City and County. In 2019 the Festival included an All-Ireland Seminar held on April 10th in King John's Castle under the theme 'Bridging the Gap'. The first meeting of the All-Ireland Network of Learning Cities to include Limerick, Dublin, Cork, and Derry took place in Limerick.</p> <p>A new Learning City Charter was signed by the mayors on behalf of their cities. It brings political support at the highest levels to our shared work to develop our cities as places where all learning, lifelong and life-wide, for all ages, interests and abilities is promoted and celebrated.</p> <p>In addition, the new website for Learning Limerick was launched in June 2019. www.LearningLimerick.ie is a dedicated website that will make it easier for those interested in lifelong learning to get information about the range of courses and insight into the whole area of Lifelong Learning. It will strengthen Learning Limerick's online presence; thus contributing to the group's strategic priority of enhancing the visibility and presence of Learning Limerick.</p> <p>Learning Limerick is a member of the UNESCO Global Network of Learning Cities which has 170 active members from 53 countries in every region of the world. In 2017, Limerick received the UNESCO Learning City Award. In October 2019, Councillor Sarah Kiely, Deputising for the Mayor for Limerick City and County, Pádraig Malone, Limerick City and County Council, and Yvonne Lane, Learning Limerick Co-ordinator, were invited by UNESCO to participate in the fourth International Conference on Learning Cities on 'Inclusion – A principle for lifelong learning and sustainable cities' in Medellín, Colombia.</p>
<p>1.7 Provide and maintain the highest quality facilities and appropriate technologies for our students and learners.</p>	<p>Subject to access to capital / project funding, in 2019, the ETB FET Division will continue to implement a series of planned improvements of ETB FET facilities. This will ensure that ETB FET learners have access to welcoming, safe and fit-for-purpose learning environments.</p>	<p>On-going work in relation to Capital and Infrastructure Investment across ETB FET Centres is designed to improve the quality of ETB buildings and enhance the on-course experience for learners and staff and ensure ETB facilities are accessible, welcoming and fit-for-purpose.</p> <p>During 2019, the ETB FET Division has invested in upgrading facilities in order to expand the range and quality of provision in Ennis, Kilmallock, Abbeyfeale, Kilrush and Miltown Malbay.</p> <p>A significant milestone was the complete refurbishment and extension of the FET Centre, Clonroad Campus, Ennis, making it a state-of-the-art FET campus.</p>

	<p>2019: The ETB will work with the DES to further develop ICT capabilities across its schools including accessing grants for ICT equipment, and advice and support materials (primarily through the Professional Development Service for Teachers – Technology in Education (PDST-TiE) and other support services). The ETB will provide a digital leaders programme for teacher leaders. The Digital Leaders programme will be linked to curriculum leaders and Special Education Needs co-ordinators to increase the opportunities for professional collaboration both at individual school and scheme level.</p>	<p>The ETB supported teachers and school leaders who were eager to promote enriched teaching and learning using technology through a series of cluster days which started in September 2019. Schools were provided with access to advice and support via StaffCONNECT and LCETBSchools.com.</p> <p>Schools which use Microsoft Office 365, were offered tailored supports in utilising SharePoint sites for their schools and Microsoft Teams.</p> <p>The ETB established a Google Education Groups Ireland Forum to support schools using G Suite in Education across the region.</p> <p>Schools which specialise in particular technologies were selected as 'beacon schools' to offer advice and guidance to other schools interested in the range of hardware and software systems being used by teachers. The ETB has schools which are leaders in the use of the following technologies;</p> <p>iPad 1 to 1 schools (Apple): Desmond College and Gaelcholáiste Luimnigh; Chromebook schools (Google): Ennis Community College and Mungret Community College; Surface Pro (Microsoft): Ennistymon Vocational School and Thomond Community College.</p>
	<p>The ETB Capital and Procurement department will continue to support significant investment in capital and works designed to enhance the learner/ staff experience in ETB schools, centres and its head office. On-going capital projects in 2019 include new schools buildings projects in Coláiste Chiaráin, Croom, Mungret Community College, Gaelcholáiste Luimnigh. An ASD unit in Thomond Community College and significant extensions to Scariff Community College, Ennis Community College and St Anne's Community College, Killaloe. In addition, the ETB Capital and Procurement department will support non-ETB schools in capital procurement works in 2019 including: Gaelscoil Sheoirse Clancy, Le Chéile NS , Gaelscoil Mhíchil Cíosóg, St Joseph's Secondary School, Spanish Point, Sacred Heart National School, Monaleen.</p>	<p>Achievements in 2019:</p> <ul style="list-style-type: none"> - A standalone extension at St Anne's Community College was completed and opened in August 2019 - Construction of the new Coláiste Chiaráin continued on site and is due to open in 2020 - A new standalone extension at Ennis Community College commenced on site in August 2019, with a completion date of spring 2021 - An enabling works project completed on the site of the new Gaelcholáiste Luimnigh and a planning application submitted to the local authority - A design team appointed for the new Mungret Community College and a Stage 1 Report approved by the DES - Planning permission granted for the extension to Scariff Community College - Thomond Community College extension Stage 1/2a Report approved by the DES and a planning application under preparation - Design teams appointed to Gaelscoil Mhíchil Cíosóg and Monaleen NS and Stage 1 Reports submitted to the DES - An extension to Le Chéile NS completed and opened - An extension to St Joseph's Secondary School on site and due for completion in 2020 - A Stage 2a Report for Gaelscoil Sheoirse Clancy was submitted to the DES

		<ul style="list-style-type: none"> - At the request of the DES, the ETB Client for development of a new school for Gaelscoil Donncha Rua, Shannon. A design team was appointed and a Stage 1 Report submitted to the DES.
	<p>During 2019, the ETB Capital and Procurement department will continue a planned cycle of improvements to facilities through the Summer Works Scheme, the Emergency Works Scheme and the Sports Capital Grants Scheme.</p>	<p>Summer Works applications submitted in 2019 respect of:</p> <ul style="list-style-type: none"> - Castletroy College – Roof Upgrade - Coláiste Iósaeif, Kilmallock – Science Room Upgrade - Coláiste Mhuire, Askeaton – Roof Upgrade - Desmond College, NCW – Roof Upgrade - Ennis CC – Upgrade of Building/Roof - Ennistymon VS – Windows Replacement - Hazelwood College, Dromcollogher – Roof Upgrade - St Anne’s CC, Killaloe – Roof Upgrade - St John Bosco CC, Kildysart – Emergency Lighting - St Joseph’s CC, Kilkee – Roof Upgrade - St Michael’s CC, Kilmihil – Upgrade of Science Rooms <p>Summer Works applications awarded in 2019 in respect of:</p> <ul style="list-style-type: none"> - St Michael’s Community College, Kilmihil – Window Replacement - Coláiste Mhuire, Askeaton – Covered Walkway <p>Sports Capital Applications were successful for the following projects:</p> <ul style="list-style-type: none"> - Outdoor Education & Training Centre The Burren €26,500 (Toilet Refurbishment) - Coláiste Mhuire, Askeaton €69,500 (Installation of Astro Turf Pitch) - Coláiste na Trócaire, Rathkeale €99,500 (Indoor Gymnasium) + 2019 second approval of €86,623.00 - St Michael’s Community College, Kilmihil €59,600 (Athletics Track) <p>Emergency Works applications submitted for the following:</p> <ul style="list-style-type: none"> - Desmond College, NCW – Floor Repairs - Ennis Community College – Universal Access Works - Ennis Community College – Science Lab Upgrade - Ennis Community College – Water Damage - St Michael’s Community College, Kilmihil – Accessibility Upgrade - Thomond Community College, Limerick – Lighting Upgrade/Remediation Programme - Thomond Community College, Limerick – Roof Repairs – Complete - Thomond Community College, Limerick – BMS Controller – Complete <p>Energy Projects:</p> <ul style="list-style-type: none"> - Coláiste na Trócaire, Rathkeale – Electrical Upgrade - Castletroy College – Deep Energy Retrofit NEP 2019

		<ul style="list-style-type: none"> - FET Centre, Clonroad Campus, Ennis – Lighting Upgrade BEC 2019 - ETB Administration Office, Ennis – Lighting Upgrade BEC 2019 <p>Further Education & Training Centres:</p> <ul style="list-style-type: none"> - Abbeyfeale – Campus Development Plan - Cappamore – Future permanent extension - Clonroad – Major expansion of facilities - Hospital – Dust Extraction System installed - Kilmallock Road Campus – New Training Kitchen - Kilmallock Town Campus – Extensive refurbishment - Kilrush – Campus Development Plan - LCFE – Various Upgrade Works
	<p>As part of the implementation of the ETB ICT Strategy 2017 – 2020, the ETB will work with the DES to further develop ICT capabilities across its schools and FET centres, including accessing grants for ICT equipment, and advice and support materials.</p>	<p>The Capital and Procurement department worked in collaboration with the ICT department in the procurement of IT Equipment & Consumables in 2019.</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 2019.</p>	<p>National ETB Procurement Policy was formally adopted by the ETB Board on 15th October 2019. The Corporate Procurement Plan (CPP) and Multi-Annual Procurement Plan (MAPP) was completed for the ETB in August 2019 and submitted to ETBI as required.</p>
	<p>Review of the effectiveness of existing health and safety policies and practice in 2019 including an up-to-date register of H&S Committees at centre level and CPD record of mandatory/additional training (see 2.5)</p>	<p>An audit of all Schools and Centres was carried out in 2019 and, based on this, training for staff in roles such as First Aid, Fire Safety, Working at Heights, Defibrillator etc. was undertaken.</p>
<p>1.8 Develop/Implement a Youth Work Plan for the region.</p>	<p>Continue to implement the Youth Work Plan in 2019.</p>	<p>Strategic Goal 1 of the ETB Youth Work Plan 2018-2021 focuses on High Quality Youth Work Provision and Practice. In 2019, the ETB facilitated the delivery of the following:</p> <ul style="list-style-type: none"> - NYCI Training: good Practice in Sexual Health Policy / promoting health in youth work settings - Consultation morning to support re LGBTI research - Consultations with Youth Worker practitioners on ways in which arts activities can enhance their practice. <p>All of these have enhanced the skills of staff who work with young people and facilitated the provision of better practice and quality work.</p>

	<p>Establish a Local Creative Youth Partnership and integrate provision into existing formal and non-formal education programmes.</p>	<p>The Local Creative Youth Partnership (LCYP) is a pilot initiative under the Creative Ireland programme's Creative Youth Plan to expand cultural and creative creativity at a regional level, with a total of €300,000 divided equally between the three ETBs of Limerick and Clare, Kerry and Laois/Offaly.</p> <p>A meeting of the members of the original steering group, the co-ordinator and Director of Schools took place on 22 October 2019. The Limerick and Clare Local Creative Youth Partnership (LCYP) Steering Group reports to the ETB, the Department of Education and Skills and Creative Ireland in the design and delivery of a Creative Youth programme for the region.</p> <p>The LCYP programme is funded by Creative Ireland and is drawn down by the ETB through the Department of Education and Skills.</p>
	<p>The ETB will provide on-going support for the implementation of the ETB Youth Work Plan.</p>	<p>In 2019, the HR department worked closely with the ETB Schools Division to recruit a Local Creative Youth Partnership Co-ordinator, as the ETB was one of three chosen pilot ETBs nationally to receive Creative Youth Funding under the Creative Ireland programme. The objective of this partnership was to combine a wide range of resources to provide out-of-school creative activities for children and young people that complement and work with formal school settings.</p> <p>Funding for 2020 has been secured to continue this programme based on the success of the pilot in 2019.</p>
<p>1.9 Continue to promote and develop outdoor education as an integral element of the education services.</p>	<p>During 2019 – the provision of programmes through the outdoor education centres will be promoted both internally to ETB schools and FET and externally to other relevant potential service users.</p>	<p>The ETB outdoor education and training centres continued to be promoted across FET Centres, Community National Schools and post-primary schools in 2019. Schools have benefited from the broad range of activities and facilities available at the Burren and Kilfinane centres. Both have developed wellbeing programmes in conjunction with ETB schools.</p> <p>The HR department continued to support the development of the two Outdoor Education & Training Centres in 2019 by providing support to existing personnel and the recruitment of personnel to enhance the variety of outdoor education provided in the centres.</p>

Strategic Goal 2 – Staff Support and Organisational Development

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

Objective from Strategy Statement	Commitment in 2019 Service Plan	Achievements in 2019
<p>2.1 Recruit, develop and retain staff of the highest calibre.</p>	<p>Recruitment and selection procedures and templates are being reviewed and updated in order to ensure best practice and relevance to the needs of the organisation and to ensure compliance with legislation and GDPR. The implementation in 2018 of CL 0003/2018 involved conducting a review of the needs and priorities of each post-primary school allocated Leadership and Management posts. During 2019, on-going training and refresher training will be conducted to support those Leadership and Management post-holders allocated to its post-primary schools.</p>	<p>Recruitment and Selection templates were updated to ensure compliance with legislation and GDPR and will continue to be reviewed to ensure best practice and relevance to the needs of the organisation.</p> <p>265 posts were advertised in 2019 across the Schools, FET and Organisational Support and Development pillars, with applications in excess of 2,800 received and processed.</p> <p>During 2019, there were 14 staff appointed in either a permanent or acting capacity to the authority's post-primary schools in posts of responsibility. 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. Training and support has continued to be provided to those appointed to these posts.</p>
	<p>Provision of recruitment, selection and interview training/retraining in 2019 for ETB board members, managers and all involved in the recruitment process.</p>	<p>Provision of recruitment, selection and interview training/retraining was conducted in 2019 for the newly-appointed ETB Board Members, managers and those involved in the recruitment process. Training and refresher training will be conducted again in 2020.</p>
	<p>Review and adaptation of HR ICT system parameters in 2019 to ensure GDPR compliance. During 2019, the GDPR Compliance Workbook to be implemented to ensure GDPR compliance.</p>	<p>HR ICT systems parameters are currently being reviewed in preparation for migration to the Shared Services system.</p> <p>During 2019, the ETB acquired a software system, Sytorus – Privacy Engine, to manage GDPR compliance. HR, ICT systems and workflows are being entered into this system and reviewed to demonstrate compliance.</p>
<p>2.2 Develop and implement a continuous staff development policy, which reflects the organisation's objectives and supports staff to maintain and develop their skills in line</p>	<p>In 2019, the ETB FET Division will continue to implement the 2019 actions under the SOLAS Further Education and Training Professional Development Strategy 2017-2019.</p> <ul style="list-style-type: none"> - Publication of the new ETB FET Professional Development Action Plan 2019-2021 - Develop a cross-FET Induction Process. 	<p>The ETB FET Professional Development Action Plan 2019-2021 was published in 2019. This 3-year plan guides ETB work in this area and has four priority areas:</p> <ul style="list-style-type: none"> - Strong Commitment to Professional Development for all FET Staff - Professional Development for Teaching and Learning - Professional Development Structures and Systems

with the highest standards of professional practice.	<ul style="list-style-type: none"> - Develop online induction resources and induction programmes to ensure consistent and quality induction of staff within the FET Division. 	<ul style="list-style-type: none"> - Transparent and Consistent Professional Development Policies and Procedures <p>In 2019, a total of 127 training events were organised centrally with an attendance of 1,669 staff.</p> <p>A new Draft Induction Policy and Draft Online Induction Resources were developed in 2019. These will be further developed as an online resource in 2020.</p>
	Undertake profiling of skillsets required within each OSD Department in 2019. This project commenced in 2018 with supervisory grades undertaking training and development in Supervisory Management. During 2019, this will continue and will be expanded to include other grades.	<p>Training was provided to all grades of staff in 2019 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 2019 and further training will be undertaken in 2020.</p> <p>There is on-going CPD and Upskilling of ICT staff. These included a number of training days around MS SharePoint, PowerApps, MS Office 365 Teams , Zoom etc. in 2019. In addition, staff have responded to the upskilling required to respond to legislative changes, including online training and attendance at seminars in 2019 on subjects including: Freedom of Information, GDPR and Health and Safety.</p>
	2019: Further development of teachers as leaders in areas such as curriculum, digital, inclusivity and student support.	<p>Teachers of ETB schools have engaged in professional development courses and seminars organised by the Schools Division to meet the changing needs of schools and the continuous professional development of teachers to enhance their leadership roles in schools. Support seminars and training have been provided to post-primary personnel in the following areas;</p> <ul style="list-style-type: none"> - Year Head training - Digital Clusters training and community of best-practice Day 1 - Student Support Team Co-ordinators Cluster Day 2 meeting - Meeting of Digital Learning Working Group - Leading Inclusive Learning, Teaching and Assessment (LILTA) Cluster Day 1
	Implement a training and support plan for Special Education Needs co-ordinators in 2019.	Training for Special Education Needs co-ordinators has been extended beyond the pilot school grouping in early 2019, to include all ETB schools in the latter half of 2019.
2.3 Foster, promote and encourage staff to critically reflect on their work, to engage in high quality individual and collaborative practice, and	In 2019, the ETB FET Division will support communities of practice and networks, creating opportunities for all staff to exchange ideas and share best practice through use of online platforms and 'badging' of CPD.	Since 2017, the FET Division has been issuing digital badges for all staff Professional Development, which is organised at FET Division level. Badges are awarded at Site Level in Moodle, have embedded data and are exportable to users Backpack (Badgr). By the end of 2019, over 80 individual Badges have been created with over 3,000 Badges awarded.

<p>actively participate in continuous professional development opportunities, including engaging with communities of practice.</p>	<p>Working within each team, APOs will agree individual goals, maintaining a record of provision of appropriate CPD and development opportunities and feedback. Staff are availing of CPD opportunities relevant to their sections and their workflows. This will be on-going into 2019.</p> <p>Working with the newly-established communications group, in 2019 priority will be to identify local strategies for sharing confidential, sensitive information to the appropriate level in a timely manner.</p>	<p>Individual training goals were agreed with staff members and they undertook CPD relevant to their areas and as part of their on-going professional development in 2019.</p> <p>Capital and Procurement department staff engaged in both formal and informal professional development in 2019, including the ETBI/UCC Procurement Training Programme.</p> <p>Capital and Procurement department staff provided training to FET and Schools Senior Management Teams and School and Centre-based Admin Staff on the National Procurement Policy and the ETB MAPP in 2019.</p>
	<p>In 2019, the ETB will continue to deploy resources to equate to the revised structures as a consequence of shared services.</p> <p>The HR/Payroll inter-departmental collaborative practice project was constituted in 2018 and is working on the implementation of the transition to Shared Services in 2019.</p>	<p>The HR/Payroll inter-department collaborative project continued into 2019, where opportunities to up-skill staff and share knowledge and best practice were identified. Training in the software packages required for the transition to Shared Services commenced, with staff undertaking training through CORE University. A transition lead for both HR and Payroll were identified and these Transition Leads commenced the pre-transition work required to ready the ETB for its transition to Shared Services in 2019. The Shared Services transition team were the first group to undertake this training in 2019, with plans to cascade this training to other relevant staff in 2020.</p>
<p>2.4 Foster a culture of leadership, coaching and mentoring for all staff.</p>	<p>Regular, structured meetings will be organised in 2019 both at centre, provision and management level.</p>	<p>During 2019, 35 FET staff participated in Management Training organised through the FET Professional Development Officer. Topics included</p> <ul style="list-style-type: none"> - Use of New Systems- Planning, Tracking and Monitoring - Skills for Managing and Leading
	<p>Regular, structured meetings (both within sections and cross-sectional) will continue in 2019</p>	<p>Regular structured team meetings take place both departmentally and cross-sectional and this will continue in 2020. Close collaboration between the Capital and Procurement department and the Finance department was maintained in 2019. The effectiveness of this collaboration was demonstrated in the completion of the first Multi Annual Procurement Plan (MAPP) for the organisation in August 2019.</p>
	<p>Regular Principals Forum meetings will continue to be organised in 2019. Supports to implement distributed leadership will be implemented at the appropriate level. Establishment and support of a Deputy Principals Forum. Working groups in Safeguarding, Leading Teaching and Learning and SEN will address the systemic priorities of the DES.</p>	<p>Digital Clusters: The ETB Schools Division continued the best-practice of supporting schools through cluster days, which started in September 2019. An individual school needs analysis was undertaken by the Director of Schools to determine the support required. Schools were provided with the required training, advice and support via StaffCONNECT and LCETBSchools.com in the best use of Microsoft Office 365. Tailored support in utilising SharePoint sites for schools and Microsoft Teams was also facilitated. The ETB established a Google Education Groups Ireland Forum to support schools across the region. Three cluster days for schools that</p>

		<p>use Microsoft 365 and G Suite for Education were organised for schools to avail of.</p> <p>Junior Cycle Wellbeing: The authority's schools are participating and hosting the Cluster-Based Continuous Professional Development provided by the Junior Cycle Team to Support Implementation of the Junior Cycle Framework. The Director of Schools facilitated a day for principals and deputy principals who undertake timetabling in schools to look at ways that the timetabling of 400 hours for wellbeing could be achieved. The feedback from the session was extremely positive. Further sessions are planned for timetables in future years in supporting the new Junior Cycle.</p> <p>In September 2019, a new forum was established for the Guidance Counsellors of ETB schools and the community schools which the ETB is co-patron of. This group met at a different Limerick or Clare based industry to develop and harness greater links with the industries in the region. The ETB Schools Division is extremely grateful to the Mid-West Jobs Task Force for its efforts on working with its schools in enhancing partnership between schools and business and industry and the research community.</p> <p>Student Support Team: Meetings with the individual student support teams in the authority's schools were facilitated by the Director of Schools and the ETB Schools Division Support Team, with the teams continuing to be pro-active in supporting students at risk. The student support team co-ordinators met four times during the course of 2019. A Student Support Team advisory group was established in October 2019 and training for newly-appointed student support teams was facilitated in December 2019 over the course of two days. This training, which was co-ordinated by the Director of Schools, was delivered in a multi-agency approach with inputs from a range of services and groups in the Limerick and Clare region including; NEPS, Tusla, the ETB HR department, Children's Grief Project, Jigsaw and the ETB Schools Division Support Team.</p>
<p>2.5 Promote active awareness of health, safety, wellbeing and welfare for all staff, students and learners at a personal and organisational level.</p>	<p>A Health and Safety Management System (Pegasus) was procured by the ETB in 2018. During 2019, an audit of Health & Safety in schools and centres will be conducted. This will include an evaluation of systems in place to manage the Health & Safety Training needs of staff.</p>	<p>During 2019, an audit of policies and procedures was undertaken. Work progressed on demonstrating compliance with health and safety legislation SHWW (Act) 2005 and General Application Regulations 2007. Training needs were identified and plans put in place to upskill the relevant staff.</p> <p>The Capital and Procurement department liaised with the Corporate Services department in providing relevant data on H & S Practices pertaining to Capital Projects.</p>
	<p>In 2019, the ETB FET Division will work with ETB Head Office to ensure Health & Safety Committees are in place in all its centres and that staff receive opportunities to attend H&S Training (both mandatory and additional)</p>	<p>During 2019, 94 FET staff participated in Health and Safety Training organised through the Corporate Services department and supported by the FET Professional Development Officer.</p>

	<p>The ETB Safeguarding Working Group and Student Support Team Community of Practice will provide training and support schools in relation to Safeguarding, Student Support Team and Critical Incidents. The ETB will support schools in engaging with the PDST programme of CPD to ensure the implementation of the revised <i>Children First Guidelines</i> in 2019.</p>	<p>Safeguarding Advisory Group: This group has members from both the Schools and Further Education and Training divisions. It continues to support the implementation of the <i>Children First Guidelines 2017</i> and the Department of Education and Skills <i>Child Protection Procedures for Primary and Post-Primary Schools 2017</i>. This involves the provision of training to Designated Liaison Persons (DLPs), support and guidance with risk assessments, training and support to Boards of Management and development of policies and resources. A standard presentation for all staff was created and distributed to all schools in August relative to child safeguarding and procedures for mandatory reporting.</p>
	<p>The ETB FET Division will support FET Centres offering Youthreach provision to engage with planned CPD to ensure the implementation of the revised <i>Children First Guidelines</i> in 2019.</p>	<p>During 2019, 149 FET staff participated in training around the Safeguarding of Children and Vulnerable Adults organised through the FET Professional Development Officer.</p>
<p>2.6 Provide the most appropriate responses and resources to meet the changing needs, approaches and working patterns of our diverse population of staff, students and learners.</p>	<p>Increased focus on learners in employment with low skills due to changes in economic situation, and those furthest away from employment.</p> <ul style="list-style-type: none"> - Skills to Advance courses will be developed primarily targeted at the Manufacturing & Construction sectors in areas such as Project Management, Goods Manufacturing Practice and Health & Safety. - Employability Skills courses (e.g. Built environment, Level 3) will target those in unemployment blackspots as well as the long-term unemployed with a view to preparing them for the workplace and/or for progression to Further Education and Training. - Provision managers will continue to constantly review provision to see what opportunities exist to further re-align provision with national targets agreed by the ETB (innovative provision must be developed and aligned to Targets 1-6) - Plan for Shannon Campus/HETC Hospitality provision to be put in place for 2019. To look at all aspects of hospitality provision from on-the-job training to management up-skilling. Developing new systems and SOPs for industry departments. - HETC - 24 managers will participate in an industry upskill programme delivered one day per week. Participants are going to be released to attend with paid leave. It is a Management Level 6 programme with a duration of 8 months. 	<p>595 beneficiaries participated in Skills to Advance programmes in 2019. These programmes are designed to support employees who have lower skills levels to remain or to advance in their careers. Courses have been delivered in areas such as: Data Analysis & Business Skills, Supervisory Management, Information Technology, MS Excel Spreadsheet Skills, Mig & Tig Welding, Lean Six Sigma, Green Belt Warehousing, Inventory Control, Payroll Manual & Computerised.</p> <p>During 2019, the Hospitality Education and Training Centre provided learners with QQI and other accredited programmes for a variety of jobs in the hotel and catering industry. These programmes directly target people who are unemployed and enable them to retrain in a specific skills programme. To date, the programme has linked directly with the IHF, VFI, Fáilte Ireland, DEASP and a local consortium of hoteliers in the Mid-West region. 75% of graduates of the programme gain employment.</p> <p>In July 2019, a special graduation ceremony of the Diageo Ireland's 'Learning for Life' programme was held at the Guinness Storehouse. This programme aims to equip people with the skills and training necessary for employment in the hospitality sector. The 14 most recent graduates were a combination of learners from direct provision and the Limerick and Clare region.</p>

	<p>Research, develop and evaluate Equality Training for all staff in 2019.</p> <p>Ensure all policies are reviewed in the context of the ETB Public Sector Duty during 2019.</p>	<p>Staff members were engaged in ETB Public Sector Duty Workshops in 2019 to heighten their awareness of the duty. Policies are currently being reviewed in the context of the ETB Public Sector Duty and will continue to be reviewed and updated if necessary, in 2020.</p>
	<p>During 2019, the ETB FET Division will provide resources and facilitate the engagement by staff with the ETB pilot Wellbeing initiative.</p>	<p>The FET Division developed an eTool as part of its 'Capturing the Wider Benefits of Learning' initiative. This enables ETB learners to rate their own progress on a course and the skills they have developed. Learners can also describe wider benefits of the course including; personal learning, health and wellbeing, family and community and future plans for education or employment. In 2019, the tool was made available on the FET website on https://wider-benefits.learningandskills.ie/</p>

Strategic Goal 3: Good Governance

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

Objective from Strategy Statement	Commitment in 2019 Service Plan	Achievements in 2019
<p>3.1 Ensure that organisational structures, supported by robust administration systems, are aligned with evolving strategic priorities.</p>	<p>In 2019, the ETB FET Division will work with the ESF Managing Authority and the Department of Public Expenditure and Reform to provide learner details using the new 'e-Cohesion System' as required under the regulations for the European Structural and Investments Funds (ESIF) 2014-2020.</p>	<p>On-going. During 2019, FETCH has been promoted and increasingly adopted for learner registrations to ensure that ESF-critical data reporting obligations are met, via a self-declaration process by learners.</p>
	<p>Review all ETB Policy documentation for currency and compliance in 2019 and establish a policy review cycle ensuring all policy documentation is reviewed and updated within a maximum 3-year cycle.</p>	<p>All Policy and Procedures were reviewed in 2019 to ensure compliance with legislation and Circular Letters. The ETB Parental Leave Policy updated as per the introduction of an extra four weeks Parental Leave from September 1st, 2019 and the introduction of two weeks Parent's Leave from November 2019.</p> <p>National Procurement Policy adopted by the ETB on 15th October 2019; with an annual review by the Capital and Procurement department to allow incorporation of any new circulars, guidelines and legislation.</p> <p>Under the Corporate Procurement Plan (CPP) the Capital and Procurement department has identified a number of goals and Key Performance Indicators (KPI's) which are linked to 7 key objectives. Each KPI has been assigned to a section or role within the ETB and the plan is reviewed regularly.</p>
	<p>Review and adaptation of ICT system parameters in 2019 to ensure maximum efficiencies in line with the ETB ICT Strategy 2017- 2020.</p>	<p>Continuous review on existing systems and any new proposed systems undertaken in 2019 to ensure they are robust and secure and are in line with the ETB <i>ICT Strategy 2017-2020</i></p>
	<p>Schools will be supported to participate in an ETB-led review of Policies on a rotational basis to ensure relevance in 2019. Policies for review will be prioritised by the Principals Forum.</p>	<p>A range of policies were reviewed in 2019 to support ETB schools. The following policy areas were reviewed and updated to reflect the needs of the ETB as an organisation and its schools:</p> <ul style="list-style-type: none"> - Visitor Speaker Policy - Events Policy <p>The Director of Schools assisted several schools in the review of Admissions Policies for 2020/2021.</p>

		All schools engaged in planning regarding the review of draft policies for the changes to the Education Act in relation to the Admissions Bill which will be implemented from 1 October 2020.
3.2 Strengthen strategic and organisation planning processes.	In 2019, the ETB will develop a Monitoring and Evaluation framework to facilitate annual monitoring and reporting on the ETB Strategy Statement.	Templates were developed in 2019 linking the Strategy Statement and the annual Service Planning Process to an annual evaluation and reporting process linked to the Annual Report. This Monitoring and Evaluation Framework will be updated to reflect changing DES/SOLAS priorities and will be reviewed on an annual basis by the Senior Management Team within the ETB.
	Schools will be supported to participate in the ETB-led review of Policies on a rotational basis to ensure relevance in 2019. Policies for review will be prioritised by the Principals Forum.	The ETB Schools Division referred to the Strategy Statement at all of its meetings with the following groups since August 2019: <ul style="list-style-type: none"> - Principals and Deputy Principals - Support Team - Student Support Team personnel - Teachers involved in Leading Inclusive Learning Teaching and Assessment (LILTA) - Special Education Needs co-ordinators - Guidance Counsellor Forum
3.3 Ensure high standards of financial and risk management, through internal/external auditing/monitoring controls, to support schools, centres and services to operate within funding and corporate governance guidelines/requirements.	Working with the Finance and Audit Committees, during 2019 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 Procurement Officer reported to both Audit and Finance Committees in 2019 on the Capital Programme and Procurement function. Reports on all tenders over €100,000 were issued to each meeting of the Finance Committee in 2019 by the Capital and Procurement department. The Risk Register encompasses all three divisions and was reviewed on an on-going basis during 2019 to ensure that it was reflective of any new risks or any changes in likelihood or impact depending on controls put in place. These were presented to the Audit Committee meetings in 2019. The Risk Register formed part of the Agenda for all SMT and APO meetings in 2019 where a Business Plan was updated based on the strategic goals of the ETB.
	Working with the Finance and Audit Committees, during 2019 the ETB FET Division 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. - Budgeting and Finance Management Training and development to enhance its strategic planning capacity and to link with FARR and PLSS planning processes	Risk Management is an agenda item on all FET Steering Group Meetings. FARR planning of PLSS and Apprenticeship provision is supported with provision category specific workshops to ensure that the annual plan is accurately/realistically developed and aligned to the corresponding year of the SPA. Apprenticeship planning is entered directly in FARR with associated planned/actuals achieved inputs, outputs and outcomes entered and reviewed for accuracy and consistency. Prior to submission, the overall FARR annual plan is compared to projected and actuals achieved in the previous year for reference and aligned to the target commitments made in the upcoming year of the SPA, via an iterative process with consideration given to reported CSO outcomes for Targets 1 & 2.

	<ul style="list-style-type: none"> - All managers and co-ordinators to get more immersed in future planning and begin to use PLSS, FARR, P2P etc. as management tools on a more daily basis - Provide Designated Liaison Person training to all FET provision co-ordinators (child/vulnerable adult protection). 	<p>Training provided to 149 FET Staff in 2019 in respect of Safeguarding, Child Protection/Safeguarding of Vulnerable Adults.</p>
<p>3.4 Maximise the efficient use of public resources and avoid duplication of services.</p>	<p>Schools Risk Register will be regularly reviewed by Principals Forum</p>	<p>Risk Management has been an item agenda for all Principal and Deputy Principal meetings since August 2019. An advisory group of Principals and Deputy Principals was established in September 2019. This group has reviewed the latest version of the Risk Register and an 'Action Plan' with regard to assigning ownership and timelines to each risk identified is being compiled for 2020. Recommendations in the Action Plan will be discussed at meetings of Principals and Deputy Principals.</p>
	<p>The ETB will ensure that, where possible during 2019, it will use central procurement frameworks and contracts that are put in place by the Office of Government Procurement (OGP).</p>	<p>A Legal Framework was put in place in 2019 with the ETB working in conjunction with ETBI and the OGP towards the delivery of this framework.</p> <p>The ETB continued to avail of OGP Frameworks in 2019 where available, including all Utilities, Facilities Management, Travel and HR etc. During the course of the 2019 MAPP process the ETB identified that the area of Class Consumables & Training Equipment did not have a corresponding category within the OGP Framework. The ETB is continuing to liaise with the OGP in order to ensure the future generations of frameworks can be adapted to sector/local needs. Feedback is being channelled through several mediums including the Self-Serve Competitions which the ETB is now participating in since 2019.</p> <p>The ETB Schools Division has worked closely with the OSD directorate in 2019 to ensure that schools use central procurement frameworks and contracts which have been recommended by the Office of Government Procurement (OGP).</p> <p>Principals and Deputy Principals are consulted on and informed about all tendering processes.</p>

<p>3.5 Promote sustainability and environmental responsibility across the organisation.</p>	<p>During 2019, the ETB aims to improve energy efficiency and renewable energy through on-going engagement with initiatives such as the European Energy Efficiency Fund (EEEF) programme.</p>	<p>The ETB is a partner with DES and the SEAI on the National Energy Pilot Programme for Schools. Deep energy retrofit of 19 schools was completed nationally in 2019, including Castletroy College.</p> <p>A statutory M & R Returns on the ETB energy usage was submitted to the SEAI showing an 18.1% reduction in energy consumption across the organisation since 2009.</p>
	<p>During 2019, ETB Schools will be supported to engage with An Taisce's Green-Schools initiative providing environmental management and education.</p>	<p>A number of ETB schools have been actively involved in both An Taisce's Green-Schools initiative and the Take 1 initiative from ETBI in 2019. Take 1 provides a programme of education to embed the Sustainable Development Goals (SDGs) in the Junior Cycle Curriculum. The Programme, developed by ETBI, was launched from New York, by Jack O'Connor, UN Youth Delegate for Ireland and a former ETB student at Desmond College, Newcastle West. The Take 1 Programme commenced with a training seminar for both teachers and school management, to assist ETB schools in equipping students with the necessary understanding of all SDGs. As part of the resource, each SDG has been mapped onto the Junior Cycle subject learning outcomes, demonstrating the existing potential within the new curricula.</p>
<p>3.6 Ensure effective data protection, confidentiality and record management systems.</p>	<p>Implement a Records Management System across all ETB locations in 2019 to include the following:</p> <ul style="list-style-type: none"> - A contractor (DSM) has been procured following a tender process in 2018. This project is on-going in 2019 with all Records moving to one secure site as part of the records retention schedule - Records Management Policy template being implemented. A comprehensive suite of statutory compliant records management policies, procedures and a software solution to support these - A records retention schedule including digitization and confidential disposal - A records management training programme including manuals ensuring compliance with GDPR and Data Protection legislation. 	<p>The Records Management System was fully implemented by the end of 2019. DSM partnered with the ETB on this and in 2019 worked closely with the authority in line with its Records Management policy. There was regular co-ordination and review of this system and process.</p> <p>During 2019, staff across the Schools and FET divisions worked with the DPO to ensure compliance and all managers completed GDPR training.</p> <p>The ETB has relevant Data Sharing Agreements in place. It can confirm in 2019 that personal data the programme/centre currently holds is held in accordance with the General Data Protection Regulation (GDPR).</p>
<p>3.7 Develop an effective communications strategy. Strive to be pro-active in disseminating information both internally and</p>	<p>During 2019, the ETB will implement a formal Communication Framework which clarifies organisational structures, roles and responsibilities, and sets out effective</p>	<p>The ETB Schools Division, in consultation with the OSD directorate, developed a Communication Framework in 2019. The Schools Division has ensured that schools are supported with the provision of the latest and most effective technologies to enhance communication, along with the necessary training.</p>

<p>externally through a wide variety of media, to a variety of stakeholders with a variety of messages for a variety of reasons.</p>	<p>communication and decision-making processes within the ETB including the FET Division, ETB Administrative pillars and the Schools Division.</p>	<p>In June 2019, all Principals and Deputy Principals were surveyed on communications preferences and a group text messaging system was established for use in times of emergency and important updates.</p>
	<p>A new website was launched in 2018 and during 2019, this will continue to be developed to ensure that it provides pertinent, relevant information to ETB staff and stakeholders.</p>	<p>The website continues to evolve and in 2019 was constantly updated to ensure it was relevant and up-to-date. It is imperative that it provides pertinent, relevant information to ETB staff and stakeholders.</p>
	<p>During 2019, the ETB will develop a Communication Framework to include an ETB-wide Internal Communication matrix that clarifies organisational structures, roles and responsibilities, and sets out effective communication and decision-making processes within the ETB including the FET Division, ETB Administrative pillars and the Schools Division.</p> <ul style="list-style-type: none"> - Branding for the ETB has been finalised and will be rolled out across the FET Division - Develop a Plain English Strategy for FET and at Corporate level to feed back down to level of provision - Further Development of the FET learningandskills.ie website, co-ordination of ETB Online Social Media presence. Rollout of Digital Communications Strategy. - Need to enhance usage, policy developed, consistent, structured localised social media presence. 	<p>In October 2019, the ETB Communications Team developed a new Further Education and Training integrated marketing campaign using a #FindTheBestInYou tagline, engaging imagery and video to be used in cinemas, social media, billboards and other outdoor media including public buses. https://www.facebook.com/learningandskills.ie/videos/764473830653995/ . The FET Division promotional material was used on Limerick City buses in 2019 to promote Further Education and Training on routes across the city as well as routes between Limerick, Shannon and Ennis.</p> <p>The ETB FET Website https://learningandskills.ie/ continued to be developed with new sections added to the website in 2019.</p> <p>Extensive print promotional collateral was also developed during 2019 with a consistent, engaging look and feel across all brochures and leaflets.</p> <p>During 2019, marketing and branding of FET was a key feature of a range of showcase events including the Limerick for Engineering Expo in Shannon in March 2019 and the Mid-West Apprenticeship & Traineeship Careers Showcase in October 2019.</p>

3.8 Develop service level agreements/memorandum of understanding protocols with external agencies to whom we provide grants/resources.	<p>During 2019 the ETB will continue to review the system of management, and oversight of all contracts in place for services and works provided to the ETB. Management of SLAs within the ETB will include:</p> <ul style="list-style-type: none"> - Contract Administration - Service Delivery - Relationship Management 	<p>As the sectoral lead, the ETB issued detailed requirements to the Education Procurement Service (EPS) responsible for the rollout of the required bespoke Contract Management System in 2019. The EPS expects to complete the rollout of the new system in 2020.</p> <p>Service Level Agreements/Memorandums of Understanding are in place with external agencies to whom the ETB provides grants/resources.</p> <p>In November 2019, the FET Division signed an MOU with Limerick Community Education Network (LCEN) which provides access to validated programmes of education and training as part of a quality assured governance and assessment process, ensuring learner certification and providing continued support for the provision of quality teaching and learning. The change in status of the LCEN centres as individual providers to being ETB centres will ensure that the centres will retain the facility to return learner results to QQI for certification following quality assured assessment processes. Through this partnership, the LCEN centres will be able to continue their invaluable work of providing education and training opportunities to the communities of Limerick City.</p> <p>In March 2019, the Learning Limerick partners signed a Memorandum of Understanding (MoU) in Limerick City Hall. This agreement is a strong statement of their intent and support for the Learning City-Region initiative for Limerick.</p> <p>In June 2019, The President of GMIT, Dr Michael Hannon, and the Chief Executive of the ETB, George O'Callaghan, formally signed an MOU aimed at enhancing access and new opportunities to Higher and Further Education provision in the West and Mid-West regions.</p>
	<p>During 2019, the ETB will continue to facilitate the training and work placement of Student Teachers. Student Placements will be through the operation of joint vetting arrangements with relevant organisations.</p>	<p>The ETB Schools Division has developed close working links with the Education Departments of University of Limerick, NUI Galway, NUI Cork, and Mary Immaculate College, Thurles, to facilitate effective placement processes and procedures for the organisation, the schools and the third level colleges. An advisory group of Principals and Deputy Principals and staff from the Education Department of University of Limerick was established in 2019 to review the operation of student placement in schools.</p>
3.9 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>Administrative structures, systems and procedures will be reviewed to ensure their relevance, effectiveness and efficiency.</p>	<p>The Capital and Procurement department monitors and updates on an on-going basis procedures for all activities to ensure compliance with internal Guidelines, National Guidelines, EU Directives, DES Procedures etc.</p> <p>A review of the HR department administrative systems and procedures commenced in 2019 and will continue in 2020 to ensure their relevance, effectiveness and efficiency.</p>
	<p>During 2019, the ETB will support schools in implementing the School Self-Evaluation</p>	<p>Meetings of Principals and Deputy Principals have provided valuable feedback on the continued engagement with the SSE process. Schools have</p>

	<p>process through leading teaching and learning initiatives.</p>	<p>been active in the promotion of SSE via the work of the Schools Division Support Team. Circular 0040/2016 outlines the completion of SSE by the end of June 2020. Schools developed SSE practices in 2019 to manage change and bring about improvements in learning and teaching. The emphasis of the work of the Schools Division Support Team since June 2019 was to look at the sixth step in the SSE process – Monitor actions and evaluate impact. During 2019, meetings of Principals and Deputy Principals focused on the progress in relation to monitoring of actions with the help of the Department of Education and Skills Inspectorate which continued to provide SSE advisory visits in schools.</p>
	<p>In 2019, the recommendations from the process Review of Limerick City Community Education provision (published in December 2018) will be implemented.</p>	<p>In 2019, the FET Division facilitated the Action Planning for Limerick Community Education Network (LCEN) in relation to the implementation of recommendations from an internal review.</p>
	<p>A monitoring and evaluation framework for the ETB Strategy Statement and Service Plan will continue to be implemented in 2019. This will include effective monitoring and reporting systems which facilitate timely returns to national bodies and also inform planning.</p>	<p>The FET Monitoring and Evaluation framework continued to be implemented in 2019 across the FET Division, including key tools to monitor its progress against the implementation of its FET Strategic Framework and national priorities.</p>

Strategic Goal 4: Partnership

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

Objective from Strategy Statement	Commitment in 2019 Service Plan	Achievements in 2019
4.1 Develop initiatives in response to national policy requirements of the Department of Education and Skills, the Department of Children and Youth Affairs, other government departments and agencies.	The ETB will commence detailed planning for the implementation of the preferred solution for the purposes of upgrading the payroll function to Shared Service standards.	Training in the software packages required for the transition to Shared Services commenced, with staff undertaking training through CORE University. A transition lead for both HR and Payroll were identified and these Transition Leads commenced the pre-transition work required to ready the ETB for its transition to Shared Services in 2019.
	During 2019, the ETB FET Division will liaise with SOLAS in relation to the implementation of the three-year strategic performance agreement 2018- 2020 <ul style="list-style-type: none"> - DES Explore project completed targeted at older workers at Level 5 with no IT skills - Further Development of the STEM Alliance between ETB Schools and Colleges and Industry - Setting up new linkages/renewing linkages with key agencies/stakeholders - Links to support transitions with agencies such as Garda Diversion, Probation, Bedford Row and other community-based support services etc. 	During 2019 a FET Operational Planning and Reporting Calendar was developed by the FET Operations Manager to help guide this process locally. During 2019, the EESS also worked with the Mid-West Regional Skills Forum to design and deliver provision under the Explore Programme. The objective of the Explore programme was to assist older (35+) employees within the manufacturing sector to develop and enhance their digital competencies. Explore was designed by the Regional Skills Fora in partnership with the Skills Planning Enterprise Engagement unit in the Department of Education & Skills. During 2019, a total of 100 participants representing 39 manufacturing companies completed the programme.
	In 2019, the ETB FET Division will continue to work with SOLAS/DES and ETBI to further enhance the Programme Learner Support System (PLSS).	PLSS provision was closely monitored and reviewed locally during 2019 with frequent ETB-wide activity and planning reports issuing, drilling down to individual providers to ensure that course/learner commencements, finishes and associated outputs/outcomes are accurately entered, and that outputs/outcomes are updated with minimum lag.
	National Pensions project – working with the national pension's project in 2019, the ETB will work to establish a databank.	Work was conducted under the National Pensions project in 2019 to establish a databank and the ETB will continue to work with the National Pensions project team in response to national policy requirements in 2020.
	GDPR Compliance Workbook to be implemented in 2019 to ensure GDPR compliance.	The Audit of Schools and Centres took place in 2019, in conjunction with the GDPR Compliance Workbook, ensuring compliance with GDPR implementation. This work is on-going and is under continuous review.
	There will be an Audit of Schools and Centres to ensure GDPR compliance in 2019.	
	4.2 Promote a culture of collaboration, innovation and partnership in order to enhance opportunities for	During 2019, the ETB will develop indicators to assess the effectiveness of its collaborative activities in enhancing opportunities for its stakeholders in Limerick and Clare.

<p>all our stakeholders in the region.</p>		<ul style="list-style-type: none"> - www.LCETBSchools.com was developed in August 2019 to create an open platform for Principals and Deputy Principals, teachers and the Support Team in collaborating at meetings, seminars and workshops - A dedicated SharePoint site was developed for Principals and Deputy Principals, teachers and the Support Team in June 2019 to collate all of the required support and guidelines for schools - A SharePoint site for Curriculum Leaders was developed with the Support Team in October 2019 - A SharePoint site for Student Support Teams was launched in November 2019 to provide guidance and best-practice for Student Support Teams in schools - The Support Teams and Schools Division have created and developed Twitter accounts to promote best-practice and share success stories from ETB schools and organisations throughout the region - To mark the beginning of UNESCO's Global Media and Information Literacy Week 2019, Twitter launched a new handbook for educators, entitled Teaching and Learning with Twitter. The ETB is delighted that the handbook features a Case Study profile of one of its post-primary schools – Gaelcholáiste Luimnigh. This easy-to-read, informative and fun handbook aims to help educators equip younger generations with media literacy skills, in turn enabling them to ask the right questions about content they engage with online, and critically analyse news and information they engage with on the service. The resource is relevant to Irish post-primary schools, particularly those who offer the new short course for Junior Cycle – Digital Media Literacy (DML). The resource contains best-practice guidelines on media literacy from UNESCO, and also a reading list curated by UNESCO's programme specialists, which is intended to guide educators through current teaching literature on this topic. It will be initially translated into 9 different languages; including English, French, Spanish, German, Portuguese, Arabic, Japanese, Swedish, Hindi, with future plans to translate it for other countries.
	<p>In 2019, the ETB FET Division will continue its active networking with local agencies, community groups and adult learners including the Limerick Community Education Network https://www.lcen.ie/ and the Clare Lifelong Learning Network http://www.clarelearningnetwork.org/</p>	<p>Limerick City Community Education Cluster Process: An Implementation Plan was developed in January 2019 based on the recommendations of the Process Review of Community Education Provision carried out in 2018. Among key actions from the plan which were completed in 2019 were:</p> <ul style="list-style-type: none"> - A Memorandum of Agreement was drawn up between the ETB Community Education Provision and local co-ordinators - A reference document for the MoA was devised in partnership with Limerick Community Education Network.
	<p>In 2019, the ETB FET Division will play a key role in the Limerick Lifelong Learning Festival (9th Lifelong Learning Festival) which will run from Monday 8th – Sunday 14th April 2019.</p>	<p>The 2019 Lifelong Learning Festival included an All-Ireland Seminar held on April 10th in King John's Castle under the theme 'Bridging the Gap'.</p>

		<p>The first meeting of the All-Ireland Network of Learning Cities to include Limerick, Dublin, Cork, and Derry took place in Limerick. A new Learning City Charter was signed by the Mayors on behalf of their cities. It brings political support at the highest levels to our shared work to develop our cities as places where all lifelong learning, for all ages, interests and abilities is promoted and celebrated.</p> <p>In addition, the new website for Learning Limerick was launched in June 2019. LearningLimerick.ie is a dedicated website that will make it easier for those interested in lifelong learning to get information about the range of courses and insight into the whole area of Lifelong Learning. It will strengthen Learning Limerick's online presence; thus contributing to the group's strategic priority of enhancing the visibility and presence of Learning Limerick.</p>
	<p>In 2019, the ETB will continue to be represented on a number of inter-agency groups targeting the needs of priority cohorts including an inter-agency traveller specific working group, inter-agency refugee resettlement group, the older people's alliance and SICAP providers, including partnership agencies - PAUL Partnership (Limerick City), Ballyhoura Development (East Limerick), West Limerick Resources (West Limerick) and Clare Local Development Company (Clare).</p>	<p>A number of initiatives in 2019 to develop pathways for FET learners to Third Level education, and work towards developing a tertiary education landscape including:</p> <ul style="list-style-type: none"> - Formal MOU between GMIT and the ETB formally signed in June 2019. - Ennis College of Further Education and LIT Ennis Campus formed a progression alliance in 2019 enabling graduates of ECFE with a full Level 5 QQI award to move directly to any degree programme in LIT Ennis Campus. - New routes for FET learners into Mary Immaculate College. MIC launched its first QQI route into Post-Primary Teacher Education in MIC, St Patrick's Campus, Thurles, and CAO applications are now open for eligible QQI applicants to apply to MI009 (BA in Education, Business Studies and Accounting) and MI010 (BA in Education, Business Studies and Religious Studies).
	<p>In 2019, the ETB FET Division will chair the SMART Limerick Digital Inclusion sub-group to lead up on inclusion and ensure that the actions relating to digital inclusion in the Limerick City & County Council's Building Ireland's First Digital City - Smart Limerick Roadmap are achieved.</p>	<p>The FET Division, through its TEL Officer, chairs the SMART Limerick Digital Inclusion Working Group. The Tavistock Institute was commissioned in 2019 to conduct research exploring the nature and extent of digital exclusion in the region, with a view to developing an evidence-based response to addressing digital exclusion.</p>
<p>4.3 Strengthen linkages with enterprise in order to maximise opportunities for our students and learners and contribute to the social and economic development of the region.</p>	<p>2019: Work with the Mid-West Jobs Task Force enhancing partnership between schools and business and industry and the research community.</p>	<p>In September 2019, a new forum was established for the Guidance Counsellors of ETB schools and the community schools which the ETB is co-patron of. This group met at a different Limerick or Clare based industry to develop and harness greater links with the industries in the region. The ETB Schools Division is extremely grateful to the Mid-West Jobs Task Force for its efforts on working with ETB schools in enhancing partnership between schools and business and industry and the research community.</p>
	<p>In 2019, the ETB FET Division will continue to develop the Enterprise Engagement Support Service in line</p>	<p>The sectoral approach to skills development through skills clusters (i.e. Limerick for Engineering, Limerick for Film, Limerick for Hospitality, STEM Alliance, etc.) is</p>

	<p>with the 2019 objectives in the ETB FET Enterprise Engagement Framework.</p> <ul style="list-style-type: none"> - Develop annual action plans to implement the Enterprise Engagement Framework in light of new national policy on workforce development and the new naming convention for FET provision delivery in this area, that is, Employability Skills Development - Develop an Enterprise Engagement Database to monitor and track engagement with industry across the FET Division, and related project management - Cluster Approach to Innovative Employer-based Pilot Projects. In Limerick and Clare, industry clusters exist in the following areas: Limerick for Engineering; Limerick for ICT; Limerick for Hospitality; Limerick for Film; STEM Alliance; Retail Clusters; Healthcare Clusters - FET Employer Engagement Toolkit which will outline the process for engaging with industry developed and rolled out by June 2019 - CPD for Staff with an Enterprise Engagement remit - Under its Skills to Advance training initiative for the hospitality sector, the ETB will provide additional support for enterprise and employment. The initiative is focused on Route 2, STA Policy Framework (2018-2021) for skills development for people in employment. 	<p>a unique and innovative approach, which facilitates the sharing of regional labour market intelligence, and allows industry needs to be matched to education providers. Some examples from 2019 include:</p> <ul style="list-style-type: none"> - Limerick for Engineering Event which took place in March 2019 in the Shannon Airport Departures Hall. - Limerick for Film: The first ever prop training course in Ireland was delivered in April 2019, in association with Limerick College of Further Education, along with Screen Skills Ireland and Troy Studios, with thanks to Screen Guilds of Ireland. - FET Centre, Kilmallock Road Campus, VTOS provision delivered a twelve-week Contact Centre Operations Course and nine of the learners all procured full-time employment with the local Arise company. - Hospitality Education and Training Centre provides learners with QQI and other accredited programmes for a variety of jobs in the hotel and catering industry. In 2019, 75% of graduates from the programmes gained employment. - In October 2019, as part of European Vocational Skills Week, over 2000 people attended the Mid- West Apprenticeship & Traineeship Careers Showcase at the Great National South Court Hotel. - In 2019, the ETB announced Pathways to Apprenticeship - a new initiative offering a range of courses that participants can take in advance of an apprenticeship. - Skills to Advance: A sectoral approach was adopted to meet the skills shortages identified in the national skills bulletin. Courses have been delivered in areas such as: Data Analysis & Business Skills, Supervisory Management, Information Technology, MS Excel Spreadsheet Skills, Mig & Tig Welding, Lean Six Sigma, Green Belt Warehousing, Inventory Control and Payroll Manual & Computerised accounts.
	<p>The ETB FET Division will continue to be an active member of the Mid-West Regional Skills Forum in 2019 in order to ensure the organisation continues to respond to the identified skills and training needs in the region.</p>	<p>The ETB chaired the Forum in 2019 and in February 2019, the Regional Enterprise Plan Mid-West to 2020 was launched. This plan highlights a number of the strategic objectives and key actions involving the ETB. Responsibilities identified to drive enterprise growth included organisational inputs to assist economic and job creation in the film industry, develop regional 'Smart E-Hubs', assist local enterprises identify their skills' needs, pilot enterprise initiatives targeted at unemployment blackspots, expand the Mid-West STEM Alliance and develop a marine enterprise zone.</p>
<p>4.4 Develop local, national and international partnerships to share best</p>	<p>During 2019, the ETB will engage with national ETBI-led Fora and Working Groups including</p> <p>CE Forum</p>	<p>Capital & Procurement staff participated in both the Procurement Forum and the newly-established Buildings Officers' Forum during 2019.</p>

<p>practice and enhance our profile as a leading provider of quality education and training.</p>	<ul style="list-style-type: none"> - FET Forum - Schools Forum - OSD Forum - HR Network - Finance Network - Capital and Procurement Network - Corporate Services Network - ICT Network 	<p>The ETB Capital and Procurement Officer represented ETBI on the OGP Facilities Management Category Council in 2019.</p>
	<p>During 2019, the ETB will engage with local and national Fora and Working Groups including</p> <ul style="list-style-type: none"> - Principals Forum - DP Forum - Working Groups on LLT - Special Education Teaching - Communities of Practice in Curriculum Leaders, Digital, SEN and Student Support Team Co-ordinators. 	<p>The ETB Schools Division has developed local, national and international partnerships to share best practice and enhance the authority's profile as a leading provider of quality education and training via increased levels of reports and articles in local and national media, a greater online presence through social media accounts and participation with national bodies and local organisations such as The Hunt Museum, Liveable Limerick, European Expo, NEPS, Tusla, the Department of Education and Skills Inspectorate, NAPD, IDA and ETBI.</p>
	<p>The ETB FET Division will work to support skills development for those in employment through the FET Policy Framework on Employee Development during 2019.</p>	<p>In 2019 a Professional Development Action Plan was launched. This 3-year plan guides FET work in this area and has 4 priority areas:</p> <ul style="list-style-type: none"> - Strong Commitment to Professional Development for all FET Staff - Professional Development for Teaching and Learning - Professional Development Structures and Systems - Transparent and Consistent Professional Development Policies and Procedures

	<p>In 2019, the ETB FET Division will produce a new European Project Development Plan for the next 5 years, highlighting its engagement in EU-funded programmes and exchanges including Erasmus+ projects.</p>	<p>FET Centre, Kilmallock Road Campus (KRC), VTOS provision is a partner in the ERASMUS+ RISE (2018-2020) Project, Realising Integration through Social Enterprise. This involves Austria, Belgium, Germany, Greece, Romania, Portugal and Ireland. In 2019, representatives from the ETB visited Romania, Sweden, Germany and Belgium. Two international meetings were held in KRC (RISE and DEMOS) in 2019.</p>
	<p>The ETB FET Division will prioritise the agreement of learner referral and enrolment strategies at FET level during 2019 to ensure appropriate learner progression and enhance participation and retention.</p>	<p>Ennis College of Further Education forged links with the School of Health Sciences at the University of Southampton. A number of learners from the Class of 2019 progressed to Nursing in Southampton.</p>
	<p>In March 2019, the ETB FET Division will host a two-day international conference on Family Learning. The conference aims to showcase models of good practice in Family Learning work in Ireland and in Europe and highlight the role of Family Learning in tackling educational disadvantage.</p>	<p>The ETB FET Division hosted an international Family Learning Conference entitled 'Valuing Parents - Linking Policy and Practice' on the 28th and 29th March 2019. The conference brought a range of national and international experts together to look at Family Learning as a valuable element in Further Education provision and examined ways to engage with local and migrant families to improve the educational outcomes of children and parents.</p>
<p>4.5 Strengthen links with other agencies and bodies in the delivery of public services throughout the region and to promote and support student/learner and staff wellbeing.</p>	<p>During 2019, the ETB will actively support and develop wellbeing initiatives to ensure that mental resilience and personal wellbeing are integral parts of the ETB for staff and students/learners.</p>	<p>During 2019 a number of wellbeing initiatives were undertaken across all ETB directorates with more planned for 2020.</p> <p>The Capital and Procurement department facilitated work placement for a student via EmployAbility Clare in 2019.</p> <p>The ETB Schools Division continued in its efforts to embrace the development of links with other agencies and bodies to meet the challenges which are facing the region in a rapidly changing economic and social era during 2019. This is being achieved through development and application of new approaches to consultation and implementation, as well as evaluation. The Schools Division has nurtured strong links with Third Level institutions locally and nationally to help guide schools to support better outcomes for students and learners.</p>
	<p>In 2019, the ETB will continue representation on local, regional and national fora to promote the strategic advancement of FET for social inclusion and economic development including protocols with the DEASP, membership of the LCDCs with Clare and Limerick Local Authorities.</p>	<p>The ETB FET Division is represented on a range of local, regional and national partnerships and networks. The ETB's Director of Further Education and Training is the representative on the Clare LCDC (6 meetings in 2019), Innovate Limerick (3 meetings in 2019), PAUL Partnership (8 meetings in 2019) and the ETB/DEASP inter-agency group met 4 times in 2019.</p>

Appendix 2 Provision and Services

Schools

Community National Schools

Mol an Óige CNS, Ennistymon, Co. Clare
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 Community College, Kilmallock, Co. Limerick
Coláiste Mhuire, Askeaton, Co. Limerick
Coláiste na Trócaire, Rathkeale, Co. Limerick
Desmond College, Newcastle West, Co. Limerick
Ennis Community College, 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 Schools¹

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

Further Education College

Limerick College of Further Education (includes outreach location in Cappamore)

Outdoor Education & Training Centres

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

Youth Work

Youth Officer, Limerick City
Youth Officer, Co. Limerick
Youth Officer, Co. Clare

Music Education Provision

Limerick School of Music
Music Generation Limerick City
Music Generation Clare

¹Under the co-patronage of the authority

Training Services Provision

FET Centre - Raheen Campus, Raheen Business Park, Limerick
FET Centre - Shannon Campus, Shannon Industrial Estate, Shannon, Co. Clare
Hospitality Education and Training Centre, LEDP Park, Roxboro, Limerick

Full-Time Provision

PLC - Post-Leaving Certificate

Coláiste Chiaráin, Croom, Co. Limerick
Ennis Community College, Ennis, Co. Clare
Ennistymon Vocational School, Ennistymon, Co. Clare
FET Centre - An t-Ionad Glas (Organic College), Dromcollogher, Co. Limerick
FET Centre - Kilmallock Town Campus, Co. Limerick

VTOS - Vocational Training and Opportunities Scheme

FET Centre - An t-Ionad Glas (Organic College), Dromcollogher, Co. Limerick
FET Centre - Clonroad Campus, Ennis, Co. Clare
FET Centre - Kilmallock Road Campus, Limerick City
FET Centre - Kilmallock Town Campus, Co. Limerick
FET Centre - Kilrush Campus, Co. Clare
FET Centre - Scariff Campus, Co. Clare
FET Centre - Shanagolden Campus, Co. Limerick

Second-Chance Education & Training Youth Provision

Youthreach

FET Centre - Clonroad Campus, Ennis, Co. Clare
FET Centre - Kilmallock Road Campus, Limerick City
FET Centre - Kilrush Campus, Co. Clare
FET Centre - Hospital Campus, Co. Limerick
FET Centre - Miltown Malbay Campus, Co. Clare
FET Centre - O'Connell Avenue Campus, Limerick City
FET Centre - Shanagolden Campus, Co. Limerick
FET Centre - Tuamgraney Campus, Co. Clare
FET Centre - Watch House Cross Campus, Limerick City

Community Training Centres

Limerick City - under the auspices of Limerick Youth Service
Ennis - under the auspices of Clare Youth Service

Part-Time Provision

Literacy, BTEI - Back to Education Initiative, Community Education, Skills for Work

FET Centre - Abbeyfeale Campus, Co. Limerick
FET Centre - Clonroad Campus, Ennis, Co. Clare
FET Centre - Kilmallock Town Campus, Co. Limerick
FET Centre - Kilrush Campus, Co. Clare
FET Centre - Newcastle West Campus, Newcastle West, Co. Limerick
FET Centre - O'Connell Avenue Campus, Limerick City
FET Centre - Scariff Campus, Co. Clare
FET Centre - Shannon Town Campus, Brú na Sionna, Co. Clare

Co-operation with Other Institutions²

Catherine McAuley School
Céim ar Chéim
Clare Immigrant Support Centre
Moyross Youth Academy
Cura (Parent and Teen Support, Limerick Social Services Centre)
Learning Hub Limerick
Centre for the Unemployed
Limerick Prison Education Unit
Limerick School of Music
Limerick Youth Service
St Anne's Special School
St Canice's Special School (Mt St Vincent)

Social Services

Irish Wheelchair Association
MS Society
Deaf Community Centre
Le Chéile, Limerick Mental Health Association
Rehabcare
Alzheimer Society
5B University Hospital Limerick
Brothers of Charity Limerick
Brothers of Charity Clare
Iniscara Day Centre
Clare Mental Health (Ennis Day Hospital)
Seanoira St. Camillus

Disadvantaged Community Youth

Ballynanty Garda Youth Diversion Project
Garryowen Community Development Project
Limerick City Sports Partnership
Our Lady of Lourdes Youth Centre
Southill Area Centre
Southside Youth Initiative
Kileely 3 o'clock School
Clare Youth Service
St. Augustine's

Information, Recruitment and Guidance Support Service (IRGSS)

IRGSS Limerick City and County, FET Centre - O'Connell Avenue Campus, Limerick City
IRGSS County Clare, FET Centre - Clonroad Campus, Ennis, Co. Clare

FET Development Support Services

Research & Development Support Service, FET Centre - Kilmallock Road Campus, Limerick
Incorporating:

- Technology-Enhanced Learning
- Professional Development
- Quality Assurance (FET Centre - Clonroad Campus, Ennis, Co. Clare)

Enterprise Engagement Support Service, FET Centre - Kilmallock Road Campus, Limerick
Active Inclusion Support Service, FET Centre - Kilmallock Road Campus, Limerick

²Information based on 2019

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
CC	Community College
CEFR	Common European Framework of Reference to Languages
CFE	College of Further Education
CGVU	Central Garda Vetting Unit
CPD	Continuous Professional Development
DCYA	Department of Children and Youth Affairs
DEASP	Department of Employment Affairs and Social Protection
DEIS	Delivering Equal Opportunity In Schools
DES	Department of Education and Skills
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
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