



Waterford and Wexford Education and Training Board

Annual Report 2019

Contents

1: Message from the Chairperson of WWETB.....	2
2: Message from the Chief Executive of WWETB.....	3
3: Background and Governance	5
3.1: MEMBERS OF WATERFORD AND WEXFORD EDUCATION AND TRAINING BOARD.....	8
3.2: MEMBERSHIP OF WWETB COMMITTEES - 2019.....	10
3.3: WWETB SENIOR MANAGEMENT TEAM	11
4: Overview of Services - 2019	12
5: Second Level Education.....	14
6: Finance.....	16
7: Implementation of Strategic Goals – 2019.....	17

1: Message from the Chairperson of WWETB



I took up the role as Chairperson of the Board of Waterford and Wexford Education and Training Board in September 2019, having served on the Board as a member since 2014. I would firstly like to thank Cllr Jim Moore, outgoing Chair, for his leadership and support over his term as Chair of WWETB.

I am delighted to present the 2019 Annual Report for the organisation. This report gives a flavour of the work that is carried out by a team of dedicated staff across Waterford and Wexford as we strive to provide our students and learners with the highest quality education and training experience. We are proud of the dedication of the staff that deliver these services on a daily basis, and are aware of the importance of our role in the community in reaching out to many groups and individuals who can benefit from these services.

I write this introduction at a time of great global turmoil, amidst the crisis of the Covid-19 pandemic. Now, more than ever, we are aware of our obligations to the communities that we serve, and our need to respond swiftly to support recovery in Ireland. WWETB is well placed to support this recovery and will work tirelessly to ensure that the needs of our students and learners are met.

WWETB is continuing the process of implementing its strategic development plans and we are committed to our shared ambition of meeting the challenges of providing high quality education and training services to our region and communities through innovative and flexible approaches.

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 ghúí,

A handwritten signature in black ink on a light-colored background. The signature is written in a cursive style and appears to read 'Barbara-Anne Murphy'.

Cllr Barbara-Anne Murphy,
Chairperson, WWETB

2: Message from the Chief Executive of WWETB



2019 marked the end of the five year term of the first full-term Board of WWETB. On behalf of myself and executive colleagues, I would like to thank most sincerely the Board members who have provided the governance oversight and worked with us over the past five years to bring our organisation forward. We are very proud of what has been achieved in a short time and, together with our Board members, we have always put the learner at the heart of everything we do. In particular, I would like to thank the outgoing chairperson, Cllr Jim Moore, for his professionalism and support for WWETB during this time. Likewise, I would like to acknowledge the great contribution of Cllr Michael J O' Ryan, deputy chairperson during that period.

In September 2019 the new Board was established. Cllr Barbara-Anne Murphy, who served as a member of the Board since the establishment of WWETB was elected chairperson for the five year term and Cllr Lola O'Sullivan was elected as deputy chairperson. WWETB has ambitious plans for the enhancement of education and training across the two counties of Waterford and Wexford and we look forward to seeing the on-going successful implementation of our Strategic Plan 2018-2022 with the full support of our new Board members.

There was significant change for the organisation during 2019. With the publication of the new Code of Practice for the Governance of ETBs in January 2019 (Department of Education and Skills CL 0002/2019), there is renewed emphasis on governance and compliance for all members of staff and Board members in this regard. Following the restructuring of the administrative functions in WWETB in 2017 to include a Procurement team and a Governance and Compliance team, we are well placed to deliver on these obligations.

Ms Eimear Ryan joined the Executive Leadership Team during 2019 as the Director of Schools, following the retirement of Eilís Leddy, Education Officer. There was also significant changes among our senior managers including principals and FET managers during 2019, with a number of new appointments of principal being made including Ms. Denise Lennon-Hennessy (Selskar College Wexford), Mr. Michael Weafer (Kennedy College, New Ross), Ms. Gráinne Ní Lúbaigh, (Meánscoil San Nioclás, An Rinn), Ms. Noreen Reilly (Waterford College of Further Education), Ms. Fiona McDonnell (St. Paul's Community College, Waterford), Ms. Bróna Kenneally (Kilnamanagh Community National School) along with Mr. Alan O' Gorman (Quality Assurance Manager) and Ms. Liz Duffy (Adult Education Officer).

WWETB was delighted to open its first Community National School (and the first in the south east region of Ireland) in September 2019. The provision of primary level education is an important step and the model of the Community National School (CNS) is one that is growing across the country. Enrolment figures are showing positive signs of growth for the future.

The relocation of further education and training (FET) programmes from Head Office in Ardcahan to Whitemills, Wexford town was a welcome development in 2019 and a new Youthreach Centre in Gorey is already well advanced for opening in 2020 demonstrating WWETB's commitment to providing quality facilities for its adult learners. Another example of this commitment is the welcome announcement of significant investment by the Department of Education and Skills in our post-primary schools infrastructure, with major developments in Bunclody Vocational College, Bridgetown College, St Declan's Community College, Kilmacthomas, Meánscoil San Nioclás, An Rinn and Dungarvan College-Coláiste Dhún Garbhán, all scheduled to commence in 2020.

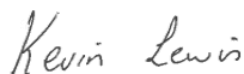
WWEB is delighted at the success that our Music Generation programmes across Waterford and Wexford have achieved in 2019. Over 50 primary schools in the region have benefitted from the performance music education opportunities that this collaboration with Wexford County Council, Waterford City and County Council and Music Generation Ireland has to offer.

We were delighted to have commenced a partnership with Wexford GAA which is providing a national pilot project in well-being for students across many of our schools called 'Go WeLL – Activate and Integrate'. This innovative project is already attracting interest from schools right across the country.

The official launch by the Minister for Housing, Planning and local government, Mr. Eoghan Murphy T.D., of the WWETB led National Skills Specifications for Nearly Zero Energy Buildings (NZEB) took place at the Killiney Castle Hotel in Dublin in November during the World NZEB conference. The National Specifications were agreed by a steering group chaired by WWETB and comprising government departments and agencies, Wexford County Council, construction industry representatives, trade unions, third level institutions and other expert bodies. These NZEB skills are now being provided to learners from across the county at our Enniscorthy Training Centre.

WWETB along with all other ETBs across the country agreed during 2019 to become the mid-level governance entity between the Department of Children and Youth Affairs (DCYA) and youth projects. This will entail WWETB being the primary funder for thirty three staffed youth projects across both counties as the 'Targeted Youth Funding Scheme' replacing the newly rebranded 'UBU Your Place Your Space' scheme after a detailed consultation process of several years.

I hope the above gives you a broad flavour of some of the developments, among many others, across WWETB during 2020. Thankfully the numbers in our schools and further education and training centres continue to rise allowing us to educate and train an ever increasing number of the community across both counties. We look forward to continue to progress these developments even further during 2020. I wish to thank all our staff for the massive on-going contribution they are making to ensure the realisation of this ambition.



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 2019, a single manager was appointed to manage Kilnamanagh Community National School, which came under WWETB's stewardship in September 2019. The single manager position will cease once a Board of Management is in place for the school.

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 & Risk Committee
- Finance Committee

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

- Youth Work Committee
- Area Committees: In 2019, the Area Committees were restructured from four, West & Mid-Waterford; Waterford City & Tramore; South Wexford; North Wexford, to three: Waterford City & County Area Committee; South Wexford Area Committee; North Wexford Area Committee
- YouthReach Committee
- VTOS Committee – (this committee was not re-established for 2019-2024 term of the Board)

Elections for the new Board for WWETB took place in July and August 2019 and the new Board had its first meeting in September 2019. WWETB operates in accordance with Sections 12 and 13 of the ETB Act 2013 in respect of reserved functions carried out by the Board and executive functions carried out by the management team.

Compliance

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

In preparing those accounts, the Board is required to:

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

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

The Board of WWETB confirms that:

- the 2019 Code of Practice of Governance for Education and Training Boards that issued in 2019 has been adopted and WWETB complies with the up-to-date requirements of the Code in the WWETB governance practices and procedures.
- A confidential Chairpersons Report regarding the system of internal control has been submitted to the Minister. The Statement of Internal Control, which is subject to change until the external audit is completed, has been included in the Annual Financial Statements and as an appendix to the Chairpersons Comprehensive Report that has been submitted to the Minister.
- A review of the effectiveness of the system of internal control for 2019 has been conducted.
- The Chairperson of the Board confirms that WWETB is adhering to the relevant aspects of the Public Spending Code
- The Chairperson of the Board confirms that WWETB has complied with its obligations under tax law.
- The Chairperson of the Board confirms adherence to the relevant procurement policy and procedures, and the development and implementation of the Corporate Procurement Plan
- An assessment of WWETB's principal risks has been undertaken. Details of these risks, where appropriate, and associated mitigation measures or strategies have been included in the SIC as part of the audited financial statements which will be published within one month of receipt from the Office of the Comptroller and Auditor General.

WWETB Board Functions: The functions of the Board are either executive or reserved. Executive functions are carried out by the Chief Executive and reserved functions are carried out by the Board. Reserved functions are set out in Section 12 (2) of the ETB Act 2013 and are summarised as follows:

The general functions of an Education and Training Board 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, coordinate 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) cooperate 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, coordination, 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.

In addition the ETB Act 2013 specifies other functions to be performed by the Board including holding the Chief Executive to account for the effective performance of his or her functions in the management of the ETB, in accordance with the legislation, Department and SOLAS guidelines, the Strategy and Implementation Plan of the DES and the Service Plan.

A Chief Executive of an Education and Training Board:

- (a) shall perform the executive functions of the Board,
- (b) shall provide such information to the Board, regarding the performance of his or her functions, as that Board may from time to time require,
- (c) shall provide such information to the Minister, regarding the performance of his or her functions, as the Minister may from time to time require,
- (d) shall be accountable to the Board for the due performance of his or her functions.

3.1: MEMBERS OF WATERFORD AND WEXFORD EDUCATION AND TRAINING BOARD

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

Cllr Pat Nugent

Cllr Breda Brennan *(from August 2019)*Cllr Eddie Mulligan *(from August 2019)*Cllr Tom Cronin *(to May 2019)*Cllr Lola O'Sullivan [*~*Deputy-Chairperson]Cllr Joe Kelly *(from August 2019)*Cllr Michael J O'Ryan [Deputy-Chairperson] *(to May 2019)*Cllr Matt Shanahan *(to May 2019)***Elected by Wexford County Council**Cllr Barbara-Anne Murphy [*~*Chairperson]

Cllr Kathleen Codd-Nolan

Cllr Mary Farrell

Cllr Fionntán Ó'Súilleabháin

Cllr Garry Laffan *(from August 2019)*Cllr Aidan Browne *(from August 2019)*Cllr Leonard Kelly *(from August 2019)*Cllr Malcolm Byrne *(to May 2019)*Cllr Jim Moore [Chairperson] *(to May 2019)*Cllr Ger Carthy *(to May 2019)***Staff Members**Ms Sandra Fogarty *(from August 2019)*Ms Nessa Murphy *(to May 2019)*Mr Richard Byrnes *(from November 2019)*Mr Geoffrey Collins *(to May 2019)***Parent Members**

Ms Finola Walsh

Mr David Doyle

Nominated from Bodies Specified

Ms Mary Ryan

Mr Larry O'Brien *(from September 2019)*Mr Pat Rath *(from September 2019)*Mr Senan Lillis *(from September 2019)*Ms Kate Miskella *(from September 2019)*Mr Mark Fitzgerald *(to May 2019)*Mr John Evoy *(to May 2019)*Mr John Wall *(to May 2019)*Ms Áine Uí Fhoghlú *(to May 2019)*

ACCS/JMB AMCSS/NAPD

Irish Road Haulage Association

Disability Federation Ireland - AHEAD

ICTU

ICTU

IBEC

AONTAS

AHEAD

FORAS NA GAEILGE

~ from September 2019

2019 Board Meeting Attendance

Board Members	Meetings Held/Attended						
	08.01.19	26.03.19	28.05.19	27.08.19 (1)	27.08.19 (2)	10.09.2019	12.11.19
Cllr. Malcolm Byrne		X		-	-	-	-
Cllr. Ger Carthy	X			-	-	-	-
Cllr. Kathleen Codd-Nolan	X		X			X	X
Mr. Geoffrey Collins	X	X	X	-	-	-	-
Cllr. Tom Cronin	X	X		-	-	-	-
Mr. David Doyle	X	X	X		X	X	X
Mr. John Evoy	X			-	-	-	-
Cllr. Mary Farrell	X	X	X	X	X	X	X
Mr. Mark Fitzgerald				-	-	-	-
Cllr. Jim Moore	X	X	X	-	-	-	-
Cllr. Barbara Anne Murphy	X	X	X	X	X	X	
Ms. Nessa Murphy	X	X	X	-	-	-	-
Cllr. Pat Nugent	X	X	X	X	X	X	X
Cllr. Michael J. O’Ryan	X	X	X	-	-	-	-
Cllr. Fiontán O’Súilleabháin	X	X		X	X	X	X
Cllr. Lola O’Sullivan		X		X	X	X	X
Ms. Mary Ryan	X		X			X	
Cllr. Matt Shanahan		X		-	-	-	-
Ms. Áine Uí Fhoghlú				-	-	-	-
Mr. John Wall	X	X	X	-	-	-	-
Ms. Finola Walsh	X	X	X		X	X	X
Cllr. Breda Brennan	-	-	-	X	X	X	X
Cllr. Aidan Browne	-	-	-	X	X	X	X
Mr. Richard Byrnes	-	-	-	-	-	-	X
Ms. Sandra Fogarty	-	-	-	X	X		X
Cllr. Joe Kelly	-	-	-	X	X	X	X
Cllr. Leonard Kelly	-	-	-	X	X		X
Cllr. Gary Laffan	-	-	-	X	X	X	X
Mr. Senan Lillis	-	-	-	-	-	X	X
Ms. Kate Miskella	-	-	-	-	-	X	X
Cllr. Eddie Mulligan	-	-	-	X	X	X	X
Mr. Larry O’Brien	-	-	-	-	-	X	
Mr. Pat Rath	-	-	-	-	-	X	X
-	<i>Indicates periods when individuals were not members, largely due to the formation of the new Board</i>						

3.2: WWETB COMMITTEES – 2019

Finance Committee	Meetings Held/Attended			
	11.03.19	23.09.19	25.11.19	11.12.19
(Chairperson) Mr Michael Veale		X	X	X
Mr David Doyle	X	X	X	X
Cllr Pat Nugent	X	X	X	X
Mr Larry O'Brien <i>(from Nov 2019)</i>	-	-	-	
Mr Dennis McCarthy <i>(from Nov 2019)</i>	-	-	-	X
Anne Murray <i>(to Nov 2019)</i>	X			-
Padraig Hall <i>(to Nov 2019)</i>	X			-

Audit & Risk Committee	Meetings Held/Attended			
	06.03.19	23.09.19	18.11.19	18.12.19
(Chairperson) Cllr Jim Moore <i>(from Nov 2019)</i>	-	-	-	X
Ms Elaine Sheridan	X	X		X
Mr Michael J O'Ryan	X	X	X	X
Mr John Cuddihy	X	X		X
Cllr Kathleen Codd-Nolan	X			
Cllr Lola O'Sullivan <i>(from Nov 2019)</i>	-	-	-	X
Mr Eddie Breen <i>(to Nov 2019)</i>	X	X	X	-

YouthReach Committee

(Chairperson) Cllr Pat Nugent	Mr David Doyle <i>(from Nov 2019)</i>
Cllr Aidan Browne <i>(from Nov 2019)</i>	Cllr Lola O'Sullivan <i>(to Nov 2019)</i>
Ms Úna Dunphy <i>(to Sept 2019)</i>	Mr Paul Fallon <i>(to Nov 2019)</i>

VTOS Committee (to Nov 2019)

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

Youth Work Committee

Cllr Aidan Browne <i>(from Nov 2019)</i>	Cllr Garry Laffan <i>(from Nov 2019)</i>
Cllr Pat Nugent	Ms Alison Parle
Ms Julie Somers	Mr Kieran Donohoe
Mr Geoffrey Collins <i>(to Nov 2019)</i>	Ms Róisín Hurney <i>(to Nov 2019)</i>
Mr David Doyle <i>(to Nov 2019)</i>	Ms Sophie O'Connor <i>(to Nov 2019)</i>
Ms Mary Halligan <i>(to Nov 2019)</i>	Mr Sean Cooke <i>(to Nov 2019)</i>
Ms Gail O'Sullivan <i>(to Nov 2019)</i>	Ms Sheila Barrett <i>(to Nov 2019)</i>

WWETB Area Committees

In 2019, the Area Committees were restructured, West & Mid-Waterford and Waterford City & Tramore areas were merged. The resulting areas are as follows: Waterford City & County Area Committee, South Wexford and North Wexford.

WWETB's 3 Area Committees are supported by members of the executive team:

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

Waterford City & County Area Committee

Cllr Lola O'Sullivan

Cllr Breda Brennan *(from Nov 2019)*

Cllr Eddie Mulligan *(from Nov 2019)*

Ms Sandra Fogarty *(from Nov 2019)*

Mr John Wall *(to Nov 2019)*

Ms Anne Murray *(to Nov 2019)*

Ms Áine Uí Foghlú *(to Nov 2019)*

Cllr Pat Nugent

Ms Mary Ryan

Cllr Joe Kelly *(from Nov 2019)*

Cllr Michael J O'Ryan *(to Nov 2019)*

Cllr Tom Cronin *(to Nov 2019)*

Mr Geoffrey Collins *(to Nov 2019)*

Mr Mark Fitzgerald *(to Nov 2019)*

North Wexford Area Committee

Cllr Mary Farrell

Cllr Kathleen Codd-Nolan

Cllr Aidan Browne *(from Nov 2019)*

Mr Pat Rath *(from Nov 2019)*

Cllr Barbara-Anne Murphy

Cllr Fionntán Ó'Súilleabháin

Mr Senan Lillis *(from Nov 2019)*

Cllr Malcolm Byrne *(to Nov 2019)*

South Wexford Area Committee

Cllr Garry Laffan *(from Nov 2019)*

Mr Richard Byrnes *(from Nov 2019)*

Ms Finola Walsh *(from Nov 2019)*

Ms Kate Miskella *(from Nov 2019)*

Cllr Ger Carthy *(to Nov 2019)*

Ms Nessa Murphy *(to Nov 2019)*

Mr David Doyle

Cllr Leonard Kelly *(from Nov 2019)*

Mr Larry O'Brien *(from Nov 2019)*

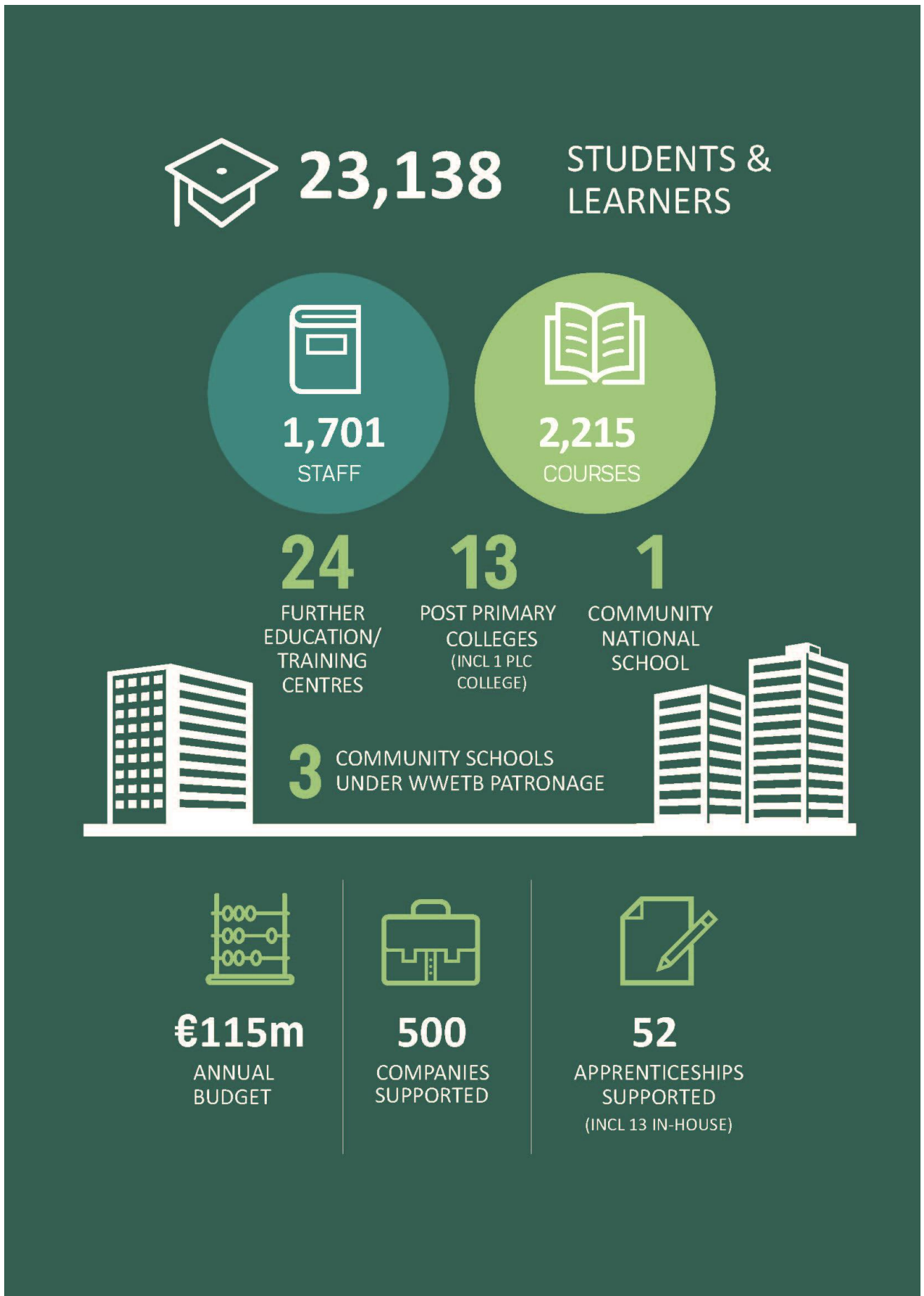
Cllr Jim Moore *(to Nov 2019)*

Mr John Evoy *(to Nov 2019)*

3.3: WWETB SENIOR MANAGEMENT TEAM

Chief Executive	Mr Kevin Lewis
Director of Organisation Support and Development	Dr Karina Daly
Director of Schools	Ms Eimear Ryan <i>(Appointed 14/08/19)</i>
	Ms Eilís Leddy <i>(Retired 26/05/2019)</i>
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 – 2019



Location of Centres within WWETB



Post-Primary & PLC Education	Further Education & Training Centres	YouthReach Centres
Bridgetown College		Dungarvan
Bunclody Vocational College	Bunclody	Enniscorthy
Coláiste Abbáin, Adamstown	Cappoquin	Gorey
Coláiste an Átha, Kilmuckridge	Dungarvan	New Ross
Dungarvan College-Coláiste Dhún Garbhán	Enniscorthy	Subla Centre, Waterford
Creagh College, Gorey	Gorey	Tramore
Enniscorthy Vocational College	Kilmacthomas	Wexford Town
Kennedy College, New Ross	New Ross	Waterford City
Meánscoil San Nioclás	Tramore	
Selskar College, Wexford	Waterford (x3)	
St Declans Community College, Kilmacthomas	Wexford Town	
St Paul's Community College, Waterford		Community Schools
Waterford College of Further Education		(where WWETB are joint patrons)
	Community National Schools	Blackwater Community School, Lismore
Outdoor Education & Training	Kilnamanagh CNS, Co. Wexford	Gorey Community School
Shielbaggan OETC, Ramsgrange		Ramsgrange Community School
Administration Centres: Head Office, Ardcahan, Wexford; Dungarvan, Co. Waterford; Waterford Training Centre		

5: Second Level Education

2019 College Enrolments

School Name	Enrolments as at 30/09/2019	
	Second Level	PLC
Bridgetown College	557	8
Bunclody Vocational College	220	29
Coláiste Abbáin	293	0
Coláiste an Átha, Kilmuckridge*	326	46
Creagh College	824	0
Dungarvan College-Coláiste Dhún Garbhán*	232	227
Enniscorthy Vocational College	406	195
Kennedy College	165	68
Meánscoil San Nioclás	144	0
Selskar College	413	87
St. Declan's Community College	749	0
St. Paul's Community College	545	14
Waterford College of Further Education*	0	720
Total College Enrolments	4,874	1,394

2019 Night Class Students

Total No. of Night Class Students (Delivered in 3 WWETB Colleges – see above*)	874
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Further Education & Training Programme Provision - 2019 Outturn	
Programme	Beneficiaries
Apprenticeship Training	1,232
Blended Training	133
Bridging and Foundation Training	115
Community Training Centres	348
Local Training Initiatives	552
Specialist Training Programmes	237
Specific Skills Training	465
Traineeships Training	347
VTOS	893
YouthReach	518
Total Full-time Programmes	4,840
Adult Literacy	2,931
BTEI Groups	1,793
Community Education	1,685
ESOL	1,568
Evening Training	1,717
FET Cooperation Hours	155
ITABE	0
Refugee Resettlement	469
Skills for Work	587
Total Part-time Programmes	11,140
TOTAL: ALL PROGRAMMES	15,980

6: Finance

Note re Financial Statements:

WWETB confirms that its financial statements for 2019 have been submitted to the Comptroller and Auditor General by 1 April 2020. Given that the financial statements have not yet been audited by the Office of the Comptroller and Auditor General, as directed by the Dept. of Education and Skills, WWETB will not publish unaudited accounts at this time. WWETB confirms that it will publish the audited financial statements within one month of receipt from the Office of the Comptroller and Auditor General.

7: Implementation of Strategic Goals – 2019



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	2019 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"> - 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. - Music Generation projects are delivered in Wexford and Waterford across a range of settings using bespoke methodologies and teaching practices. Music tuition has taken place in 30 primary schools and community settings in Co. Wexford, while in Waterford, activities take place in 21 primary schools, one secondary school, two YouthReach projects, two after-school hubs, one Family Resource Centre, two childcare facilities, one special needs childcare facility and a Direct Provision Centre. The variety of setting, genres and learner profiles has required a flexible and dynamic approach to teaching methodologies and practices.
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"> - Continued intensive teaching and learning workshops designed and delivered by Mike Hughes, Educationalist, to enhance and build professional capacity from within our colleges. Some participants had the opportunity to present on Magenta principles to staff within their own colleges. In collaboration with the WWETB Education Coordinator, activities have taken place at school level, including team-teaching, planning lessons, videoing classes and facilitating 'lunch and learn' sessions. - Continued collaboration with the Digital Learning Team to best utilise tools within Teams and OneNote to enhance sharing of methodologies and resources in a cross-college capacity. - The Education Coordinator facilitated a group discussion at a Magenta Principles conference hosted by NAPD. The event was attended by members of the DES Inspectorate, New Junior Cycle National Coordination Team, and academic staff from teacher training colleges from across the country, as well as from Northern Ireland. - Teachers in schools and centres have availed of onsite Office 365 training. - In June 2019, over 70 Special Needs Assistants completed a week of CPD on a range of topics, including a 3 Day Certified First Aid Course.

		<ul style="list-style-type: none"> - Music Generation music tutors across Waterford and Wexford have engaged in a series of training sessions to support the development of teaching and learning practices including instrumental and whole-class pedagogy. CDP is core to the development of the music educator team and programme delivery. - Cross county collaborations between music tutors have taken place between Waterford & Wexford, Waterford & Laois, Waterford & Carlow, Waterford & Cork, to support the further development of teaching practice and CPD opportunities. - NZEB training courses offered through the WWETB NZEB Centre in Enniscorthy were widely publicised within the construction teaching sector in 2019. - The WWETB FET Professional Development Unit established in 2018, has provided access for staff to a wide variety of professional development courses.
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"> - Music Teachers (Pobal Ceoil) group continued to meet regularly to collaborate, share resources, participate in further training in digital tools and programmes and consult on JCT CBAs. They continue to promote music in our colleges and liaise with Music Generation Coordinators to enhance Music in their communities. <i>(See also 1.1.8)</i> - Training and support has been provided to teachers in Community of Practice networks using the MS Teams platform. - A new Community of Practice for Special Educational Needs Coordinators (SENCOs) was established in response to the roll out of the new model of delivery of supports for students with special educational learning needs/additional learning needs. The team has worked on a range of templates for use across all colleges. - Music Generation projects in Wexford and Waterford have established ‘programme teams’ that collaborate and develop approaches to teaching and learning within their specific fields of music education, including bespoke content and programmes. Cross-county collaboration is also undertaken between suitable music programmes in Waterford and Wexford. - The establishment of initial professional groupings for FET staff commenced in 2019.
1.1.4	Assist colleges in the roll-out of the new Junior Cycle Programme.	<ul style="list-style-type: none"> - Ongoing support has been provided 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	<ul style="list-style-type: none"> - Individual teachers from WWETB colleges have been actively engaged in this process.

	recommending areas for development in colleges and YouthReach centres.	
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 2019, WWETB continued to partner with Wexford County Council in the roll out of the WEXSCI science festival, established in 2018. A number of events took place in our FabLab, NZEB Centre and the Whitemills FETC which were aimed at increased exposure and involvement in science for learners of all ages.
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"> - Refurbishments and improvements to FET facilities in Tramore, Dungarvan and Gorey are ongoing. - Many Summer and Emergency works have been completed for our Colleges during 2019. - Additional accommodation has been opened in Whitemill Wexford for the delivery of Further Education and Training programmes. - Music Generation projects have collaborated with schools and community groups, to secure access performance and tuition venues when required e.g. Dungarvan College-Coláiste Dhún Garbhán, St. Paul's CC provide venues for the delivery of after-school tuition facilities. These on-going developments support increased uptake and programme sustainability.
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"> - A new Team Lead for WWETB IT Services was appointed in February 2019. - Increased funding for IT released to FET centres to improve access to technology enhanced learning. - Infrastructural improvement projects including Wi-Fi installation were completed at the following sites: <ul style="list-style-type: none"> ○ Kilcohan Training Centre, St. Declan's Community College, Creagh College and St. Paul's Community College ○ Installed new laptops and desktops in schools and centres. ○ Re-cabling and IT fit out completed in New Ross FabLab.

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	2019 Outcomes
<p>1.2.1 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, including ‘clinic’ style workshops in colleges on request. - Collaboration/Planning to deploy further through Community of Practice for SEN teachers. A member of the Digital Learning Teams attended all SENCO Coordinator workshops day to support the development of templates and deliver on digital tools which support accessibility. - As part of their week of CPD in June, Special Needs Assistants attended workshops on a range of topics which support the participation of students in all aspects of school life. - FET Community programmes offered in all local communities. Grants to communities to support local training increased. - Music Generation projects in Wexford and Waterford offer performance music education opportunities, targeting marginalised children and young people in conjunction with schools, youth programmes and communities e.g.: <ul style="list-style-type: none"> o The number of primary schools we partnered with in 2019 was increased to improve access to music education provision in rural Waterford. o Access opportunities to afterschool instrumental, vocal and ensemble were increased by expanding the tutor team allocation to music hubs in Dungarvan and Waterford City. o We have partnered with Na Piobairi Uilleann in Waterford, to support learner access to Uilleann Pipes by removing the financial barriers to this rare and expensive instrument.
<p>1.2.2 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"> - Apprentice numbers increased. All centres now operating at maximum capacity. - Enhanced engagement with employers through the Skills to Advance initiative.
<p>1.2.3 Enhance the provision of education and training services for refugees.</p>	<ul style="list-style-type: none"> - Learners in the EROC centre, Clonea, Co. Waterford, are now facilitated to move to mainstream schools after three months’ initial education in the centre. - New engagements with asylum seekers in Wexford and Waterford. - Music Generation Waterford continues to work with primary school aged children accessing

		<p>school services the Clonea Emergency Reception and Orientation Centre (ERO) on a weekly basis.</p> <ul style="list-style-type: none"> - Planning by Music Generation Wexford for the development of a Traditional Music afterschool programme for children in the accommodation centre in Courtown, Wexford.
1.2.4	Work with college and adult guidance counsellors to expand awareness of opportunities in third level education and in further education and training.	<ul style="list-style-type: none"> - Full complement of guidance counsellors and information officers providing support to FET learners.
1.2.6	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.	<ul style="list-style-type: none"> - E-Learning or Digital Learning as is now the widely used term, continues to be supported in both Schools and Centres: <ul style="list-style-type: none"> o 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. o WWETB O365 Cluster – cluster participants have participated in Microsoft training. These teachers cascade information/ training to colleagues. Implement Digital Leaders programme for students to remove student/teacher divide across learning platforms. o Digital Learning Strategy has been extended to our FET centres, facilitated through the recruitment of an additional resource person to meet the needs of schools and FET centres.
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"> - Restorative Practice used as a whole-school approach to positive behaviour thus enhancing the wellbeing of the school community. In Selskar College, students and teachers were invited to be ‘voice actors’ for a series of videos which will form part of an online RP training programme which has been developed by the Wexford Restorative Practices Partnership. Creagh College and Coláiste an Átha were selected by NCSE/PDST as pilot schools for a series of workshops on RP as a whole school approach. - WWETB represented on the Steering Committee of Wexford Restorative Practices Partnership. (See also 4.1.7)
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 has been offered to SEN Coordinators as the new Guidelines for Post-Primary Schools – Supporting Students with Special Educational Needs in Mainstream Schools were rolled out. - Music Generation Wexford has partnered with the Child & Adolescent Mental Health Service, providing song-writing workshops for young people with mental health difficulties.

		<ul style="list-style-type: none"> - Music Generation Waterford has worked with the Sesame Special Needs Preschool in Dungarvan.
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"> - WWETB published its Equality Policy in March 2019.

Strategic Priority 1.3: Quality-assured provision with high levels of achievement and accreditation by learners		
Strategic Actions	2019 Outcomes	
1.3.1	<p>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'.</p>	<ul style="list-style-type: none"> - Schools provided updates to the Board on any inspection reports. All reports reviewed and targeted support offered. - Music Generation Wexford and Waterford have begun the development of Quality Framework models based on action research within programmes to ensure highly effective practice incorporating self-assessment methodologies. - In 2019, Music Generation Waterford piloted an examination of the programme through quality parameters including engagement and pedagogical effectiveness. - YouthReach inspection reports reviewed by YouthReach Board of Management. Action plans prepared to implement recommendations and reported to Board.
1.3.2	<p>Embed subject planning, School Self-Evaluation (SSE), and school improvement planning in colleges and centres. Ensure compliance with the Professional Code of Conduct for Teachers in planning and implementing best practice in our colleges and centres.</p>	<ul style="list-style-type: none"> - Presentation given to SENCOs on how the new model of resource allocation overlaps with the reflective cycle of SSE and how school improvement plans can embed elements of the new model as targets.
1.3.3	<p>Plan for the development of PLC courses by implementing the SOLAS response to the ESRI report (Study of PLC Programme Provision and Outcomes for Participants in PLC and Leaving Cert Programmes) and explore the most effective way for PLC students to get the best possible education and training outcomes including progression to third level education or employment.</p>	<ul style="list-style-type: none"> - WWETB has continued to operate a formal progression agreement with our two nearest third level colleges, WIT and Carlow IT. - Enhanced integration of PLC courses with FET through PLC representation on the FET Management Team.
1.3.4	<p>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.</p>	<ul style="list-style-type: none"> - Executive Self-Evaluation Report and Quality Improvement Plan is prepared and reengagement with QQI was successfully completed. - Data analytics function created within QA unit. - Music Generation Wexford and Waterford have begun the development of Quality Framework models based on action research within programmes to ensure highly effective practice incorporating self-assessment methodologies. - In 2019, Music Generation Waterford piloted an examination of the programme through quality parameters including engagement and pedagogical effectiveness.

Strategic Priority 1.4: Promote and establish links between formal and non-formal education		
Strategic Actions		2019 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.	<ul style="list-style-type: none"> - WWETB continued to implement the Youthwork Plan 2017-2019 which underpins the work of the WWETB Youthwork Team. - Eleven projects previously managed by the HSE transferred to WWETB on 1 January 2019, followed by a further eight projects previously managed by CDYSB, resulting in a total of 34 youth projects managed by WWETB in 2019. - In 2019, the WWETB Youthwork Affairs team completed the APSNAR tool for DCYA. This will provide the data for decisions made in relation to projects under the new funding model UBU, Your Place Your Space. - The WWETB Education Coordinator represents post-primary colleges/Education Department on the Youth Affairs Coordination Committee - In 2019, Music Generation Waterford collaborated with YouthReach services in Tramore and Subla Centre, Waterford City, offering extended engagement aimed at sustainable, meaningful impacts for learners. - Music Generation Waterford continues to develop relationships with Waterford and South Tipperary Community and Youth Service through ongoing service engagement in the Edmund Rice Youth Centre, aimed at developing a future partnership programme.
1.4.2	Support the provision of other services in the areas of highest need, where limited services currently exist.	<ul style="list-style-type: none"> - In its submission as part of the APSNAR area profile tool, West Waterford and Bunclody were identified as areas of need and where no youth projects currently exist. - In 2019, Music Generation Wexford partnered with the Child & Adolescent Mental Health Service, providing song-writing workshops for young people with mental health difficulties. - In 2019, Music Generation Waterford piloted a music programme with BRILL FRC – Family Resource Centre servicing Ballybeg, Larchville and Lisduggan in Waterford City, to support children and young people in these communities to access music in the FRC.
1.4.3	Develop a model of best practice that links formal education and non-formal education (including School Completion Projects) to ensure a holistic approach when providing for young people, including those at risk of early school leaving.	<ul style="list-style-type: none"> - WWETB and Wexford GAA entered into a successful partnership, enabling the delivery of sport and wellbeing programmes in four of our post-primary schools in 2019.
1.4.4	Continue to develop links between our colleges and centres with Shielbaggan Outdoor Education and Training Centre,	<ul style="list-style-type: none"> - OETC activities aligned with FET programmes. - Outreach programme introduced to Bunclody FETC.

	and the proposed new centre at Forth Mountain, Carrigfoyle, Wexford.	
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.	<ul style="list-style-type: none"> - Music Generation Wexford has partnered with 30 national schools and community based programmes across the county, offering bespoke programmes and projects focussed on access to performance music education, inclusivity, creativity and engagement. - Music Generation Wexford is developing a singing programme with Kennedy College, has provided instrument supports to Bunclody Vocational College and plans to partner with YouthReach centres to deliver song-writing workshops. Music Generation Waterford with the support of school principals, teachers, SCP and staff have established afterschool music hubs located in Dungarvan College-Coláiste Dhún Garbhán and St. Paul's CC. St Paul's CC also facilitates a wind and brass programme which takes place during the school day. Music Generation Waterford worked in partnership with St. Pauls CC to offer a residential course for young wind and brass players in October 2019. Also scheduled to reoccur in 2020. - Music Generation Waterford increased its activities in 2019 to approximately 3,800 children and young people engaging in Music Generation Waterford programmes on a weekly basis during the academic year. In September 2019, programmes were increased to 21 primary schools, one secondary school, two YouthReach Centres, 2 after-school hubs, one Family Resource Centre, two childcare facilities, one special needs child care facility and one direct provision centre. - Music Generation Waterford initiated partnerships with local services and festivals through Waterford Libraries, which are expected to grow in 2020.
1.4.6	Supported by the 'Creative Ireland' programme and guided by the DES Arts in Education Charter (2013), to develop programmes which support the individuality, wellbeing and creative potential of young people in the community.	<ul style="list-style-type: none"> - Music Generation Wexford partners with Creative Ireland supported projects to provide performance music education opportunities in the context of developing individuality, wellbeing and creative potential of young people in the community.

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		
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"> - Training and Development programme for Grade VI and Grade VII team leads within Finance, HR and Corporate Services was completed, with the delivery of annual work programmes for each functional area. The training focussed on project management, managing teams, assigning roles and responsibilities to team members and reporting on outputs. - Training programme completed for senior managers (APOs in Finance, HR and Corporate Services) relating to new organisational structure and managing change.
2.1.3	Ensure the inclusion of an approved ICT function to utilise cutting edge technologies to maximise learner attainment and promote ongoing modernisation across the organisation.	<ul style="list-style-type: none"> - A new IT section Team Lead was appointed in February 2019. - The development and implementation of a coordinated ICT Strategy for the organisation to be prioritised in 2020.
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"> - Coordinated structure for FET in place. - New community based approach to coordination of services being piloted in Bunclody.

Strategic Priority 2.2: Efficiently managing and utilising all funding and payment models		
Strategic Actions		2019 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"> - Consolidation and ongoing training for P2P system introduced in May 2018 and of new Travel Payment SUN system introduced in December 2018. - DES sanction requests sought and granted in respect of the next phases of P2P implementation for Procurement, Ordering and Stock Management modules. - Way2Pay available to support lesson fee collection for Music Generation Waterford learners.
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"> - Improved oversight of FET SOLAS funding bid and budgeting approach involving a team approach of Finance and FET management. - Automation of Mid-Year Review, Third Quarter Review and Balancing Statement. SOLAS funding model achieved through the use of business intelligence tools and the integration of SUN and SAP data as part of the month-end process.
2.2.3	Achieve integrated centralised budgeting across all financial programmes.	<ul style="list-style-type: none"> - Budgets issued to all FET programmes and centres. - New Excel 'pivot' based budgets extended to Further Education and Administrative Offices in 2019. Financial commentary supplied to all P2P budget holders at May and October each year to highlight trends and queries to budget holders.

Strategic Priority 2.3: Ongoing policy development and high standards of governance and compliance		
	Strategic Actions	2019 Outcomes
2.3.1	Continue to prioritise the work of implementing robust governance across the organisation to achieve compliance with DES CL 18/15 (* and 002/2019) (Code of Practice for the Governance of ETBs) and to meet audit and reporting requirements (C&AG, internal audit etc.).	<ul style="list-style-type: none"> - Implementation of the new Code of Practice for the Governance of ETBs and information sessions have taken place for the new Board of WWETB and senior management in relation to additional obligations associated with the new code. - Fixed Assets Register project has been initiated and is expected to be in place in 2020. - Training in General Data Protection Regulation (GDPR) has taken place for schools, centres and offices.
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.	<ul style="list-style-type: none"> - Information sessions in governance of ETBs have taken place for senior managers and for the new Board of WWETB. Further training will be provided by ETBI in 2020.
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	<ul style="list-style-type: none"> - WWETB Corporate Procurement Plan was completed in Q3 2019. This plan forms the basis for prioritising procurement projects and has also been submitted to ETBI for inclusion in sectoral analysis by OGP.
2.3.4	Establish a database of policies and a process for reviewing, updating and approving policies on a systematic and rotational basis, with emphasis on the consultation and implementation phases.	<ul style="list-style-type: none"> - Grade VII staff member in Governance and Compliance team responsible for management of database to record policies, review, updating and approval of policies and associated consultation required. A new member of staff has been recruited to join the Governance and Compliance team. - Director of OSD is the co-chair of the ETBI Corporate Services Group, which includes governance and compliance in its remit. The work of this group ensures consistency of approach nationally.

Strategic Priority 2.4: Developing and implementing effective risk management structures

Strategic Actions		2019 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"> - WWETB has developed its Risk Management policy, Risk Management Business Plan and has developed an access database to manage its Risk Registers for FET, Schools and Corporate. The Risk Registers have been reviewed and updated regularly and the Audit and Risk Committee has overseen the management of risk for WWETB.
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 Agreement in place between DCYA and WWETB for Youth Services. - Service Level Agreements are in place between WWETB and each of the Staff-Led Youth Projects. - Memoranda of Understanding between Music Generation Waterford and programme delivery partners where applicable e.g. primary schools.
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"> - WWETB sought proposals for the development of a Safety, Health and Welfare programme for the organisation and a company has been selected to support the delivery of a programme of work across the organisation. This work, including school and centre audits and risk assessments, will be commenced in Q1 2020.

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

Strategic Actions		2019 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"> - Discussions ongoing with DES on the provision of a new facility for Selskar College in partnership with Educate Together.
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"> - Refurbishment of new Gorey YouthReach approved. - Expression of interest was issued for Training Centre refurbishments. - New NZEB facility opened in Enniscorthy. - Expressions of interest were received for multiplex facilities in both Waterford and Wexford. Proposals are being formulated for approval from our funders in respect of these developments. Landlords agreement has been reached to provide a new YouthReach facility in Gorey; Approval to sign lease has been obtained from DES in respect of this facility.
2.5.3	Develop strategic maintenance programmes for all colleges and centres.	<ul style="list-style-type: none"> - WWETB sought proposals for the development of a Safety, Health and Welfare programme for the organisation and a company has been selected to support the delivery of a programme of work across the organisation. This work, including school and centre audits and risk assessments, will be commenced in Q1 2020. The audits will address the need for specific maintenance programmes across schools and centres.
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"> - Awaiting approval from DES to enter into a leasing arrangement with Wexford County Council in respect of this facility.
2.5.5	Work with Sustainable Energy Authority of Ireland (SEAI) to improve the energy performance of WWETB in support of the public sector energy efficiency strategy. Moving to paperless environment to be prioritised.	<ul style="list-style-type: none"> - Annual reporting to SEAI on energy efficiency in schools and centres in line with reporting against targets.

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	2019 Outcomes
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"> - Leadership and executive coaching programme undertaken by APOs in Finance, HR and Corporate Services. - Structured training and development programme undertaken by Grade VI and Grade VII team leads during 2019. - Training for Principals and Deputy Principals on educational leadership, in line with circular letter and <i>Looking at our Schools – A Quality Framework (2016)</i>. - Targeted support in two colleges on the development of ‘Teaching and Learning teams’, where newly appointed AP1 and 2 post holders were in place. - Music Generation Waterford has provided an extensive range of CPD opportunities for music tutors in their relevant fields of practice. - Music Generation Waterford Administrator has also participated in communications, social media, film-making and child safeguarding training. - FET coordinators and managers accessed a Supervisory Management Programme in Waterford Institute of Technology and various programmes in University College Galway.
3.1.4	Promote the use of DES funded supports for teachers and school management, e.g. National Induction Programme for Teachers (NIPT), and services provided by the Teaching Council, Education Centres and the Centre for School Leadership.	<ul style="list-style-type: none"> - Support provided to all WWETB post-primary colleges in the Droichead Programme.
3.1.6	Develop a biannual Knowledge Exchange Forum for frontline volunteers and paid Youth Workers to share best practice.	<ul style="list-style-type: none"> - Consultation took place in early 2019 with the independent staff-led projects regarding the following: <ul style="list-style-type: none"> o new Dept. of Education and Skills funding system for youth work. o engagement with and service delivery aimed at LGBT young people. - climate change and young people’s initiatives in their community.
3.1.7	Develop capacity among our staff to include important 21 st century skills in	<ul style="list-style-type: none"> - Office 365 platform is used extensively across schools, centre and offices to ensure a more

	their programmes, including entrepreneurship, lifelong learning, digital skills and collaboration.	<p>seamless integration of 21st century skills across programmes.</p> <ul style="list-style-type: none"> - A one-day NZEB workshop was offered to teachers of practical subjects in our post-primary colleges. This also afforded teachers to meet as a subject specific team and create further cross-college links.
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.	<ul style="list-style-type: none"> - Core values are displayed across multiple communication channels, including in our recruitment documentation and in presentations and events organised by WWETB. - Principals meetings held regularly throughout 2019. - FET forum workshops are held tri-annually involving all FET managers and coordinators, with circa 70 participants. - Operations meeting, involving team leads across Finance, HR and Corporate Services met quarterly during 2019.

Strategic Priority 3.2: Providing for the recruitment and retention of high quality staff

Strategic Actions		2019 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).	<ul style="list-style-type: none"> - Selection Procedures Task Group established.

Strategic Priority 3.3: Promoting a culture of health and wellbeing among staff		
Strategic Actions		2019 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"> - Promotion of Employee Assistance Service (EAS) to all staff. - During the week of CPD for SNAs in June, a day on Wellbeing and Self Care was provided. - Introduced an activity based team exercise as part of bi-annual administrative staff event to support wellbeing at work.
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.	<ul style="list-style-type: none"> - Promotion of Employee Assistance Service to all staff members and their families. - The staff intranet (to be completed in 2020) will be used to promote opportunities such as counselling services to staff.
3.3.3	Implement the WWETB statement of intent to demonstrate commitment to the principle of embedding equality and human rights in its work.	<ul style="list-style-type: none"> - WWETB published its Equality policy in March 2019.
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"> - Annual retirement function delivered to celebrate and acknowledge retiring staff members time with WWETB in public service. - Scheduling and promotion of retirement planning seminars to all staff.
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 Track & Field Championship took place on 1 October at the Enniscorthy Hub and was attended by the majority of our post primary colleges. - Bi-annual administrative staff event – held in the Coachhouse, Kilmacthomas, Waterford and Wells House, Wexford in 2019. - Music Generation projects in Waterford and Wexford have collaborated to provide a combined induction session for new team members. This includes an overview of WWETB, the organisation, its structure, services provided and learner profile.

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		2019 Outcomes
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"> - Schools/Colleges represented on the Co. Wexford Education Committee, led by Wexford Local Development. - WWETB is represented on the Steering Committee of Wexford Restorative Practices Partnership. - WWETB is represented on the Education Working Group of CYPSC. - Enhanced collaboration with LCDC in both counties, South East Action Plan for Jobs, South East Regional Skills Forum and IBEC.
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"> - All agreements are approved at Senior Management level.

Strategic Priority 4.2: Effective collaboration with statutory bodies and agencies

Strategic Actions		2019 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"> - Participation by FET management and practitioners in a range of ETBI and SOLAS sponsored advisory groups. - Schools/Colleges represented on the Co. Wexford Education Committee, led by Wexford Local Development. - WWETB represented on the Education Working Group of CYPSC. - WWETB represented on the Child and Family Services Network (Enniscorthy and Bunclody). - WWETB represented on a working group of the National Educational Psychological Service in Wexford examining the area of early intervention for early school leavers.
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 has worked closely with both Wexford County Council and Waterford City and County Council on a number of projects and proposals. - Music Generation Wexford and Waterford are examples of two programmes where collaboration between the local authorities and WWETB has enabled successful and lasting outcomes for the respective communities.
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 involvement by members of the Senior Management Team with regional forums, including involvement on the Regional Skills Forum and LCDCs in Waterford and Wexford.
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"> - Progression agreements are in place with Waterford Institute of Technology and Institute of Technology Carlow which provide for progression opportunities for learners. - WWETB has collaborated with WIT on a joint submission to SOLAS aimed at addressing first year dropout levels at Waterford College of Further Education and Waterford Institute of Technology. - Music Generation Waterford is engaged with Waterford Music and WIT Music Department to support access to WIT Music open days, or school performances where possible.

Strategic Priority 4.3: Effective collaboration with community and business interests		
	Strategic Actions	2019 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"> - Successful transfer of patronage for Kilnamanagh Community National School in August 2019
4.3.2	Develop and enhance relationships with local primary schools.	<ul style="list-style-type: none"> - EROC centre entered into a new transfer protocol with local primary schools. Post-primary students based at the centre are enrolled in Dungarvan College-Coláiste Dhún Garbhán. - Music Generation Wexford and Waterford has worked in partnership with over 50 primary schools across Waterford City and County and Wexford, working with children on a weekly basis on instrumental/vocal music programmes. Where possible, primary school engagement has been delivered in clusters with their local WWETB post primary school. Several performance and project based initiatives were carried out with selected primary schools during 2019. Plans for 2020 include further emphasis on enhancing music education opportunities for children at primary level.
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"> - Music Generation Waterford is supported by Dungarvan College-Coláiste Dhún Garbhán and St. Paul's Community College to locate two after-school music education hubs, enabling the provision of services to children and young people outside of school hours. These facilities have been made available to Music Generation Waterford on week-evenings, occasional weekends and for the purposes of a one-off creativity and collaboration residential course for brass and wind.
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"> - WWETB is represented on both Waterford Sports Partnership and Wexford Sports Partnership. - WWETB is a member of Wexford, Waterford City and Dungarvan & West Waterford Chambers of Commerce.
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"> - Engagements with industry interests have been central to the development of a number of our programmes including NZEB, REVIT and plastic welding. - Regional meetings held with business sectors to promote the Skills to Advance initiative. Active engagement with circa 500 apprenticeship employers.

Strategic Priority 5.1: To provide targeted, accurate, clear and consistent information in a timely manner		
Strategic Actions		2019 Outcomes
5.1.1	Implement a communications structure including a steering group and a Communications Coordinator that will support the communications strategy.	- Communications Steering Group in place and recruitment of Communications and Public Relations Officer in July 2019.
5.1.2	Provide the necessary resources to support the communications strategy, including training and financial support.	- Communications team in place, to support the work of the Communications and Public Relations Officer. - Annual budget assigned to the implementation of the communications strategy.
5.1.3	Develop an Annual Communications Plan linked to the strategic objectives.	- Annual communications plan has been developed.
5.1.4	Develop mechanisms for inviting and responding to feedback from learners, staff and external stakeholders.	- WWETB has utilised focus group sessions and surveys to gather feedback from learners, staff and external stakeholders (e.g. customer charter consultation process). - Music Generation Waterford has conducted online surveys with ensemble members to inform future programme development. - Feedback forms have been used to capture tutor feedback after one-off Music Generation Waterford events.
5.1.5	Standardise the WWETB website and college/centre websites, and manage the website and social media content to ensure that it is up-to-date and of high quality.	- Members of the Communications Team have been assigned to managing social media accounts. - Music Generation Wexford and Waterford manages and maintains activity on several social media platforms with links to WWETB including Facebook, Twitter, Instagram and YouTube.
5.1.6	Use appropriate and innovative technologies, including social media for effective and rapid communication.	- Music Generation Wexford has a range of social media platforms that have been accessed through appropriate and innovative technologies. - Music Generation Waterford manages and maintains activity on several social media platforms with links to WWETB including Facebook, Twitter, Instagram and YouTube.

Strategic Priority 5.2: To develop more effective internal communications mechanisms

Strategic Actions		2019 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"> - Regular principals' meetings held throughout 2019, with Director of Schools, CE and members of the Senior Management Team. - Quarterly meetings held between FET managers and HR managers to streamline practices and manage issues.
5.2.5	Foster a strong sense of community among staff who work within WWETB.	<ul style="list-style-type: none"> - Bi-annual newsletter developed for WWETB, showcasing teaching, learning and initiatives taking place across schools, FET and administrative functions. - Bi-annual events for administrative staff have taken place in 2019 in the Coachhouse, Kilmacthomas, Co Waterford and Wells House, Co Wexford. The themed events use internal and external speakers and are an opportunity for staff to learn and to engage with each other. They also serve as an opportunity for discussion outside of regular team boundaries and are combined with team activities, including for example cycling, archery, ukulele playing, singing. - Music Generation Wexford supported the WWETB Bi-annual Staff Day through the delivery of two music workshops that brought staff together for a music performance as part of the day, showcasing team building, confidence building and community performance.

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

Strategic Actions		2019 Outcomes
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"> - All FET courses are listed on FETCH.ie
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"> - Regular attendance by FET staff at exhibitions and employer gatherings. - Music Generation Wexford and Waterford had a strong presence at local and regional events, e.g. Tower & Tails, Cruinniú na nÓg and Summer in the City 2019.



wwetb
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