



wwetb
Bord Oideachais agus Oilikina
Phort Láirge agus Loch Garman
*Waterford and Wexford
Education and Training Board*

Waterford and Wexford Education and Training Board

Annual Report 2018

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1 Message from the Chairperson of WWETB



In my role as Chairperson of the Board of the Waterford and Wexford Education and Training, I am delighted with and proud of the services provided by the Education and Training Board to the learners we encounter and to the broader community. The constant development and provision of the variety of services and opportunities is due to the commitment and professionalism of our staff.

We are operating in a time of a dynamic and challenging environment, and it is critical that we continue to lead and deliver appropriate opportunities for employment and personal development in our region. As an organisation, we are committed to meeting all of these challenges.

Our organisation is continuing the process of implementing our strategic development plans and we are committed to our shared ambition of meeting the challenges of providing high quality education and training services through an innovative approach to our community and region.

I wish to express my deeply felt gratitude to my colleagues and members of the Waterford and Wexford Education and Training Board, to our staff and the multitude of stakeholders who have contributed to our organisation over the past 12 months.

Le gach dea ghuí,

Cllr Jim Moore,
Cathaoirleach, WWETB.

2 Message from the Chief Executive of WWETB



2018 was a year of continuing devolvement for Waterford and Wexford Education and Training Board (WWETB). At schools and centres the number of learners, courses and opportunities continued to grow significantly. Major developments took place in relation to Youth Services, Music Generation, Community Education and Services to Business as we developed even stronger links within the community we serve. In our offices, the integration of executive/administrative services strengthened and enhanced our ability to deliver top class education and training facilities to the communities of Waterford and Wexford.

A very significant development during 2018 was the publication of the first ever Strategy Statement for WWETB. This entailed a huge amount of consultation with staff, learners, parents/guardians, external partners (community, voluntary, statutory, business, trade unions and interested bodies), Boards of Management and the Board of WWETB throughout late 2017 and early 2018 resulting in the Strategy Statement 2018-2022 being approved unanimously by the Board of WWETB at its May 2018 meeting.

Significant outcomes of the Strategy include:

Agreed Strategic Goals (underpinned by Core Value as set out in page 3 of this report):

1. Provide high quality education and training programmes for students and learners
2. Development of Organisational Services
3. Our people working together
4. Foster and develop lasting partnerships and collaborations
5. Develop effective and external communications

The above will form the basis of an agreed five-year work programme and will be overseen by an Implementation Team and regular reporting to the Board of WWETB. I would encourage you to read the strategy and we are very open to new ideas where we can support learners and the general community.

I would like to thank our staff (1,659) who show such constant dedication throughout our organisation and ensure that our learners (22,103) at post-primary and further education and training (FET) are allowed to develop their potential and progression opportunities to the maximum. We are very grateful to the parents/guardians within the two counties who trust us with the education and training of their children and we will always maximise, where feasible, the opportunities for them. Thanks also to our partners across such a wide range of organisations, without whom our ability to deliver our services would be severely diminished. We are very grateful to you and will continue to work with you in that spirit of collaboration and partnership that enhances all of us. Thanks to our main funders i.e. Department of Education and Skills, SOLAS and Department of Children and Youth Affairs for your support and without such support we could not function.

Finally thanks to all our Board and Committee members for your great commitment and dedication to the learners of Waterford and Wexford through your work with WWETB. We in the executive greatly appreciate all you do whether through attendance at meetings of the various Boards/Committees, attendance at school and centre events and many other activities of WWETB.

Kevin Lewis
Chief Executive

3 Background and Governance

Our Vision

Waterford and Wexford Education and Training Board (WWETB) aims to lead learning through the delivery of high quality, inclusive, responsive and innovative education and training services in our community.

Our Mission

WWETB's mission is to provide a wide range of education and training programmes, services and supports for children, young people and adults across the Waterford-Wexford region.

Our Core Values

- Respect
- Accountability
- Learner Focus
- Quality

Strategy Statement

Our Strategy Statement, which was approved by the Board of WWETB in May 2018, is intended to inform and guide the main areas for future planning within WWETB for the period 2018-2022. The Strategy Statement has been developed following a comprehensive consultation process (with a wide range of internal and external stakeholders) involving the Board of WWETB, boards of management, staff, students, parents/guardians, adult learners, business and economic interests, employers, local authorities, third level institutes and other interested parties (see Executive summary in Strategic Plan). The consultation process clearly demonstrated that staff and stakeholders are working towards a common goal - the development of an inclusive and supportive environment for students and learners to help them to reach their full potential. The principles of integrity and equality in our work and our dealings with stakeholders are key to achieving our vision. Fundamentally, we believe that there is a path to learning for all and that the educational experience should be transformative for students and learners.

Governance Structures of WWETB

As set out in the Education and Training Boards Act 2013, Waterford and Wexford Education and Training Board is a local statutory, education and training authority. WWETB is governed by a board comprising twenty-one members. This includes twelve representatives from the local City and County Councils of Waterford and Wexford; two members elected from staff; two parent/guardian representatives; and five members with a special knowledge of education and training including a learner representative and a business representative. The work of the organisation is further supported by boards of management in each of WWETB's thirteen colleges.

In accordance with the reserved functions set out under Section 12(i) of the ETB Act, WWETB has established two Committees under Section 45 of the ETB Act to support its work. These are:

- Audit Committee
- Finance Committee

In accordance with the reserved functions set out under Section 12(i) of the ETB Act, WWETB has established a number of Committees under Section 44 of the ETB Act to support its work. These are:

- Youth Work Committee
- Area Committees:
 - West & Mid-Waterford Area Committee
 - Waterford City & Tramore Area Committee
 - South Wexford Area Committee
 - North Wexford Area Committee
- Youthreach Committee
- VTOS Committee

3.1 MEMBERS OF WATERFORD AND WEXFORD EDUCATION AND TRAINING BOARD

WWETB MEMBERS**Elected by Waterford City and County Council**

Cllr Mary Roche (resigned late 2018)	Cllr Lola O’Sullivan
Cllr Pat Nugent	Cllr Michael J O’Ryan (Vice-Chairperson)
Cllr Tom Cronin	

Elected by Wexford County Council

Cllr Barbara-Anne Murphy	Cllr Malcolm Byrne
Cllr Kathleen Codd-Nolan	Cllr Jim Moore (Chairperson)
Cllr Mary Farrell	Cllr Ger Carthy
Cllr Fionntán Ó’Súilleabháin	

Staff Members

Ms Nessa Murphy	Mr Geoffrey Collins
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Parent Members

Ms Finola Walsh	Mr David Doyle
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Nominated from Bodies Specified

Mr Mark Fitzgerald	IBEC
Mr John Evoy	AONTAS
Ms Mary Ryan	JMB/ACCS/NAPD
Mr John Wall	AHEAD
Ms Áine Uí Fhoghlú	FORAS NA GAEILGE

3.2 MEMBERSHIP OF WWETB COMMITTEES

Finance Committee

(Chairperson) Mr Michael Veale	External
Ms Anne Murray	External
Mr Padraig Hall	External
Mr David Doyle	ETB Member
Cllr Pat Nugent	ETB Member

Audit Committee

(Chairperson) Mr Eddie Breen	External
Ms Elaine Sheridan	External
Mr John Cuddihy	External
Cllr Kathleen Codd-Nolan	ETB Member
Cllr Ger Carthy	ETB Member
Cllr Michael J O’Ryan	ETB Member

Youthreach Committee

(Chairperson) Cllr Pat Nugent	Mr David Doyle
Cllr Lola O’Sullivan	Ms Úna Dunphy
Mr Paul Fallon	

VTOS Committee

(Chairperson) Cllr Barbara Anne-Murphy	Cllr Pat Nugent
Ms Aileen O’Connor	Mr John Evoy
Mr Terry Ryan	

Youth Work Committee

(Chairperson) Cllr Mary Roche	Mr Alan Byrne
Mr Geoffrey Collins	Ms Alison Parle
Mr David Doyle	Ms Róisín Hurney
Ms Mary Halligan	Ms Sophie O’Connor
Ms Gail O’Sullivan	Mr Sean Cooke
Ms Julie Somers	Mr Kieran Donohoe

WWETB Area Committees

WWETB's 4 Area Committees are supported by staff who attend in an advisory capacity:

Senior Management Team Representative
Principals of Post Primary Schools
Further Education & Training Representatives
Youth Service Representative

West & Mid-Waterford Area Committee

(Chairperson) Cllr Michael J O’Ryan	Cllr Tom Cronin
Ms Anne Murray	Cllr Pat Nugent
Mr Geoffrey Collins	Ms Áine Uí Foghlú

Waterford City & Tramore Area Committee

(Chairperson) Cllr Lola O’Sullivan	Ms Mary Ryan
Mr John Wall	Cllr Mary Roche
	Mr Mark Fitzgerald

South Wexford Area Committee

(Chairperson) Cllr Ger Carthy	Cllr Jim Moore
Ms Nessa Murphy	Mr David Doyle
Mr John Evoy	

North Wexford Area Committee

(Chairperson) Cllr Barbara Anne Murphy	Cllr Mary Farrell
Cllr Fionntán Ó’Súilleabháin	Cllr Kathleen Codd-Nolan
Cllr Malcolm Byrne	

3.3 WWETB SENIOR MANAGEMENT TEAM

Chief Executive	Mr Kevin Lewis
Director of Organisation Support and Development	Dr Karina Daly (Mr Paul Glynn, Acting, May-Dec 2018)
Director of Schools	Ms Eilís Leddy
Director of Further Education and Training	Mr Ken Whyte
Innovation and Development Manager	Mr Michael O’Brien
Human Resources Manager	Ms Anne-Marie Jones
Corporate Services Manager	Mr Fintan O’Reilly
Finance Manager	Mr Owen O’Mahony

4 Overview of Services



22,103

**STUDENTS &
LEARNERS**



1,659
STAFF



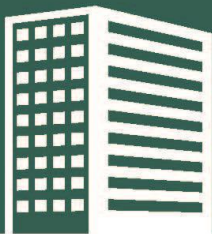
2,013
COURSES

24

FURTHER
EDUCATION/
TRAINING
CENTRES

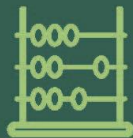
13

POST PRIMARY
COLLEGES
(INCL 1 PLC
COLLEGE)



3

COMMUNITY SCHOOLS
UNDER WWETB PATRONAGE



€105m

ANNUAL
BUDGET



430

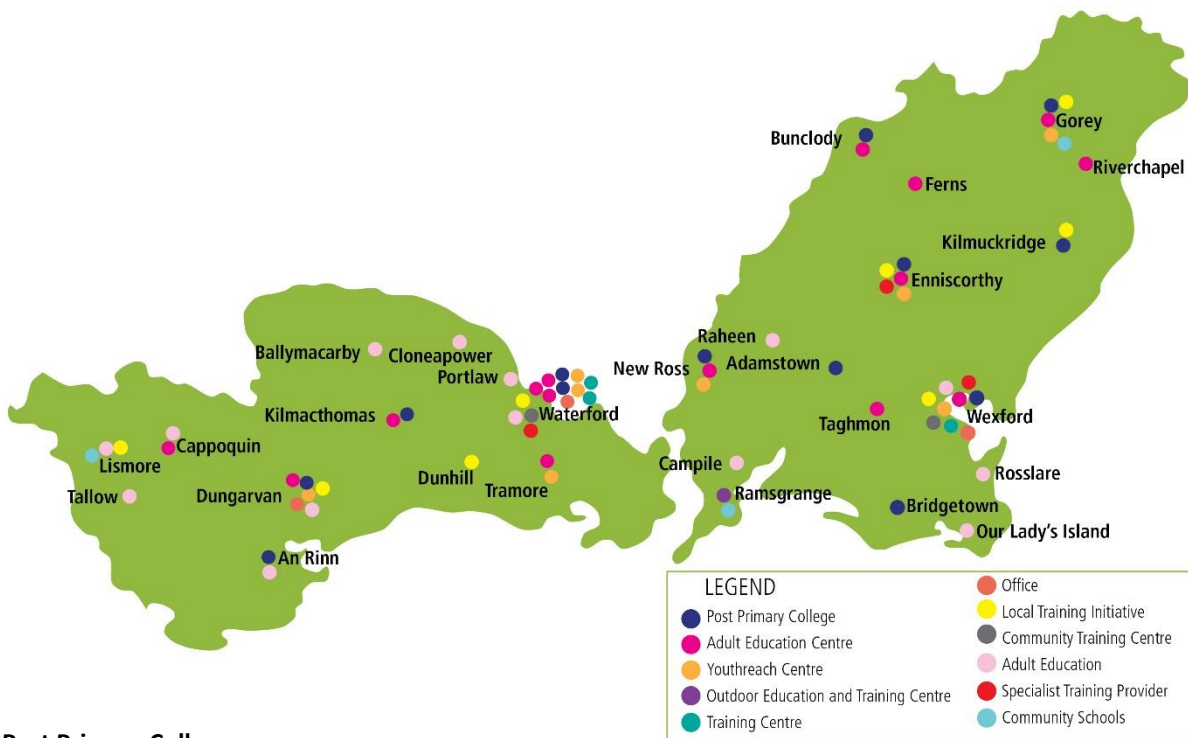
COMPANIES
SUPPORTED



45

APPRENTICESHIPS
SUPPORTED
(INCL 13 IN-HOUSE)

Location of Centres within Waterford and Wexford ETB



Post Primary Colleges

- Bridgetown College
- Bunclody Vocational College
- Coláiste Abbáin
- Coláiste an Átha
- Dungarvan College-Coláiste Dhún Garbhán
- Creagh College
- Enniscorthy Vocational College
- Kennedy College
- Meánscoil San Níoclás
- Selskar College
- St Declan's Community College
- St Paul's Community College

PLC College

- Waterford College of Further Education

Community Schools where WWETB are joint patrons

- Blackwater Community School
- Gorey Community School
- Ramsgrange Community School

Administration Centres

- Head Office, Ardcahan, Wexford
- Dungarvan Sub-Office
- Waterford Training Centre

Outdoor Education & Training

- Outdoor Education & Training Centre, Shielbaggan

Youthreach Centres

- Dungarvan
- Enniscorthy
- Gorey
- New Ross
- Subla Centre Waterford
- Tramore
- Waterford
- Wexford

Further Education & Training Centres

- Bunclody Adult Education Centre
- Cappoquin Adult Education Centre
- Dungarvan Adult Education Centre
- Enniscorthy Further Education & Training Centre
- Gorey Adult Education Centre
- Kilmacthomas Adult Education Centre
- New Ross Adult Education Centre
- Ozanam Street Adult Education Centre, Waterford
- Tramore Further Education & Training Centre
- Wexford Adult Education Centre, Westgate, Wexford
- Wexford Further Education & Training Centre
- Dungarvan Adult Literacy Centre
- Railway Square Adult Education Centre, Waterford
- Waterford VTOS, Durands Court, Waterford
- WCFE VTOS, Burchall House, Waterford
- Waterford Training Centre
- Wexford Training Centre

5 Second Level Education

2018 College Enrolments

School Name	Enrolments as at 30/09/2018	
	Second Level	PLC
Bridgetown College	575	14
Bunclody Vocational College	203	22
Coláiste Abbain	239	0
Coláiste an Átha	314	57
Creagh College	672	0
Dungarvan College-Coláiste Dhún Garbhán	188	267
Enniscorthy Vocational College	436	204
Kennedy College	162	88
Meánscoil San Nioclás	146	0
Selskar College	409	101
St. Declan's Community College	715	0
St. Paul's Community College	511	31
Waterford College of Further Education	0	729
Total College Enrolments	4,570	1,513

2018 Night Class Students

Total No. of Night Class Students	741
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6 Further Education and Training

Further Education & Training Programme Provision - 2018 Outturn	
Programme	Beneficiaries
Apprenticeship Training	1,315
Blended Training	66
Bridging and Foundation Training	55
Community Training Centres	271
Local Training Initiatives	485
PLC	2,917
Specialist Training Programmes	112
Specific Skills Training	635
Traineeships Training	229
VTOS	793
Youthreach	490
Total: Full-time Programmes	7,368
Adult Literacy	2,637
BTEI Groups	1,719
ESOL	1,028
Evening Training	1,676
FET Co-operation Hours	63
ITABE	41
Refugee Resettlement	378
Skills for Work	302
Community Education	1,580
Total: Part-time Programmes	9,424
TOTAL – ALL PROGRAMMES	16,792

7 Finance

Note re Financial Statements:

As per Circular 0002/2019, WWETB commits to publishing its audited Financial Statements within one month of receipt from the Office of the Comptroller and Auditor General. The Financial Statements are published on our website under the Model Publication Scheme.

<http://waterfordwexford.etb.ie/information-compliance/foi-publication-scheme/financial-information/>

8 Implementation of Strategic Goals – 2018



Strategic Goal 1

Provision of high quality education and training to our students and learners. This will be achieved by ensuring accessibility and the provision of opportunities to our community to avail of excellence in teaching and learning.

Strategic Priority 1.1: The Provision of high quality education and training programmes		
Strategic Actions		2018 Outcomes
1.1.1	Embed modern, progressive teaching, learning, and instruction methods including blended learning methodologies and technologies and formative instructive practices.	<ul style="list-style-type: none"> - WWETB has provided opportunities for teachers to avail of high quality CPD on a whole-school, small group and individual level, as well as supporting cross-college sharing of expertise. - Continued training in the use of IT as a teaching tool offered by support staff including Moodle workshops.
1.1.2	Support good practice in teaching and learning in all our colleges and centres through continuing professional development (CPD).	<ul style="list-style-type: none"> - CPD on Teaching and Learning - Continued intensive teaching and coaching workshops designed to enhance and build professional capacity from within our colleges. (Delivered by Mike Hughes, Educationalist). Coaches will now begin to deliver CPD to staff within own colleges and facilitate full CPD days for new participants. Video coaching is ongoing. A Magenta School “Hub” is being developed. Continued collaboration with the Digital Clusters. - A new edition of The Magenta Principles was published for the Irish market. Our teachers contributed 20 lesson samples. WWETB was used as a case study in the book of ‘best practice’ pertaining to whole school and cross-college CPD. - Teachers in schools and centres have availed of onsite Office 365 training. - WWETB was successful in its application for funding for Digital Learning Cluster – Pobal Ceoil and O365. - A dedicated FET Professional Development Unit created within WWETB with associated budget line. The Unit supports the provision of lifelong learning opportunities for WWETB staff, essential to maintaining and enhancing professional skills and competencies within our staff resources.
1.1.3	Develop a structure for subject-specific networks within WWETB where teachers can collaborate in the development of learning and teaching resources, interpretations of course/subject descriptors and share ideas, solutions and resources.	<ul style="list-style-type: none"> - Collaboration opportunities for College teaching staff were facilitated through the establishment of digital learning clusters in 2918. - Music Teachers (Pobal Ceoil) group promoting music in our colleges and liaised with Music Generation Coordinators to enhance Music in their communities. - Training and support provided to teachers in Community of Practice networks using the Teams platform.
1.1.4	Assist colleges in the roll-out of the new Junior Cycle Programme.	<ul style="list-style-type: none"> - Ongoing support for the development of new Short Courses specific to the needs of individual schools.

1.1.5	Engage with the ongoing review of Senior Cycle programmes initiated by National Council for Curriculum and Assessment (NCCA) with a view to recommending areas for development in colleges and Youthreach centres.	<ul style="list-style-type: none"> - Support for individual teachers from some of our colleges who have been actively engaged in this process of Senior Cycle review.
1.1.6	Strive to increase uptake of STEM subjects in colleges in line with the priority contained within the Department of Education and Skills Action Plan for Education.	<ul style="list-style-type: none"> - In November 2018, WWETB collaborated with Wexford County Council to support the roll-out of the 'Wex-Sci' programme of events during Science Week. The programme resulted in a number of successful events including some examples hosted/promoted by WWETB: <ul style="list-style-type: none"> > The FabLab Open Day, in Enniscorthy, was attended by TY students and VTOS learners in addition to a number of primary schools; > Dr Betsy Hickey delivered two public presentations on Earth Science. - The WCC-led Science Expo on Saturday 18th November was attended by approximately 1,500 people in which the WWETB stand focussed on the the promotion of apprenticeship opportunities. - A WWETB cross-college Science Symposium also took place in 2018 and will be further developed in 2019 in collaboration with schools/colleges.
1.1.7	Provide high quality, modern and fit for purpose facilities for students, learners and staff, thereby maximising resources and supporting progression opportunities.	<ul style="list-style-type: none"> - In 2018, while work commenced on a dedicated ASD Unit for St. Pauls College, due for completion in 2019, WWETB finalised a number of key infrastructural projects including: <ul style="list-style-type: none"> - The establishment of a significant new Youthreach Centre offering a range of facilities to learners in Waterford City. The new Centre is a significant development and includes a range of facilities to cater for the learners in Waterford City. - Our FabLab facility was opened in Enniscorthy, Co. Wexford. Training is provided in 3D design, CNC milling and REVIT for both employed and unemployed. Local companies were accommodated in terms of providing for their design training needs as well as for developing prototypes. - A range of minor refurbishment projects were completed in 2018.
1.1.8	Ensure the highest quality ICT infrastructure is in place, including high-speed broadband, wireless networks, cloud based storage, internet usage protocols and policies.	<ul style="list-style-type: none"> - WiFi installation projects completed in Bridgetown College, Bunclody Vocational College and Enniscorthy Vocational College. - There has been significant investment in IT facilities in all FET centres. This investment ranged from WiFi infrastructure development to the provision of enhanced equipment across all Centres.

Strategic Priority 1.2: To promote and support access for all learners

Strategic Priority 1.2: To promote and support access for all learners		
Strategic Actions	2018 Outcomes	
1.2.1	<p>Focus on access and develop strategies that reduce barriers to participation in education and training and ensure equality of opportunity for all learners.</p>	<ul style="list-style-type: none"> - Provided opportunities for differentiated learning through integration of Learning Tools (O365) into learning. This included ‘clinic style’ workshops delivered in colleges on request.
1.2.2	<p>Increase the number of relevant traineeships and the number of apprentices in training with WWETB, through enhanced engagement with local business, industry and statutory bodies.</p>	<ul style="list-style-type: none"> - Apprenticeship capacity increased in Waterford Training Centre with additional electrical apprenticeships available. - A Professional Driving Traineeship programme was developed in conjunction with the Irish Road Haulage Association (IRHA). This pilot programme was delivered in three locations across Waterford and Wexford in 2018.
1.2.3	<p>Enhance the provision of education and training services for refugees.</p>	<ul style="list-style-type: none"> - The Refugee Resettlement Education Programme was extended to Waterford and Wexford in 2018. Family Support Tutors began operations in the Emergency Reception and Orientation Centre (ERO) Clonea, Co. Waterford.
1.2.4	<p>Work with college and adult guidance counsellors to expand awareness of opportunities in third level education and in further education and training.</p>	<ul style="list-style-type: none"> - WWETB’s Adult Guidance provision was enhanced through the employment of a third Guidance Counsellor, based in Waterford County. - In 2018, three open days took place as part of <i>College Week</i> in the Waterford Training Centre. Guided tours of the facilities were provided for post-primary schools, Youthreach Centres, Community Training Centres and many youth groups. Information sessions on apprenticeships were a key part of the tours. - An open day took place in Dungarvan College. Stands were taken by many of the third level institutions, employers as well as WWETB.
1.2.6	<p>In line with the Digital Strategy for Schools 2015-2020, and the TEL Strategy 2016-2019, develop and implement technology-enhanced teaching and learning across the organisation, and seek to identify areas where technology-enabled teaching and learning can decrease barriers to participation.</p>	<ul style="list-style-type: none"> - E-Learning/ Digital Learning continues to be supported in both Schools and Centres. Pobal Ceoil – the music cluster has participated in Microsoft training. MS Teams is now the collaborative platform used by the music teachers for communication, content sharing and subject collaboration. Peer-to-peer training of some music apps is continuing at cluster meetings providing an enriched collaborative environment. - WWETB O365 Cluster – cluster participants have participated in Microsoft training. These teachers cascade information/ training to colleagues. - Identification of barriers to integration of technology in Teaching and Learning and solutions proposed that can be implemented across schools and centres. - Implementation of Digital Leaders programme for students to remove student/teacher divide across colleges.

		<ul style="list-style-type: none"> - An additional Digital Learning Coordinator has been appointed (on secondment) to support the implementation of the TEL strategy.
1.2.7	Introduce a restorative practice approach to managing conflict and contentious issues arising in colleges and centres.	<ul style="list-style-type: none"> - Roll out of the use of Restorative Practice as a whole-school approach to positive behaviour has been prioritised thus enhancing the wellbeing of the school community. Selskar College and Creagh College made further progress in 2018. Colaiste Abbain are in the planning stages, with strategic support provided by the Education support team. - WWETB is represented on the Steering Committee of Wexford Restorative Practices Partnership. - Education support team delivered workshop on Restorative Practices in the post-primary context at community level, and to Tipperary ETB staff members at their Youthreach conference. - The use of mediation and dealing with conflicts and issues internally has been promoted by the HR department. To this end, the HR team has led discussions with Managers of the VTOS programme, and Principals at Principals meetings around the need for resolution of conflict at the lowest level where possible.
1.2.8	Ensure equality of opportunity, experience and outcome for learners with additional learning needs, special educational needs or disabilities, so that they can avail of the full range of education and training opportunities that WWETB offers.	<ul style="list-style-type: none"> - Ongoing support was offered to SEN Coordinators as the new Guidelines for Post-Primary Schools – Supporting Students with Special Educational Needs in Mainstream Schools - were rolled out.
1.2.9	Encourage staff to take a pro-active approach to ensuring that learners' human rights and equality needs are met.	<ul style="list-style-type: none"> - Human rights and equality training and focus group sessions were conducted by Youth Officers in 2018 with input from Irish Human Rights & Equality Commission (IHREC).

Strategic Priority 1.3: Quality-assured provision with high levels of achievement and accreditation by learners		
Strategic Actions		2018 Outcomes
1.3.1	Continue to support colleges and centres in their efforts to develop highly effective practice, using Inspection Reports and School Self-Evaluation Reports, in conjunction with 'Looking at Our Schools 2016'.	<ul style="list-style-type: none"> - Schools provided updates to the Board on any inspection reports. Director of Schools and Education team reviewed all such reports and offered support where required. - The Youthreach Board met to evaluate the inspection reports received from three centres. Implementation plans have been developed in response to findings and recommendations from the reports. Monitoring of progress on implementation plans is ongoing.
1.3.4	Develop the WWETB Quality Assurance (QA) unit to support course development, innovation, data analytics and quality assurance across WWETB. In conjunction with QQI: prepare an Executive Self-Evaluation Report (ESER) and Quality Improvement Plan (QIP) which will support the development of a WWETB Quality Assurance Governance Board. Work with other accreditation bodies such as City & Guilds, Cidesco, Red Seal, etc. to develop innovative learning opportunities.	<ul style="list-style-type: none"> - New Quality Assurance structures have been agreed and implemented. These new structures will enhance our ability to assure learners that all awards are qualified to the highest standard. - 2018 saw the introduction of a data analytics function to FET Quality Assurance. The function has been expanded to include local education and training plans for Bunclody and analysis of QQI results.

Strategic Priority 1.4: Promote and establish links between formal and non-formal education		
Strategic Actions		2018 Outcomes
1.4.1	Develop and implement a Youth Work Plan by compiling a comprehensive youth needs profile and developing a structure for the delivery of integrated provision of youth work services.	- In 2018, WWETB were involved in testing a number of pilot APNASR Tools for DCYA. The results of this process were used to inform the development of the APNASR Tool to be rolled out in 2019.
1.4.2	Support the provision of other services in the areas of highest need, where limited services currently exist.	- WWETB developed the first Local Area Plan. The area chosen for the plan was the town of Bunclody. This formed the basis for the analysis of the education and training provision in the area and to ensure that the provision is matched to the needs of the area.
1.4.4	Continue to develop links between our colleges and centres with Shielbaggan Outdoor Education and Training Centre, and the proposed new centre at Forth Mountain, Carrigfoyle, Wexford.	- New Outdoor Education and Training facility based in Bunclody developed, run by Shielbaggan OETC. This Centre is linked to WWETB's other services run through Bunclody FETC and in our post-primary schools.
1.4.5	Actively work to ensure that Music Generation Wexford and Music Generation Waterford have a transformative impact on the lives of children within the community and embed music performance programmes in WWETB colleges and centres.	- Following a successful application process for both Waterford and Wexford by WWETB, both counties received funding for the rollout of the Music Generation programme. Music Development Coordinators were recruited by early 2018 and the first programmes were developed - both School and Community programmes. > Examples of initiatives undertaken in 2018 in Wexford included: Singing Programme, 6-12 years, in primary schools; Partnership with HFC concert band in Wexford and Introductory Taster Session in September; Child and Adolescent Mental Health Service (CAMHS) Pilot Music Programme, which included Song Writing Workshops; Partnership with Orchard Recording Studios and Laura Hyland, to develop Music Development and Recording Programme for young people. > Examples of initiatives undertaken in Waterford included: Performance Music Access Programme at primary level; Partnership with Youthreach Dungarvan and Youthreach Waterford City Subla Centre on lyric, rap and rhythm workshops; 3-day Teen Vocal Camp, led by Gemma Sugrue of Voiceworks Cork; 3-day summer singing camp and cultural trail 'Summer Sing Out', a partnership with SprÓg; Youthreach guitar pilot programme.

Strategic Goal 2

Development of Organisation Services: *This will be achieved by ensuring we provide the highest quality leadership, executive and administrative supports to a motivated and highly skilled workforce enabling a high quality teaching and learning experience for learners and students.*

Strategic Priority 2.1: Continued reform and development of organisational structure and design		
Strategic Actions		2018 Outcomes
2.1.1	Following the restructuring of the executive support services function across the four amalgamated organisations, work to consolidate the present structure with staff in permanent approved roles, pending the approved revised organisation design by DES	<ul style="list-style-type: none"> - A training and development initiative was rolled out to all staff across the restructured units to support the newly formed teams and to encourage cross functional working. Meditation seminars also organised for staff in restructured units. - Information seminars regarding new HR structure were delivered to Principals and Managers at VTOS meetings, FET Forum and FET Management team meetings.
2.1.4	Carry out a 'Skills Needs Analysis' for functions within a modern, fit-for-purpose education and training organisation and develop a plan for continuous professional development (CPD) and capacity building.	<ul style="list-style-type: none"> - A detailed analysis of FET administrative support needs commenced in 2018 and is due for completion in 2019.
2.1.5	Develop a coordinated structure for Further Education and Training (FET), and an associated Operational Plan, which will support the integration of WWETB FET functions, based around the concept of a 'team' approach to programme delivery and continuous improvement.	<ul style="list-style-type: none"> - A new FET structure was designed and implemented in 2018. The structure offers an integrated approach to FET programme delivery and management.

Strategic Priority 2.2: Efficiently managing and utilising all funding and payment models

Strategic Actions		2018 Outcomes	
2.2.1	Develop new accounting software systems and train managers and staff appropriately, to improve financial management reporting and budgeting for colleges. Prioritise the early implementation of online payment systems and automate processes such as part-time payroll and travel/subsistence payments.	-	<ul style="list-style-type: none"> P2P system introduced in May 2018 for creditors payments enabling detailed cash budgets to be produced for schools and FET centres. SUN system introduced for travel payments from December 2018 to streamline the number of financial systems in use.
2.2.2	Develop a funding model for FET which is aligned to the SOLAS funding requirements and which adequately resources programmes, thereby meeting the needs of learners and providing improved budgeting and management reporting for FET.	-	<ul style="list-style-type: none"> New financial reports produced enabling detailed analysis of FET spend on a programme by programme basis to support the FAR budget bid process.
2.2.3	Achieve integrated centralised budgeting across all financial programmes.	-	<ul style="list-style-type: none"> New excel based 'pivot' reports produced for schools enabling budgets to be scrutinised at transaction level. Finance Training Sessions arranged for College Principals explaining available grants and new budget reports.

Strategic Priority 2.3: Ongoing policy development and high standards of governance and compliance

Strategic Actions		2018 Outcomes	
2.3.1	Continue to prioritise the work of implementing robust governance across the organisation to achieve compliance with DES CL 18/15 (Code of Practice for the Governance of ETBs) and to meet audit and reporting requirements (C&AG, internal audit etc.).	-	<p>In line with our obligations under the ETB Act, WWETB undertook a full consultation process and developed and published its Strategy Statement in 2018. It covers the period 2018-2022.</p> <p>In line with the administrative restructuring which took place in 2017, the newly formed governance and compliance team (Grade VII team lead) has prioritised the implementation of the Code of Practice for the Governance of ETBs to achieve high levels of compliance for the organisation. A number of policies were developed and updated in 2018 and were approved by the Board. These are: Hospitality and Gifts policy; Disposal of Fixed Assets policy; Bullying Prevention policy and complaint procedure for ETB staff; Procurement policy; Social Media policy; Travel and Subsistence policy for staff; Treasury policy; Data Protection policy; CCTV policy; Corporate Safety Statement.</p> <p>WWETB's HR unit has begun the work of documenting Standard Operating Procedures for the operational processes within the unit.</p>
2.3.2	The executive will work with the Chairperson of WWETB to ensure that the members of the Board of WWETB and all its committees have sufficient training, information and documentation to make informed reserved function decisions.	-	The Executive and the Chair of WWETB have worked closely together to ensure that Board meetings are productive and that the relevant information is provided for the Board members to assist them in decision making.
2.3.3	Establish and implement a procurement plan, an associated contracts database for the organisation and a structured contract management system to ensure value for money and compliance with national procurement guidelines	-	WWETB Procurement team has worked closely with ETBI to establish templates for all ETBs to facilitate the creation of a Procurement plan template in Q2 of 2019.

Strategic Priority 2.4: Developing and implementing effective risk management structures

Strategic Actions		2018 Outcomes
2.4.1	Embed a culture of risk management within the organisation and establish a Risk Management Team with responsibility for developing the Risk Management Business Plan, risk management training initiatives, and managing and reporting against the corporate, colleges and FET Risk Registers.	<ul style="list-style-type: none"> - Risk Registers reviewed at FET Management Team Meeting, Principals (Schools) and SMT meetings. - Risk Management as a standing agenda item at Senior Management Team meetings.
2.4.2	Develop Service Level Agreements and/or Memoranda of Understanding based on national and local needs with external agencies with whom we financially and strategically engage.	<ul style="list-style-type: none"> - Service Level Agreements are in place with each of the staff-led projects in youthwork. - Memoranda of Understanding for progression of learners are in place with both Waterford Institute of Technology and Institute of Technology Carlow.
2.4.3	Implement an effective Health and Safety plan for the organisation, and engage with our colleges and centres, and our insurers, to minimise risk for users, contractors and customers of our organisation. Prioritise training for managers in the areas of health and safety awareness and expertise.	<ul style="list-style-type: none"> - A FET Safety, Health & Welfare Unit was established under an Assistant Training Manager to provide support to FET Centres.

Strategic Priority 2.5: Infrastructure and buildings: Planning for current and future needs

Strategic Actions		2018 Outcomes
2.5.1	Provide high quality new school buildings and/or large extensions for Selskar College, Waterford College of Further Education, Bridgetown College, Bunclody Vocational College, St. Paul's Community College, St. Declan's Community College, Meánscoil San Nioclás and Coláiste Chathail Naofa to meet modern educational needs.	<ul style="list-style-type: none"> - Work progressed on all of these projects and decisions awaited regarding decisions/ approvals from DES in respect of Bunclody, Bridgetown, St Declans, St Pauls Meanscoil and Dungarvan College in 2019.
2.5.2	Specific plans to be developed to detail current and proposed provision for a range of Further Education and Training programmes, including the development of a Youthreach centre for Gorey and new multiplex facilities in Wexford Town, Waterford City and Enniscorthy.	<ul style="list-style-type: none"> - Plans were progressed for the development of a Youthreach Centre for Gorey, new multiplex facilities in Wexford Town, Waterford City and Enniscorthy. Permission to seek expressions of interest for the three multiplex facilities was secured from DES. Results were evaluated and discussions with preferred bidders initiated.
2.5.4	Develop a new Outdoor Education and Training Centre at Forth Mountain, Carrigfoyle, Wexford in collaboration with Wexford County Council.	<ul style="list-style-type: none"> - A detailed feasibility study has been submitted to DES for approval. Agreement in principal reached with Wexford County Council subject to the above approval.
2.5.5	Work with Sustainable Energy Authority of Ireland (SEAI) to improve the energy performance of WWETB in support of the	<ul style="list-style-type: none"> - Data for the SEAI report on usage of electricity, oil and gas was collected for each of our buildings and entered on the SEAI site.

	<p>public sector energy efficiency strategy. Moving to paperless environment to be prioritised.</p>	
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Strategic Goal 3

Our people working together: Create a positive working environment where well-qualified staff contribute to their maximum potential for the benefit of students and learners with due regards to the values of WWETB. This is centred on a culture of equality, respect and dignity in the workplace, continuous professional development, a ‘can-do’ attitude and an openness towards and respect for parents/guardians and co-operating external partners.

Strategic Priority 3.1: Continuing Professional Development		
Strategic Actions		2018 Outcomes
3.1.1	Develop a CPD policy for the organisation which supports the professional development of staff in general, prioritises areas of greatest need and includes a template for individual training plans.	<ul style="list-style-type: none"> - A dedicated Professional Development Unit was established within our Further Education & Training division in 2018. The Unit supports the provision of lifelong learning opportunities for WWETB staff, essential to maintaining and enhancing professional skills and competencies within our staff resources.
3.1.2	Prioritise opportunities for staff professional development for those with leadership roles and/or posts of responsibility within the organisation. Support and develop the potential for staff working with national ETBI networks for professional development.	<ul style="list-style-type: none"> - Director of Schools provided training to Principals and Deputy Principals on educational leadership, in line with circular letter and <i>Looking at our Schools – A Quality Framework (2016)</i> - An annual calendar of professional development opportunities has been developed and is now updated regularly and issued to all FET staff. - Youthwork staff are routinely made aware of CPD opportunities. - Staff engaged in ETBI Procurement Forum, IT forum, FOI/Data Protection working Group, Corporate Services Managers Group. These groups are vital to staff to ensure that they are sharing expertise and continuing to learn within their roles. - Two members of staff currently undertaking Certificate in Procurement management which is facilitated through ETBI and UCC. - Media Skills training has been undertaken by Senior Management team. - Training and development undertaken by all administrative staff across Finance, HR and Corporate Services as first stage of team building and organisational management training.
3.1.5	Develop an integrated and ETB-wide training and upskilling programme for all staff, which will include flexible on-line training that offers progression paths to participants to appropriate levels, including QQI certification and professional qualifications. Develop the use of networks/forums for sharing of knowledge, problem solving and sharing of resources.	<ul style="list-style-type: none"> - See 3.1.2.

3.1.6	Develop a biannual Knowledge Exchange Forum for frontline volunteers and paid Youth Workers to share best practice.	- Two meetings took place with the managers of the 13 staff led projects. Both meetings were designed to provide information to projects as well as to facilitate discussions of youthwork related issues.
3.1.7	Develop capacity among our staff to include important 21 st century skills in their programmes, including entrepreneurship, lifelong learning, digital skills and collaboration.	- IT department is facilitating the development of E-learning in the schools and centres in line with the digital learning strategy and the TEL strategy.
3.1.8	Promote the realisation of our core values in the day-to-day work of our staff and to cultivate a strong sense of pride in the organisation among our staff and wider learning communities.	- 'Value' workshops held with FET Coordinators and Managers to reinforce WWETB values.

Strategic Priority 3.2: Providing for the recruitment and retention of high quality staff		
Strategic Actions		2018 Outcomes
3.2.1	Review all recruitment processes and develop appropriate systems and processes to ensure that they are serving the needs of the WWETB (e.g. online recruitment, timely advertising of posts).	- Newly appointed recruitment team in place.
3.2.4	Agree strategies for sourcing and recruiting teachers in an increasingly competitive job market including collaboration with Teacher Training Colleges. Ensure that recruited staff have the capacity and flexibility to carry out tasks in a modern workplace (e.g. IT skills, transversal skills) and that recruited staff respect the WWETB values highlighted in this Strategy Statement.	<ul style="list-style-type: none"> - Planning meetings held with all Principals to plan summer recruitment programme. Needs of each School analysed with Principals to ensure the appropriate skillsets are targeted for each role. - Roles advertised as early as possible in summer. - Continue to look towards national strategy for dealing with teacher shortage in some subjects – raised at ETBI/Department of Education level. - Music Generation induction programme for new music tuition staff was delivered in August 2018.

Strategic Priority 3.3: Promoting a culture of health and wellbeing among staff		
Strategic Actions		2018 Outcomes
3.3.1	Develop initiatives to embed the culture of health and wellbeing at work. Actively encourage and support all staff in this regard. Work to ensure that the physical environment contributes to wellbeing at work.	<ul style="list-style-type: none"> - As part of the week of CPD for SNAs in June, a day on Wellbeing and Self Care was provided. - Promote healthy relationship between family life, work and wellbeing of staff. - Administration offices ran Staff Wellbeing Programme during 2018.
3.3.2	Promote opportunities for all staff to avail of counselling services where appropriate to assist them in dealing and coping with difficult issues in the workplace.	- All staff made aware of the Employee Assistance Scheme which offers up to 6 counselling sessions for each staff members. Provision of additional counselling as required.
3.3.4	Ensure that annual retirement planning programmes are available to staff and recognition is given to staff on their retirement for service to the organisation.	<ul style="list-style-type: none"> - As part of the annual retirement planning programme, a financial planning lunch session was held in the three administrative offices - A new process has been developed to recognise staff contribution to the organisation, on the event of their retirement. Retirement lunch was held in Dec 2018 with gift and photograph for each retiree and speech given by CE/Manager about each retiree at retirement lunch. Following retirement, CE has also written a letter of thanks to each retiree.
3.3.5	Introduce initiatives and activities to promote team building and cross-organisational awareness at all levels across the organisation (e.g. 'In Harmony' Student and Staff Concert, WWETB Athletics Competition).	<ul style="list-style-type: none"> - WWETB produced a cross-college show – <i>In Harmony</i> - in the National Opera House in March 2018. 12 post-primary colleges were represented by over 400 students and over 130 staff. - A number of team building days for the Youthwork Affairs Team were held in 2018, to assist with the introduction of new projects and TYFS in 2019.

Strategic Goal 4

To foster and develop lasting partnerships and collaborations by being represented, and working well at national, regional and local level with relevant statutory bodies, agencies, business interests, trade unions, community groups and the voluntary sector.

Strategic Priority 4.1: Continued and enhanced strategic networking	
Strategic Actions	2018 Outcomes
4.1.1 Develop protocols to engage with government departments and agencies, local authorities, employer and employee representative bodies, trade unions and other stakeholders.	<ul style="list-style-type: none"> - Schools/Colleges are represented on the Co. Wexford Education Committee, an education initiative led by Wexford Local Development. - WWETB is represented on the Steering Committee of the Wexford Restorative Practices Partnership. - WWETB is represented on the Education Working Group of the Children and Young People’s Services Committees (CYPSC).
4.1.2 Nominate staff and/or members as appropriate to represent WWETB on external bodies and ensure an appropriate reporting procedure is in place.	<ul style="list-style-type: none"> - A database of WWETB FET staff participation on external outside bodies was developed. - WWETB is represented on local structures through the participation of its Youth Officers on local structures such as CYPSC, Connecting for Life and Comhairle na nÓg.
4.1.3 Ensure that all agreements entered into by staff on behalf of WWETB with external agencies are agreed in advance with Senior Management.	<ul style="list-style-type: none"> - A process has been agreed and implemented to ensure that ensure that all agreements are approved by the Senior Management Team, or members thereof, and approved/noted by the Board as appropriate.
4.1.4 Confirm and record all authorised documentation involving interactions with external agencies in a central library of resources.	<ul style="list-style-type: none"> - A repository of authorised documentation is in place. Authorised documents are submitted to the Governance and Compliance team lead for uploading to the repository.

Strategic Priority 4.2: Effective collaboration with statutory bodies and agencies	
Strategic Actions	2018 Outcomes
4.2.1 Collaborate with Department of Education and Skills, SOLAS, Department of Children and Youth Affairs, Department of Social Protection, TUSLA, Department of Justice and Equality, NEPS, NCSE, to ensure we work in accordance with national policy and to maximise resources for WWETB's mission.	<ul style="list-style-type: none"> - Schools/Colleges are represented on the Co. Wexford Education Committee, led by Wexford Local Development. - WWETB is represented on the Education Working Group of CYPSC. - WWETB is represented by on the Child and Family Services Network (Enniscorthy and Bunclody). - WWETB is represented on a working group of the National Educational Psychological Service (NEPS) in Co. Wexford examining the area of early intervention for early school leavers. - A review of the national policy alignment through the FAR2 process was carried out in Autumn of 2018. - DCYA received an annual report from the Youth Affairs section.
4.2.2 Collaborate closely with both Waterford City and County Council and Wexford County Council, to ensure local and regional alignment and co-operation about local priorities under the remit of WWETB.	<ul style="list-style-type: none"> - WWETB is represented on the Local Community Development Committee and Area Partnerships in both counties. - Regular meetings have been held at senior level with council officials. - Youth Officers nurture link with the Community Teams in both Councils.
4.2.3 Collaborate with relevant regional forums to contribute to the ongoing development of the education and training sector (e.g. Local Community Development Committees, South East Regional Skills Forum, South-East Action Plan for Jobs).	<ul style="list-style-type: none"> - Active membership of South East Regional Skills Forum (SERSF) and Area Community Development committees.
4.2.4 Foster and enhance closer collaboration with third level institutions particularly Waterford Institute of Technology and Institute of Technology Carlow in matters of mutual interest, including progression opportunities for students, the sharing of resources and exploration of solutions to teacher shortages in certain subject areas.	<ul style="list-style-type: none"> - Memorandums of Understanding signed with Waterford IT and Carlow IT. These MOUs provide enhanced programme opportunities for our PLC and VTOS students.

Strategic Priority 4.3: Effective collaboration with community and business interests

Strategic Actions		2018 Outcomes
4.3.1	Actively seek out opportunities for community engagement to promote WWETB as a patron of Community National Schools across the region.	<ul style="list-style-type: none"> - WWETB conducted successful negotiations with the Church of Ireland in Wexford regarding the divestment of patronage of Kilnamanagh National School. Kilnamanagh will become the first Community National School under the auspices of WWETB and will open in September 2019. This represents very important strategic progression for WWETB, which hopes to increase the number of Community National Schools under its direction over the coming years. - WWETB participated in the Schools Reconfiguration for Diversity process during 2018. A survey was carried out in Waterford City to identify if there was a requirement for a multi/non-denominational school for children in Waterford City. The resulting report was completed and will be published by the Department of Education and Skills during 2019 once the process has been completed around the country.
4.3.2	Develop and enhance relationships with local primary schools.	<ul style="list-style-type: none"> - DES requested the project management services of WWETB to support two Primary Schools (Glenbeg NS Dungarvan and St Paul NS Waterford) in procuring consultants for building projects which they commenced in 2018.
4.3.4	Explore opportunities for colleges to support their local communities through the utilisation of college buildings and facilities out of hours (e.g. for homework clubs, parent groups etc.).	<ul style="list-style-type: none"> - St Pauls Community College has become a hub for the delivery of Music Generation music programmes and has supported the delivery of classes through flexibility of opening hours and flexible arrangements with the Principal and Deputy Principal in the College.
4.3.5	Collaborate with business and industry interests including IBEC, Chambers of Commerce, IFA, Rotary Alliance, SICAP, LEADER, Youth Services and sporting organisations to ensure the relevance of our education and training programmes and to provide opportunities for students and learners.	<ul style="list-style-type: none"> - Our New Service to Business Unit was created to lead our engagement with enterprise and industry interests. This is supported by the introduction of a National Skills to Advance Programme.
4.3.6	Enter into partnerships with business and industry interests to identify and provide relevant upskilling programmes for current members of the workforce.	<ul style="list-style-type: none"> - The new Skills to Advance Programme was introduced to employers. - NZEB Training Facility was opened in Enniscorthy to provide training to trades in NZEB building techniques. This marked an important strategic project for WWETB.

Strategic Priority 5.1: To provide targeted, accurate, clear and consistent information in a timely manner		
Strategic Actions		2018 Outcomes
5.1.1	Implement a communications structure including a steering group and a Communications Coordinator that will support the communications strategy.	- WWETB has established a Communications Steering Group and Communications Working Group. The Communications Working Group is staffed by members of the Corporate Services team.
5.1.3	Develop an Annual Communications Plan linked to the strategic objectives.	- The 2018-19 Communications Plan has been developed.
5.1.4	Develop mechanisms for inviting and responding to feedback from learners, staff and external stakeholders.	<ul style="list-style-type: none"> - Surveys and focus group sessions have been used to invite feedback from staff, external stakeholders and learners. This was recently demonstrated during the development of our planning process for the 2018-2022 Strategic Plan. This involved a high degree of consultation with stakeholders utilising a range of methods including the collation of feedback through anonymous surveys. - Surveys were conducted with Primary Schools across Waterford and Wexford to identify if and how they would like to engage with the Music Generation programme locally. - Staff who participated in bi-annual staff events held in April and November 2018 were surveyed for their anonymous feedback which informed the planning process for future networking and information sharing events of this nature.
5.1.6	Use appropriate and innovative technologies, including social media for effective and rapid communication.	<ul style="list-style-type: none"> - Facebook, Twitter and Instagram are used effectively to communicate internally and externally with stakeholders. - Three newsletters were issued to all staff members throughout the year, and inputs were sought from staff across the various services in the organisation. A copy of the newsletters were placed on the WWETB web site.

Strategic Priority 5.2: To develop more effective internal communications mechanisms

Strategic Actions		2018 Outcomes
5.2.4	Develop opportunities for more frequent face-to-face communication between executive staff and principals/senior managers in colleges and centres.	<ul style="list-style-type: none"> - Individual meetings held routinely with Schools and Centres, by Finance, HR and Corporate Services teams for consultation and information purposes. - Regular HR meetings have been scheduled with VTOS, FET Forum/AEOs, Unit Managers. These meetings are led and supported by the new HR structure, so that staff in the organisation can identify the key contact person for each aspect of HR in WWETB. - Corporate Services, HR and Finance regularly attend Principals meetings. Principals are invited to submit agenda items and staff attend as required to respond to queries or deliver presentations.
5.2.5	Foster a strong sense of community among staff who work within WWETB.	<ul style="list-style-type: none"> - The FET Forum was established for all FET Managers and Coordinators, who meet quarterly to share information, experiences and to network.
5.2.6	Foster the idea of community among learners, most especially our adult learners who are involved in small class groups.	<ul style="list-style-type: none"> - WWETB supported the AONTAS National Learner FET Forum for the South East.
5.2.7	Develop mechanisms for keeping students, learners and parents/guardians up to date with achievements and developments within WWETB.	<ul style="list-style-type: none"> - WWETB has significantly increased the utilisation of Facebook and Twitter in this regard.

Strategic Priority 5.3: To develop more effective external communications mechanisms.

Strategic Actions		2018 Outcomes
5.3.1	Organise a series of information events for key external stakeholders, including media, employers and learners.	<ul style="list-style-type: none"> - WWETB was part of the organising team for the combined Chambers of Commerce Information Exhibition in Enniscorthy which took place in June 2018. - 3 open days took place as part of <i>College Week</i> in the Waterford Training Centre. Guided tours of the facilities were provided for post-primary schools, Youthreach Centres, Community Training Centres and many youth groups. Information sessions on apprenticeships were a key part of the tours. - An open day took place in Dungarvan College. Stands were taken by many of the third level institutions, employers as well as WWETB.
5.3.2	Develop a complete list of all courses on offer and ensure it is updated as necessary and easily accessible online.	<ul style="list-style-type: none"> - A complete list of courses is available on www.fetchcourses.ie This a national web site and allows learners to see the range of courses on offer and apply for the courses.
5.3.3	Attendance by key staff at public exhibitions in the region with good quality displays and promotional material.	<ul style="list-style-type: none"> - Service to Business staff attended all major business gatherings in Waterford and Wexford from September 2018 onwards. - WWETB has attended and presented at a number of events including the SEAI Conference, NZEB conference and has had displays at agricultural shows and construction shows.
5.3.4	Promote information about activities of WWETB at school and centre public events such as graduations, launches and end of year events.	<ul style="list-style-type: none"> - Regular updates of WWETB involvement in events as well as many successes of the organisation are made public through our use of social media platforms, WWETB web site and staff newsletter.

Strategic Priority 5.4: To enhance our branding and marketing of WWETB

Strategic Actions		2018 Outcomes
5.4.1	Develop and implement a branding and marketing strategy for the organisation, including the development of a suite of promotional material to promote the services of WWETB.	<ul style="list-style-type: none"> - WWETB branded pull up banners in place in all post primary schools and VTOS centres
5.4.3	Establish an organisation-wide team with responsibility for media activity, supported by appropriate training and implementation of guidelines.	<ul style="list-style-type: none"> - Media skills training undertaken by the SMT. - Communications Working Group has been established.



wwetb
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