



Waterford and Wexford Education and Training Board

Annual Report 2020

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1: Message from the Chairperson of WWETB



As Chairperson of WWETB, elected in September 2019 following the formation of the new Board, I am delighted to present the 2020 Annual Report for Waterford and Wexford Education and Training Board (WWETB). The Report represents a snapshot of the progress made in 2020 to achieve the objectives as set out in our Strategy Statement 2018-2022.

We are all aware that we have come through a very difficult period. The global pandemic has had a devastating impact and we very quickly have had to change our work practices and indeed our lives to deal with the emerging reality. We have learned to value what is truly important, kindness and empathy for each other has become more evident as our resilience was tested. We have emerged with innovative and more flexible attitudes to our work.

WWETB remained committed to providing all students and learners with the highest quality education and training experience. Our dedicated staff have excelled in difficult circumstances to ensure that students and learners continued to get the best education and training experience that WWETB has to offer. We have also remained committed to our role within the communities of Waterford and Wexford and have continued to reach out to these communities and individuals that can benefit from our vast range of services. WWETB is proud of its contribution to supporting the recovery in Ireland and will continue to work hard for Waterford and Wexford communities as we look forward to a brighter future.

I wish to express my deeply felt gratitude to my colleagues and members of the WWETB, to our staff and the multitude of stakeholders who have contributed to our organisation over the past 12 months. You have truly demonstrated the very essence of our core values during this period – for which I sincerely thank you. We are looking forward to coming together again.

Le gach dea ghúí

A handwritten signature in black ink, appearing to read 'Barbara-Anne Murphy'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Cllr. Barbara-Anne Murphy
Chairperson, WWETB

2: Message from the Chief Executive of WWETB



When we set out in 2020 to deliver on our stated vision of ‘leading learning through the delivery of high quality, inclusive, responsive and innovative education and training services in our community,’ little did we know that on March 11th 2020 the government would instruct all schools and further education and training centres to close with immediate effect due to the worsening impact on public health of Covid-19 which was becoming a world-wide pandemic. The rest, as they say, is history and 2020 was completely dominated with dealing with the continuing fallout from the impact of Covid-19.

While the heroism of staff in healthcare and other public services was exemplary, our staff also took up the mantle and managed to support our students and learners in every conceivable way to get through to the summer of 2020 using remote learning through multiple Information and Communications Technology (ICT) processes and devices. The resilience of so many staff and students and particularly those who were involved in important terminal exams such as the established Leaving Cert, Leaving Cert Applied and the multiplicity of courses in further education and training settings (FET) was astounding and humbling. The challenges were enormous in terms of ensuring that staff, students and learners had access to the appropriate ICT devices and technologies and that the wellbeing of all involved was at all times being supported. The work also included in many instances managing deliveries of food from the School Meals programme to homes across both counties. The WWETB Senior Management Team formally established itself as the ‘Covid-19 Response Management Team’ (RMT), centrally co-ordinating as much as was possible in order to alleviate some pressures at school and FET centre level. This included facilitating the work of our ICT and Digital Teams Units who excelled throughout and arranged for ICT devices to be provided to as many staff, students and adult learners as possible.

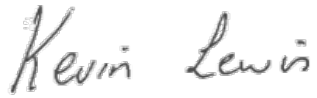
The Autumn of 2020 saw the return to schools and some FET centres managed in a very successful manner. We are proud to say that right across WWETB, learners and staff were able to return to safe and healthy environments and while it was a very unsettling time for all involved, the focus on achieving a level of normality was admirable and we can now say, in general terms, was achieved. Health and Safety audits were conducted across all our schools and centres with a view to ensuring that all public health guidelines were being met, that sound advice was being given to local management and that parents/guardians could be assured in so far as possible that their sons and daughters were in a safe place of learning.

The RMT worked closely with school and centre management in providing support, including managing centralised procurement of cleaning materials, PPE, dispensers, signage, policy and procedure development, interpretation of national guidelines, provision of additional accommodation and adaptation of facilities among other things. Unfortunately, not many of our FET centres were able to re-open during 2020 but the work of staff continued to support adult learners in every way possible with a view to ensuring that they achieved their desired academic and personal development outcomes.

Staff based in our offices across both counties contributed massively to the work mentioned above. All administrative functions continued virtually seamlessly, albeit remotely, in what must have been very trying local circumstances for many staff. Their work ensured that those at the front line in schools and centres had the best possible support to ensure our students and learners continued to be at the centre of all our efforts. Other key projects such as Music Generation, Youthwork, Outdoor Education and Training were able to continue in very innovative ways thanks to this effort. Significant progress was made on the building front with many important school projects being progressed including the new school site in Clonard, Wexford town, to replace Selskar College.

The Senior Management Team at WWETB, Principals Forum, FET Management Team and Operations Team deserve great credit for their sterling work throughout 2020. I also want to commend our Board Chairperson Cllr. Barbara-Anne Murphy, Deputy Chairperson Cllr Lola O’Sullivan, all our Board members and indeed those on other important committees and boards of management across WWETB. Your support for this effort was magnificent and greatly encouraged and motivated staff on the frontline.

We all look forward to 2021 as a healthier year for our country and a successful year for all involved in WWETB.

A handwritten signature in cursive script that reads "Kevin Lewis".

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, WWETB 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 & 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: Waterford City & County Area Committee; South Wexford Area Committee; North Wexford Area Committee
- Youthreach Committee

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 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 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 2020 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 DoE 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 *(to Sept. 2020)*

Cllr Eddie Mulligan

Cllr. Susan Gallagher *(from November 2020)*

Cllr Lola O’Sullivan [Deputy-Chairperson]

Cllr Joe Kelly *(to December 2020)*Cllr. Frank Quinlan *(from December 2020)***Elected by Wexford County Council**

Cllr Barbara-Anne Murphy [Chairperson]

Cllr Kathleen Codd-Nolan

Cllr Mary Farrell

Cllr Fionntán Ó’Súilleabháin

Cllr Aidan Browne

Cllr Leonard Kelly

Cllr Garry Laffan

Staff Members

Ms Sandra Fogarty

Mr Richard Byrnes

Parent Members

Ms Finola Walsh

Mr David Doyle *(to August 2020)***Nominated from Bodies Specified**

Ms Mary Ryan

Mr Larry O’Brien

Mr Pat Rath

Mr Senan Lillis

Ms Kate Miskella

ACCS/JMB AMCSS/NAPD

Irish Road Haulage Association

Disability Federation Ireland - AHEAD

ICTU

ICTU

3.2: BOARD MEETING ATTENDANCE – 2020

Register of Attendance & Frequency of Meetings of the Board									
Board Member	Meetings Held/Attended								Total Meetings Attended
	14.01.20	25.02.20	31.03.20	12.05.20	14.07.20	15.09.20	10.11.20	08.12.20	
Cllr. Kathleen Codd-Nolan	✓	✓	✓	✓	✓	✓	✓	✓	8/8
Mr. David Doyle	✓	✓	x	x	x	-	-	-	2/5
Cllr. Mary Farrell	✓	✓	✓	✓	✓	x	✓	✓	7/8
Cllr. Barbara Anne Murphy	✓	✓	✓	✓	✓	✓	✓	✓	8/8
Cllr. Pat Nugent	x	✓	✓	✓	✓	x	✓	✓	6/8
Cllr. Fionntán O'Súilleabháin	✓	x	✓	x	x	x	✓	x	3/8
Cllr. Lola O'Sullivan	x	✓	✓	✓	✓	✓	x	✓	6/8
Ms. Mary Ryan	✓	✓	✓	✓	✓	✓	✓	✓	8/8
Ms. Finola Walsh	✓	✓	x	x	✓	✓	✓	✓	6/8
Cllr. Breda Brennan	x	x	x	✓	x	-	-	-	1/5
Cllr. Aidan Browne	✓	✓	✓	✓	x	x	x	x	4/8
Mr. Richard Byrnes	✓	✓	✓	✓	x	✓	✓	✓	7/8
Ms. Sandra Fogarty	✓	✓	✓	✓	✓	✓	✓	✓	8/8
Cllr. Joe Kelly	x	x	✓	✓	✓	✓	✓	-	5/7
Cllr. Leonard Kelly	✓	x	✓	✓	✓	✓	✓	✓	7/8
Cllr. Gary Laffan	✓	✓	✓	✓	✓	✓	✓	✓	8/8
Mr. Senan Lillis	✓	x	x	✓	✓	✓	✓	x	5/8
Ms. Kate Miskella	✓	✓	✓	✓	✓	✓	✓	x	7/8
Cllr. Eddie Mulligan	x	✓	✓	✓	✓	✓	✓	x	6/8
Mr. Larry O'Brien	x	x	x	x	x	x	x	x	0/8
Mr. Pat Rath	✓	✓	x	✓	✓	x	✓	✓	6/8
Cllr. Susan Gallagher	-	-	-	-	-	-	✓	x	1/2
Cllr. Frank Quinlan	-	-	-	-	-	-	-	✓	1/1
- Indicates periods when individuals were not WWETB members									

3.3: WWETB COMMITTEES - 2020

Finance Committee Membership

Mr Michael Veale (Chairperson)	External Member
Mr David Doyle	ETB Member
Cllr Pat Nugent	ETB Member
Mr Larry O'Brien	ETB Member
Mr Denis McCarthy	External Member

Finance Committee Register of Attendance & Frequency of Meetings					
Committee Member	Meetings Held/Attended				Total Meetings Attended
	19.02.20	18.03.20	20.10.20	09.12.20	
<i>External Committee Members:</i>					
Mr Michael Veale (Chairperson)	✓	✓	✓	✓	4/4
Mr Denis McCarthy	✓	✓	✓	✓	4/4
Mr David Doyle (from 10.11.20)	-	-	-	x	0/1
<i>ETB Committee Members:</i>					
Cllr Pat Nugent	✓	✓	✓	✓	4/4
Mr David Doyle (to August 2020)	✓	✓	-	-	2/2
Mr Larry O'Brien	✓	✓	x	x	2/4
- Indicates periods when individuals were not committee members					

Audit & Risk Committee Membership

Cllr Jim Moore (Chairperson)	External Member
Ms Elaine Sheridan	External Member
Mr Michael J O'Ryan	External Member
Mr John Cuddihy	External Member
Cllr Kathleen Codd-Nolan	ETB Member
Cllr Lola O'Sullivan	ETB Member

Audit & Risk Committee Register of Attendance & Frequency of Meetings					
Committee Member	Meetings Held/Attended				Total Meetings Attended
	11.03.20	16.06.20	09.09.20	25.11.20	
<i>External Committee Members:</i>					
Cllr Jim Moore (Chairperson)	✓	✓	✓	✓	4/4
Ms Elaine Sheridan	✓	✓	✓	✓	4/4
Mr Michael J O'Ryan	✓	x	✓	✓	3/4
Mr John Cuddihy	✓	✓	✓	✓	4/4
<i>ETB Committee Members:</i>					
Cllr Kathleen Codd-Nolan	x	✓	✓	✓	3/4
Cllr Lola O'Sullivan	✓	✓	✓	x	3/4
- Indicates periods when individuals were not committee members					

Membership of other WWETB Committees

Youthreach Committee

Cllr Pat Nugent (Chairperson)
Cllr Aidan Browne
Mr Brian Mulvihill
Ms Andrea Watters

Mr David Doyle *(to Sept 2020)*
Cllr Leonard Kelly *(from November 2020)*
Ms Gráinne O'Donoghue
Mr Alan Walsh

Youth Work Committee

Cllr Aidan Browne
Cllr Pat Nugent
Ms Alison Parle
Mr Ollie Breslin
Ms Majella Finnegan
Ms Sarah Dunleavy

Cllr Garry Laffan
Ms Julie Somers
Ms Sheila Barrett
Mr Kieran Donohoe
Mr Conor Carberry
Ms Megan Keating

WWETB Area Committees

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 *(to September 2020)*
Cllr Eddie Mulligan
Ms Sandra Fogarty
Cllr Joe Kelly *(to December 2020)*

Cllr Pat Nugent
Ms Mary Ryan
Cllr Frank Quinlan *(from December 2020)*
Cllr Susan Gallagher *(from November 2020)*

North Wexford Area Committee

Cllr Mary Farrell
Cllr Kathleen Codd-Nolan
Cllr Aidan Browne
Mr Pat Rath

Cllr Barbara-Anne Murphy
Cllr Fionntán Ó'Súilleabháin
Mr Senan Lillis

South Wexford Area Committee

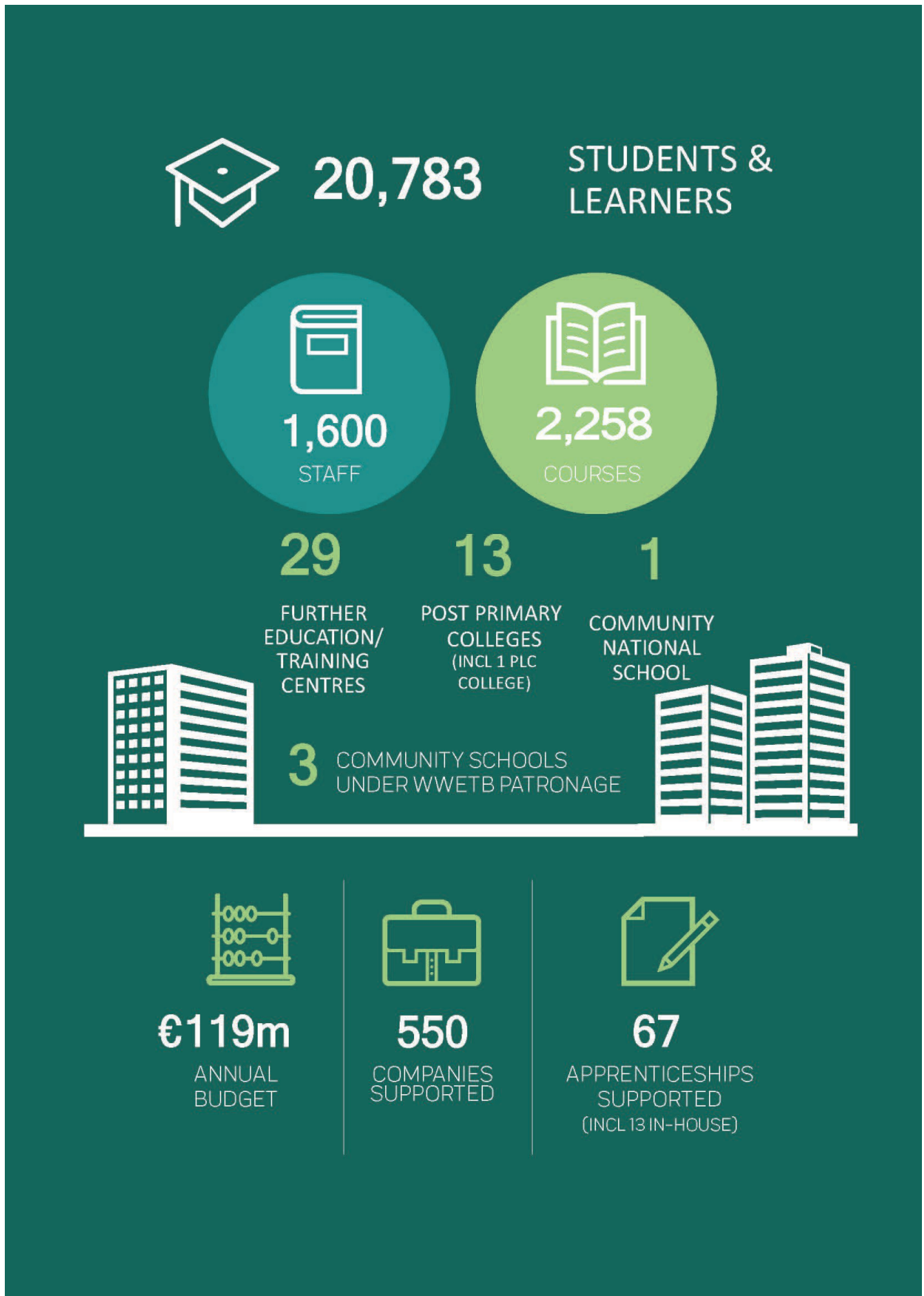
Cllr Garry Laffan
Mr Richard Byrnes
Ms Finola Walsh
Ms Kate Miskella

Mr David Doyle *(to August 2020)*
Cllr Leonard Kelly
Mr Larry O'Brien

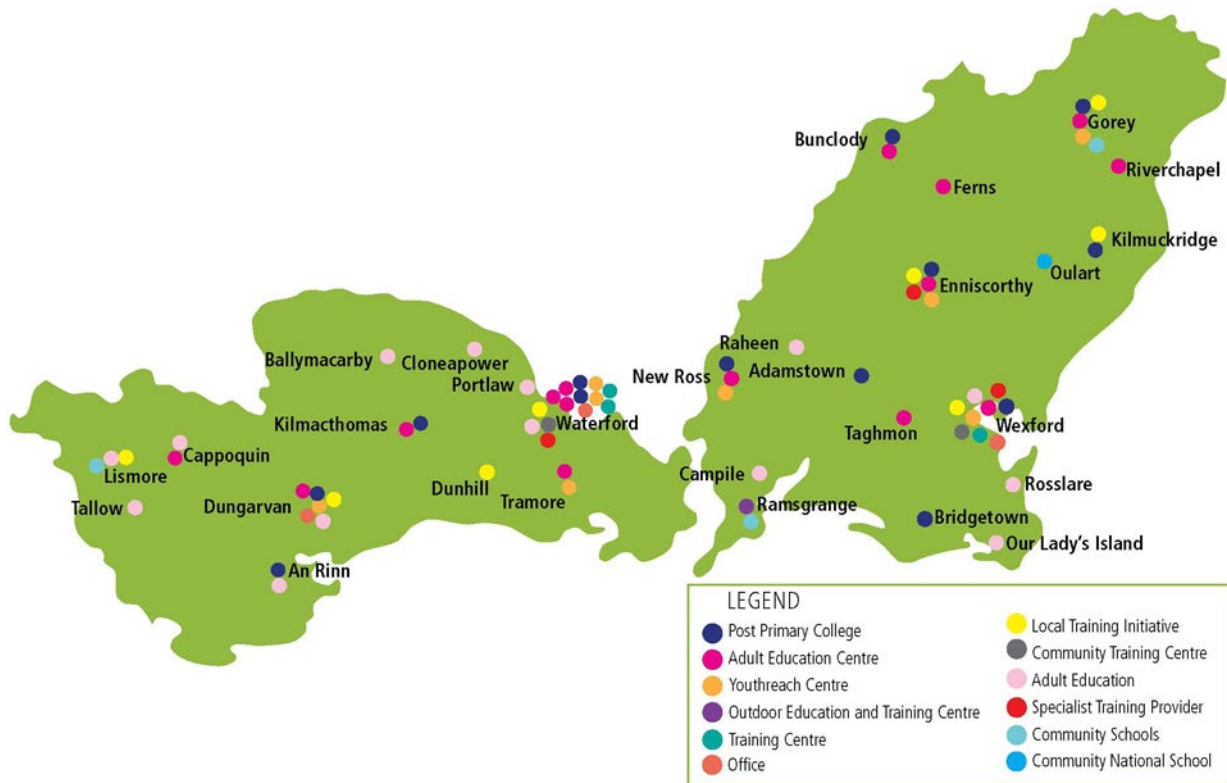
3.4: WWETB SENIOR MANAGEMENT TEAM

Chief Executive	Mr Kevin Lewis
Director of Organisation Support and Development	Dr Karina Daly
Director of Schools	Ms Eimear Ryan
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 – 2020



Location of Centres within WWETB



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

5: Primary Level & Second Level Education

2020 Primary Level Enrolments

School Name	Enrolments as at 30/09/2020
Kilnamanagh Community National School	26

2020 College Enrolments

School Name	Enrolments as at 30/09/2020	
	Second Level	PLC
Bridgetown College	554	0
Bunclody Vocational College	227	0
Coláiste Abbáin	322	0
Coláiste an Átha, Kilmuckridge	329	41
Creagh College	917	0
Dungarvan College-Coláiste Dhún Garbhán*	222	187
Enniscorthy Vocational College	419	207
Kennedy College	152	50
Meánscoil San Nioclás	152	0
Selskar College	368	68
St. Declan's Community College	791	0
St. Paul's Community College	573	0
Waterford College of Further Education*	0	704
Total College Enrolments	5,026	1,257*

*Total number of students and learners in the infographic on p.13 (20,783) includes PLC beneficiaries, as opposed to PLC enrolments as at 30/9/20 in above table.

2020 Night Classes

Total No. of Night Class Students (Delivered in 2 WWETB Colleges – see above*)	Courses	Students
	22	329

6: Further Education & Training

Further Education & Training Programme Provision - 2020 Outturn		
Programme	Courses	Beneficiaries
Apprenticeship Training	67	974
Blended Training	16	103
Bridging and Foundation Training	8	63
Community Training Centres	25	244
Local Training Initiatives	33	415
Skills to Advance (Route 3)	88	337
Specialist Training Programmes	16	132
Specific Skills Training	24	255
Traineeships Training	21	220
VTOS	125	839
YouthReach	49	485
Total Full-time Programmes	472	4,067
Adult Literacy	588	2,597
BTEI Groups	156	1,302
Community Education	228	1,568
ESOL	297	1,866
Evening Training	196	727
FET Cooperation Hours	4	159
ITABE	0	0
Refugee Resettlement	15	89
Skills for Work	44	203
Skills to Advance (Routes 1&2)	35	260
Total Part-time Programmes	1,563	8,771
TOTAL: ALL PROGRAMMES	2,035	12,838

7: Finance

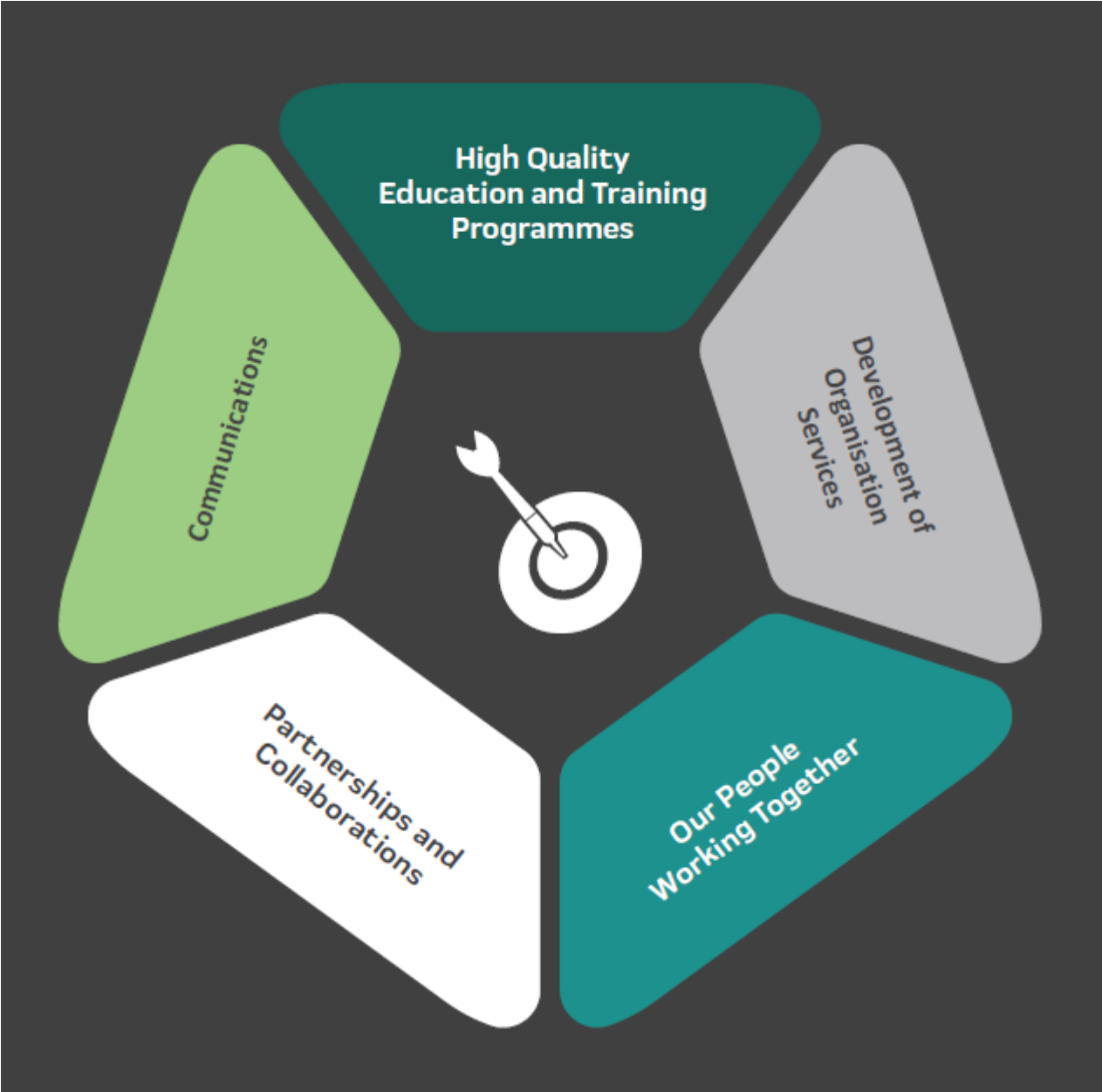
Note re: Financial Statements:

The Annual Financial Statement for the year ended on 31st December 2020 is subject to audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of the Annual Report 2020. WWETB will publish the audited financial statements within one month of receipt of the C&AG.

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

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

8: Implementation of Strategic Goals – 2020



Implementation 2020

Under the terms of the Performance Delivery Agreement between the Department of Education and WWETB, priorities were identified across four goals:

1. Optimise Student/Learners Experience; 2. Staff Support; 3. Governance; 4. Protection Programmes.

Priorities and specific actions for the achievement of these priorities are outlined in the table below:

Goal 1: Optimise Student/Learners Experience		
Priority	Action	Outcome
Provide a positive learning experience for all learners, including learners from marginalised groups	<ul style="list-style-type: none"> - Promote a coordinated approach to planning in all schools with a focus on DEIS areas of attendance and retention. - Ongoing development of School Improvement planning. - Student tracking and evaluation of performance (all levels). - Introduction of incentives/rewards to students to encourage attendance (DEIS Planning). - Advance discussions regarding partnership for post-primary school in Wexford town. - Provision of additional facilities for Youthreach learners in Gorey, Tramore and Dungarvan. - Redevelopment of Waterford and Wexford Training Centres. - Provision of additional accommodation and School facilities – Bridgetown, Bunclody, St. Paul's, Meánscoil, St. Declan's, Dungarvan. 	<ul style="list-style-type: none"> - Partnership with local primary schools adjacent to the WWETB EROC Centre commenced. - Redevelopment of Youthreach Centre in Gorey commenced. Expected completion August 2021. - Additional facilities for Youthreach Tramore and Youthreach Dungarvan provided. - Proposals for the redevelopment of WWETB training centres made to DFAHERIS & SOLAS. - Approval for funding and leases for both Centres in Spring 2021. - All projects are moving through the various design phases. - The school closure due to COVID-19 from March 2020 changed the emphasis on planning in this area to engagement with remote learning. Much time and effort was given to deploying resources and support to students in need, including collaboration with SCP. - Memorandum of Understanding with Educate Together for a new post-primary school in Wexford town to replace Selskar College, in which Educate Together will have representation on the Board of Management. - Through the SEN Community of Practice a template Whole School Inclusion Policy was circulate to all schools for local editing, ratification and implementation. - Additional school facilities at Bridgetown, Bunclody, Meánscoil San Nioclás, Dungarvan College-Coláiste Dhún Garbhán and St. Declan's Community College have progressed to a minimum of Stage 1 of their building project.
Provide a broad based curriculum	<ul style="list-style-type: none"> - Provision of curriculum appropriate to the needs of the learners, within existing resources. 	<ul style="list-style-type: none"> - Schools continue to offer varied curricula in response to the needs of learners.
Implement Quality Assurance systems	<ul style="list-style-type: none"> - Inaugural external review of FET quality assurance systems in WWETB. 	<ul style="list-style-type: none"> - Preparation for 2021 QQI inaugural review commenced.

Support students/learners at risk of educational disadvantage in line with current national policy	<ul style="list-style-type: none"> - Promote a coordinated approach to planning in all schools with a focus on DEIS areas of Attendance and Retention. - School Improvement planning - Student tracking and evaluation of performance. 	<ul style="list-style-type: none"> - Significant investment in devices for learners and students. Additional training opportunities provided to all staff. - Technology enabled learning has been core to our remote and blended learning approach to delivery of education in response to Covid-19.
Provide guidance and counselling services	<ul style="list-style-type: none"> - Information session by WWETB for school Guidance Counsellors on FET provision. - FET Local Network supporting DEIS learners for all WWETB DEIS schools. Supporting young people from DEIS schools to move on to Further Education and Training. - Provision of dedicated Guidance provision to Youthreach learners, apprentices and trainees. - Wellbeing and Guidance – Explore the possibility of utilising external agencies to provide support to students (and families) where guidance counselling in the school is insufficient to deal with the volume. 	<ul style="list-style-type: none"> - FET local Network created. - Pilot counselling initiative commenced for FET learners. - Additional Guidance Counsellor recruited to support YR, apprentices and trainees. - FET Local Network support DEIS learners membership established.
Provide high quality learning/training facilities	<ul style="list-style-type: none"> - Advance discussions regarding partnership for post-primary school in Wexford town. - Provision of additional facilities for Youthreach learners in Gorey, Tramore and Dungarvan. - Redevelopment of Waterford and Wexford Training Centres. - Provision of additional accommodation and School facilities – Bridgetown, Bunclody, St. Paul's, Meánscoil, St. Declan's, Dungarvan. 	<ul style="list-style-type: none"> - Memorandum of Understanding with Educate Together for a new post-primary school in Wexford town to replace Selskar College, in which Educate Together will have representation on the Board of Management. Site acquired by DoE. - Approval granted for 1,000 pupil post primary school which is to be sited at Clonard in Partnership with Educated Together (ET). - Additional Youthreach accommodation leased in Dungarvan and Tramore. Additional accommodation to be opened in Gorey in Autumn 2020. - Approval for funding and leases for both Centres in Spring 2021 - All projects are moving through the various design phases.
Promote and develop outdoor education	<ul style="list-style-type: none"> - Seek to secure funding permission from the DoE to relocate the Outdoor Education and Training Centre to Carrigfoyle, Wexford. - Planning and development of activity, education and training centre in collaboration with Wexford County Council. 	<ul style="list-style-type: none"> - Approval to enter into leasing agreement at Forth Mountain has been obtained from DoE. - Planning for the Development of the site is ongoing with Wexford County Council.

Plan for changing demographics	<ul style="list-style-type: none"> - Negotiations with DoE regarding provision of new post-primary facilities in North Wexford. 	<ul style="list-style-type: none"> - WWETB participated in a patronage campaign for a new post-primary school to open in Gorey in September 2021. Following this process, the patronage was awarded to Educate Together.
Engage effectively with employers	<ul style="list-style-type: none"> - Introduce comprehensive programme of engagement with employers through Skills for Work and Skills to Advance. - Maintain existing relationship with IBEC and Chambers. 	<ul style="list-style-type: none"> - Services to Business Unit expanded to allow greater interaction with employers.
Provide and develop traineeship and apprenticeship programmes.	<ul style="list-style-type: none"> - Development and implementation of pilot programme in Plastic Welding. 	<ul style="list-style-type: none"> - This programme, developed in conjunction with Irish Water, was piloted in 2020 and will be rolled out in 2021
Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary schools 2017.	<ul style="list-style-type: none"> - Annual review and audit of child safeguarding statement and associated risk assessments carried out. 	<ul style="list-style-type: none"> - Annual reviews carried out by relevant units. - All schools completed this process.
Priorities STEM/STEAM in schools	<ul style="list-style-type: none"> - Continue to act in a proactive way and encourage participation in Science Week, Young Scientists Exhibition, which is broader than pure science. - Provision of funding for participation in Young Scientists Exhibition. - Increased level of engagement between FabLab New Ross and FabLab Enniscorthy with local schools (primary and post-primary). 	<ul style="list-style-type: none"> - In 2020, WWETB again partnered with WCC in the delivery of WexSci, the Wexford Science Festival. - A pilot schools science research project was launched. - A collaboration project to develop an ecology module for LCA and LC began between WWETB and the National Biodiversity Data Centre. - Engagement between the FabLabs began but was interrupted by the covid pandemic. - WWETB launched a Science Research Grant for students. 3 schools were awarded bursaries. - WWETB began a collaboration with the National Biodiversity Data Centre to develop modules for use in schools and centres. - Launch of a new WWETB Science Journal postponed to school year 2021/22.
Provide high quality ICT learning supports in schools/ centres	<ul style="list-style-type: none"> - Development and implementation of ICT strategy for the organisation. - Support the application process to ICT Infrastructure Fund on behalf of all schools. 	<ul style="list-style-type: none"> - Additional supports being provided by IT unit to FET centres during pandemic. - 1400+ devices made available to support learners and staff. - ICT Strategy to be delivered in parallel with revised Strategy for WWETB 2022-2027. - All schools received their allocation from this fund in 2020. - During 2020, there were significant developments in relation to the implementation of the Digital Strategy in all schools. Increased use of digital

		<p>technology to deliver remote teaching and learning during periods of school closure has resulted in significant advancement of staff and student digital skills for learning supported by the Digital Learning team.</p>
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Goal 2: Staff Support

Priority	Action	Outcome
Recruitment and retention of staff	<ul style="list-style-type: none"> - Implementation of e Recruitment system for all recruitment (contingent on sanction from PMO). - Initiation of a HR Selection procedures task group, reviewing initial teacher recruitment and recruitment to specific posts in schools. - Completion of competency-based interview training. - Presence at recruitment fairs. - Development of tutor panel with geographical and subject specific components. - Bi-annual Induction sessions for new staff. 	<ul style="list-style-type: none"> - Core Upgrade has taken place. - Task Group set up with Principals and Teacher Recruitment document agreed. - Competency based interview training completed for new Principals/Deputy Principals/Board Members. - UL Recruitment Fair online queries for HR were dealt with and applications were received from those who attended. - A schools team represented WWETB at the UL Careers Fair in March 2020. - Selection procedures task group agreed processes for recruitment to promotional posts in schools, a template document for competency-based interviewing and marking was agreed.
Support staff in ongoing professional development	<ul style="list-style-type: none"> - Development of CPD policy for WWETB which relates to all staff. - CPD support identified for schools. 	<ul style="list-style-type: none"> - Professional Learning and Development Policy has been put in place for all WWETB staff.
Support and develop high quality leadership in the ETB	<ul style="list-style-type: none"> - Establish a forum for WWETB Deputy Principals. - Explore the possibility of providing CPD for AP1 post-holders in schools. - Development of an appropriate model of champions of initiatives within Schools. 	<ul style="list-style-type: none"> - Regular briefings with school senior management teams from March 2020 onwards due to COVID-19 have resulted in an agreement that deputy principals will be included on such briefings in the future. - Forum for deputy principals established on MS Teams.
Promote awareness of health and safety	<ul style="list-style-type: none"> - Implementation of Safety, Health and Welfare programme of work for 2020. 	<ul style="list-style-type: none"> - Safety, Health and Welfare programme initiated – Safety audits carried out in all schools. - Covid-19 H&S audits carried out in each school and centre to ensure readiness and compliance for reopening buildings. - Centralised ordering of PPE for all schools and centres. - First Aid Responder training organised for staff.
Provide a positive and supportive work environment	<ul style="list-style-type: none"> - Make available ergonomic assessments for staff, through the Safety, Health and Welfare programme. - Explore the feasibility of having reflective/quiet rooms available in schools and centres for staff. 	<ul style="list-style-type: none"> - Online video developed for staff to demonstrate how to set up workspace at home for remote working. - Ergonomic assessments available to staff.
Support staff wellbeing	<ul style="list-style-type: none"> - Safety, Health and Welfare Committee in Head Office, Ardcavan, to explore the feasibility of initiatives to embed the culture of health and wellbeing at work (e.g. Casual Friday, recreational night classes run through WWETB, lunchtime running, walking, yoga groups and 	<ul style="list-style-type: none"> - Safety, Health and Welfare Committee set up for Head Office, Ardcavan.

	<p>identification of champions at various locations).</p> <ul style="list-style-type: none">- Development of plan for staff in schools with regard to wellbeing, to include opportunities to share ideas, support for colleagues, movement breaks during meetings.	
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Goal 3: Governance		
Priority	Action	Outcome
Develop organisational structures and systems to meet the changing needs of the organisation	<ul style="list-style-type: none"> - Completion of work planning for 2020 by HR, Corporate Service and Finance. - Review of Organisation Structure and Design for OSD functions. - Completion of Skills/Training Needs Analysis for OSD staff and gaps identified. - Development of pilot Mentoring Programme for OSD staff. - Review of HR functions and structure. - Identification of 'Champions' for each strategic priority to support the implementation of the Strategy Statement. 	<ul style="list-style-type: none"> - HR Review with Grant Thornton initiated. Grant Thornton to support HR team with review of work streams and structure/training.
Effectively manage finances and risk	<ul style="list-style-type: none"> - Management of Risk Registers and associated database. - Extend use of 'pivot' based budgets to SAP Training Services. - Implement Online Accrual Based Budget P2P Module across all SUN budget holders in 2020. 	<ul style="list-style-type: none"> - Risk Registers managed and risks reported regularly to the Audit and Risk Committee. - Planning and preparation for Phase II of P2P system for introduction in 2021 (Procurement, Ordering, Budgeting)
Efficiently use resources	<ul style="list-style-type: none"> - Achieve integrated centralised budgeting across all financial programmes. 	<ul style="list-style-type: none"> - Upgrade to SUN Version 6 – significant overhaul of the SUN package. - Developed a centralised budget and reporting master file for all FET programmes which is integrated with all SUN and SAP budget holders. - Extended the use and understanding of 'pivot' based budgets across WWETB. - Preparations for the roll-out of accrual based budgeting across WWETB in 2021.
Communicate effectively	<ul style="list-style-type: none"> - Implementation of communications strategy, in particular with regard to the development of an intranet site, branding guidelines for WWETB and revised website for WWETB and associated schools and centres. 	<ul style="list-style-type: none"> - Intranet site scoped, for development in Qtr. 1 2021. - Brand guidelines developed and approved by Communications Steering Group. - Framework in place for the development of schools and corporate WWETB website.
Develop Service Level agreements with external stakeholders	<ul style="list-style-type: none"> - Signed Progression Agreement with WIT - Development and implementation of SLAs for co-operation hours. - Development of Performance Delivery Agreement with DoE. - Develop MoU with Educate Together in respect of Wexford town post primary school. - Agree MoU with Wexford County Council regarding high performance buildings project. 	<ul style="list-style-type: none"> - MoU with WCC with respect to the HPBA was signed. - SLAs for Cooperation Hours are in places where required. - MoU with Educate Together agreed.
Ensure effective data protection	<ul style="list-style-type: none"> - Completion of GDPR training for schools and centres. 	<ul style="list-style-type: none"> - Individual training in schools and centres was curtailed due to COVID-19. Some online sessions were delivered.

Engage effectively with stakeholders and develop partnerships	<ul style="list-style-type: none"> - Develop MoU with Educate Together in respect of Wexford town post primary school. - Agree MoU with Wexford County Council regarding high performance buildings project. - Set up Local Music Education Partnerships for Waterford and Wexford as part of Music Generation programme. - Continue to engage with Wexford County Council to realise the Carrigfoyle Outdoor Education and Training Centre project. 	<ul style="list-style-type: none"> - MoU with WCC with respect to the HPBA was signed. - MoU with Educate Together agreed. - Approval received from DoE in Sept 2020. Implementation group has been formed to oversee the delivery of project. Expected delivery/opening 2024.
Follow best practice in procurement	<ul style="list-style-type: none"> - Implementation of Corporate Procurement Plan. - Training/Information/Understanding/Engagement in line with new P2P system. - Reinforcing policy and responsibilities of managers with regard to proper procurement practices. 	<ul style="list-style-type: none"> - Plan has been prepared and signed off by CE. - Ongoing rollout of training and follow up where non-adherence to policy has been noted.
Ensure compliance with statutory and regulatory requirements	<ul style="list-style-type: none"> - Provision of Governance seminars and training for the following groups: WWETB Board, Section 45 committees, Section 44 committees, Boards of Management, Senior Managers in WWETB. 	<ul style="list-style-type: none"> - Governance training undertaken for WWETB Board. - Training for Committees, scheduled for 2020, was delayed to Qtr. 1 2021 due to Covid-19 restrictions.
Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary schools 2017	<ul style="list-style-type: none"> - Common suite of report forms, based on DoE model, for all WWETB schools, including Child Protection Oversight Report to Board. 	<ul style="list-style-type: none"> - Child Protection pack issued to all schools following a review by a task group of school principals.

Goal 4: Protection Programmes		
Priority	Action	Outcomes
Assist the DoE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants.	<ul style="list-style-type: none"> - Enhanced engagement with Refugees through the direct provision network. - Provide initial primary school experience to children in the EROC centre. - Provide supported access to local primary schools for children of refugees. - Provide access to local post-primary schools for children of refugees. 	<ul style="list-style-type: none"> - All actions commenced. - Children in EROC transfer to local primary schools upon completion of initial primary school experience. - Cooperation Hours for EROC are allocated as appropriated. - Post-primary age children in the EROC attend Dungarvan College - Coláiste Dhún Garbhán.

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		2020 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"> - Tender for the development of a series of videos to convert the NZEB trade courses to blended learning. - Provided opportunities for teachers to avail of high quality CPD on a whole-school, small group and individual level (remotely), as well as supporting cross-college sharing of expertise.
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"> - Significant PLD opportunities offered to all FET staff. - FET PLD SharePoint site created. - CPD on Teaching and Learning: Continued intensive teaching and learning workshops designed to enhance and build professional capacity from within our colleges (<i>Delivered by Mike Hughes, Educationalist</i>). The 2019/20 cohort had finished their course prior to COVID-19 closures. Cohort 2020/21 completed their course remotely. Some participants presented on Magenta to staff within own colleges. The Education Coordinator awarded a Teaching Council Research Bursary to further enhance and develop this programme. - 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. - Teachers in schools and centres availed of onsite and remote Office 365 training. - CPD provided to music educators on Music Generation programme based on individual training needs.
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 remotely, share resources, participate in further training in digital tools and programmes and consult on JCT Classroom Based Assessments. - Planning for <i>Back in Harmony</i> in the National Opera house commenced -concert postponed. - Training and support to teachers in Community of Practice networks using the Teams platform. - Community of Practice for Special Educational Needs Coordinators (SENCOs) continued to meet remotely. The team worked on a range of templates for use across all colleges. A Whole School Inclusion Policy was drafted, reviewed by a working group of Principals. - A Community of Practice of Guidance Counsellors was established.

		<ul style="list-style-type: none"> - The Education Coordinator presented at the Teaching Council’s FEILTE event about the activities of two of our Communities of Practice. - National Communities of Practice for Music Generation music educators, developed and managed by the Music Generation National Development Office.
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"> - Individual teachers from some WWETB colleges actively engaged in this process.
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"> - Partners in the Wexford Science Festival, WEXSCI. - Established a pilot STEM researcher programme for post primary students. - WWETB launched a Science Research Grant for students. 3 schools were awarded bursaries. - WWETB began a collaboration with the National Biodiversity Data Centre to develop ecology modules for use in senior cycle in schools and in Youthreach.
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"> - Significant progress made on Major Capital projects for Bridgetown College (Design Team in place), Bunclody Vocational College (Design Team in place), Selskar College and St Paul’s Community College. - Progress also on additional works for Dungarvan College – Coláiste Dhún Garbhán, St Declan’s Community College & Meánscoil San Nioclás. - Additional accommodation also secured in Dungarvan Youthreach, Tramore Youthreach and Gorey Youthreach as well as approval for extensions/alternative accommodation for an extended Training Centre in Waterford City and a ‘FET College of the Future’ in Wexford Town.
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"> - There has been significant investment in IT infrastructure in 2020. In addition to what was planned, COVID-19 demands bolstered the investment in this area. - New Print Management solution in place for WWETB – better data available to help WWETB to manage the volume of activity and to make decisions and provide advice as to how to reduce the amount of photocopying at individual centres and schools. - Migration of WCFE to WWETB domain to simplify network architecture.

Strategic Priority 1.2: To promote and support access for all learners		
	Strategic Actions	2020 Outcomes
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.	<ul style="list-style-type: none"> - Provided opportunities for differentiated learning through integration of Learning Tools (O365) into learning. ‘Clinic’ style workshops delivered to colleges on request. - A member of the Digital Learning Team attended all SENCO Coordinator workshops day to support the development of templates and deliver on digital tools which support accessibility. - Additional grant funding for COVID-19 was utilised in accordance with requirements.
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.	<ul style="list-style-type: none"> - Ability to deliver these actions impeded by COVID-19 pandemic.
1.2.3	Enhance the provision of education and training services for refugees.	<ul style="list-style-type: none"> - All developments on hold due to COVID-19 restrictions.
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"> - Information shared through the Guidance Counsellors Community of Practice. This included regular contact with the Wexford Campus of WIT.
1.2.5	Support the aims of the Department of Education ‘Policy on Gaeltacht Education 2017-2022’.	<ul style="list-style-type: none"> - Resources specific to Meánscoil San Nioclás are deployed appropriately. - WWETB provided funding for teachers in Meánscoil San Nioclás to undertake a course of study with UL. - Through ETBI, Meánscoil San Nioclás was offered opportunities to engage and collaboration with other Gaeltacht schools and Irish-medium schools.
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"> - Significant investment in devices for learners and students. Additional training opportunities provided to all staff. - Technology enabled learning has been core to our remote and blended learning approach to delivery of education in response to COVID-19. - E-Learning or Digital Learning supported in both Schools and Centres: <ul style="list-style-type: none"> o Pobal Ceoil. MS Teams continued as the collaborative platform used by the music teachers for communication, content sharing and subject collaboration. Peer-to-peer training of some music apps. o WWETB O365 Cluster – cluster participants participated in Microsoft training. These teachers cascaded information/ training to colleagues. Continued to identify barriers to integration of technology in Teaching and Learning and proposed solutions that can be implemented across schools and centres. Implemented Digital Leaders programme for students to remove student/teacher divide.

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 during school closures regarding remote implementation of the Guidelines for Post-Primary Schools – Supporting Students with Special Educational Needs in Mainstream Schools. - Education Coordinator represented schools on the Fund for Students with Disabilities in FET Working Group. - Enhanced links between Special Educational Needs teachers in WWETB colleges, teachers supporting those with additional learning needs in PLC colleges, and the newly appointed Access & Disability Officer.
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Strategic Priority 1.3: Quality-assured provision with high levels of achievement and accreditation by learners

Strategic Actions		2020 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’.	- Schools provided updates to the Board on any inspection reports. Director of Schools and Education Coordinator reviewed all such reports and offered targeted support where needed. (However, no teaching related inspections took place during the COVID-19 restrictions).
1.3.2	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.	- Education Coordinator supported schools who needed additional guidance on planning.
1.3.3	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.	<ul style="list-style-type: none"> - PLC provision moved to remote provision in 2020. - Education Coordinator represented schools on the Fund for Students with Disabilities in FET Working Group. Enhanced links between Special Educational Needs teachers in WWETB colleges, teachers supporting those with additional learning needs in PLC colleges, and the newly appointed Access & Disability Officer.
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"> - Data analytics provision active. - 2020 QIP prepared and presented to QQI.

Strategic Priority 1.4: Promote and establish links between formal and non-formal education		
Strategic Actions		2020 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"> - Annual Youth Work plan developed from Area profiling. - Education Coordinator represented post-primary colleges/Education Department on the Youth Affairs Coordination Committee.
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"> - WWETB with the support of Wexford County Council LCDC, established a FabLab in New Ross. This provides 3D Design training and printing along with CNC training.
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"> - Quality framework rolled out for both Music Generation Wexford and Waterford programmes that takes into consideration the specific nature of performance music education and how it should develop to be truly transformative for children and young people. - Music programmes have been rolled out within specific WWETB Youthreach centres to provide non-formal tuition and facilitation in performance music education to these learners. - St Paul's Community College and Dungarvan College - music hubs for Music Generation Waterford.
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.	<ul style="list-style-type: none"> - Following approval from the Dept. of Education to take out a lease on the proposed new facility at Forth Mountain, structured meetings have been scheduled between WWETB and Wexford County Council to agree an MOU for the management of the new facility and the associated cost allocation model between WCC and WWETB.
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 Development Coordinators appointed for both Music Generation programmes in Waterford and Wexford, ensuring continuity of the programme and demonstrating WWETB's commitment to the Music Generation programme. - Online resources and materials developed for remote teaching and facilitation of children and young people. - Increased instrument bank in terms of volume and range of instruments on offer. - Participation in Cruinniú na nÓg, in partnership with Wexford County Council. - High quality CPD opportunities for musician educators across both Waterford and Wexford programmes. - Implementation of Quality Framework – pilot undertaken across a small number of Music Generation programmes.

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		2020 Outcomes
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.	- Online conference facility located at WWETB Head Office and sub-offices.
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.	- FET Services plan prepared for year. Activity levels reduced due to pandemic.
2.1.6	Develop 'review and evaluation' systems to support innovation and continuous improvement in our customer services.	- Following extensive consultation among staff, the following have been developed: <ol style="list-style-type: none"> 1. WWETB Customer Charter 2. WWETB Customer Service Action Plan 3. Complaints procedure for staff

Strategic Priority 2.2: Efficiently managing and utilising all funding and payment models		
Strategic Actions		2020 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"> - Core upgrade from version 19 to version 28 completed, supporting the move to Shared Services. - DCS successfully implemented for all schools. - Upgrade to SUN version 6 - significant overhaul of the SUN package. - Successful implementation of the transition to Apprentice Payroll Shared Services. - Supported the delivery by HR department of Part-Time Teacher Online Claim Form process. - Draft fixed asset registers completed for all schools and centres. - Planning & Preparation for Phase II of P2P system for introduction in 2021 (Procurement, Ordering, Budgeting).
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 national funding model being developed by SOLAS. - Developed a centralised budget and reporting master file for all FET programmes which is integrated with all SUN and SAP budget holders.
2.2.3	Achieve integrated centralised budgeting across all financial programmes.	<ul style="list-style-type: none"> - Extended the use and understanding of 'pivot' based budgets across WWETB. - Preparations for the roll-out of Accrual Based Budgeting across WWETB in 2021.

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

Strategic Actions		2020 Outcomes
2.3.1	Continue to prioritise the work of implementing robust governance across the organisation to achieve compliance with DoE CL 18/15 (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"> - Governance work ongoing. - Compliance toolkit developed by IPB to monitor compliance against the Code of Practice – WWETB completed this exercise in 2020.
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"> - Training completed for WWETB Board, Finance and Audit & Risk Committees
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"> - Corporate Procurement Plan developed. - Multi Annual Procurement Plan (MAPP) prepared for 2020 and submitted to ETBI for inclusion/information in sectoral submissions to OGP.

Strategic Priority 2.4: Developing and implementing effective risk management structures		
Strategic Actions		2020 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.	- Risk Management Business Plan in place for 2020.
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.	- MoU developed with Wexford County Council around the governance of the High Performance Building Alliance. - Discussions taking place between UNECE, WWETB and WCC around the development of an MoU. - SLAs developed for Cooperation Hours.
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.	- Safety, Health and Welfare programme initiated for WWETB in 2020. Safety Audits conducted for each school and a report developed following each audit. Targeted training delivered for First Aid Responders, Fire Officers, principals and teachers in practical rooms in schools. - Corporate Safety Statement approved and disseminated to all schools. - Health and Safety Policy circulated to all schools and centres, to display in a visible location. - COVID Health and Safety visits were made to all centres by H&S Officer. - FET Covid Managers group established to oversee the implementation of the response plan and directions from ETBI working group. Guidance notes issued to Covid Managers regularly.

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

Strategic Actions		2020 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"> - Significant progress made on Major Capital projects for Bridgetown College (Design Team in place), Bunclody Vocational College (Design Team in place), Selskar College and St Paul's Community College. - Progress also on additional works for Dungarvan College – Coláiste Dhún Garbhán, St Declan's Community College & Meánscoil San Nioclás. - Additional accommodation also secured in Dungarvan Youthreach, Tramore Youthreach and Gorey Youthreach as well as approval for extensions/alternative accommodation for an extended Training Centre in Waterford City and a 'FET College of the Future' in Wexford Town.
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"> - Business proposals submitted to funders for all projects. - Additional Youthreach accommodation also secured in Dungarvan, Tramore and Gorey as well as approval for extensions/alternative accommodation for both Training Centres in Waterford and Wexford.
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"> - Approval obtained to enter into a lease agreement with Wexford Co Council in respect of the building to be developed at Forth Mountain. A working group has been formed in partnership with Wexford CC to oversee the development of the 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"> - WWETB has formally signed a partnership agreement with SEAI – now registered for the SEAI Public Sector Partnership Programme. - Energy policy developed for WWETB and an Energy team in place. - SEAI is part of the Programme Management Team for the WWETB Innovation Through Collaboration project which is funded by SOLAS.

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		2020 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 include a template for individual training plans.	<ul style="list-style-type: none"> - FET Professional Learning and Development procedures drafted for implementation in 2021. - CPD policy has been developed (Signed off in 2021)
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"> - PILOT induction for newly appointed FET Coordinators commenced in 2020. - Training programme in conversational Irish introduced for the Senior Management Team. - CPD policy to support opportunities for staff professional development for those in leadership roles. - Workshop delivered to Deputy Principals on the Magenta programme (Mike Hughes). - A Deputy Principals forum was established on Microsoft Teams. - Deputy Principals invited to attend regular briefing meetings with the Director of Schools. - Media Skills training undertaken by senior managers, including principals.
3.1.3	Work on the implementation of a Performance Management and Development System to enable opportunities for structured feedback.	<ul style="list-style-type: none"> - National working group at ETBI level working on PMDS system for ETB sector.
3.1.4	Promote the use of DoE 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"> - Director of Schools supported the involvement of all our post-primary colleges in the Droichead Programme.
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"> - Continuing PLD opportunities made available to all FET staff.
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 communicated through many channels.

Strategic Priority 3.2: Providing for the recruitment and retention of high quality staff		
Strategic Actions		2020 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"> - Teacher Recruitment document developed. - HR Review initiated, which will include a review of the recruitment processes end-to-end.
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"> - Participation at online Careers Fair with UL. - Regular email with St. Angela's College re: Home Economics teachers.

Strategic Priority 3.3: Promoting a culture of health and wellbeing among staff		
Strategic Actions		2020 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"> - New provider for Employee Assistance Service – Spectrum Life. Communication to promote Employee Assistance Programme sent to staff on a regular basis. Wellbeing sessions run by Spectrum Life promoted within the organisation. - Support for the set-up of remote working environments – remote working video developed and disseminated. Access to equipment and furniture so that workspaces could be set up appropriately in people's homes. - Delivery of talks to groups of staff, outlining how to build resilience (Shane Martin, Moodwatchers).
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"> - Regular communication to staff notifying them of the availability of the Employee Assistance Programme.
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"> - Financial Planning event held (annually).
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"> - Postponed due to COVID-19 restrictions.

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	2020 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.	- The project management Team for the NZEB 'Innovation Through Collaboration' has representatives from three Government departments, state agencies, CIF, ICTU, 3 rd level institutions etc.
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.	- WWETB are represented on a range of external bodies. Some examples include: <ul style="list-style-type: none"> ○ Regional Skills Forum, Waterford & Wexford LCDC, South East Action Plan for Jobs, Waterford and Wexford Sports Partnerships etc. ○ Schools/Colleges are represented on the Learning and Development Group (formerly Co. Wexford Education Committee) led by Wexford Local Development. <i>(See also 4.2.1)</i> ○ WWETB is represented on the Steering Committee of Wexford Restorative Practices Partnership. <i>(See also 1.2.7)</i> ○ WWETB is represented by the Education Coordinator on the ETBI Provision Mapping for SEN working group. ○ WWETB is represented on the Education Working Group of CYPSC. <i>(See also 4.2.1)</i> ○ Nominations to various Committees made as required. - Annual listing of staff representation on Committees submitted to CE.

Strategic Priority 4.2: Effective collaboration with statutory bodies and agencies		
	Strategic Actions	2020 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"> - Signed agreement with DCEDIY. - Continued collaboration with the Department of Justice re. the refugee resettlement programme. - Various government departments are represented on the <i>NZEB innovation through collaboration</i> project. - Schools/Colleges are represented on the Learning and Development Committee, led by Wexford Local Development. <i>(See also 4.2.1)</i> - WWETB is represented on the Education Working Group of CYPSC. <i>(See also 4.1.2)</i> - 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 in Wexford examining the area of early intervention for early school leavers. - WWETB is represented by the Education Coordinator on the ETBI Provision Mapping working group.
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"> - Members of LCDC in Waterford and Wexford. - Joint partners with Wexford County Council on the High Performance Building Alliance. - Partners with Wexford CC and Waterford CCC respectively on Music Generation programmes. - Partnering with Wexford CC on the development of an OETC and activity centre at Forth Mountain. - Collaborated with Wexford County Council on Science Week.
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 with South East Regional Skills Forum continued throughout the year. - Members of both Waterford and Wexford LCDC. - Members of South-East Regional Development Forum.
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 agreement in place with IT Carlow and Waterford IT. - Limerick, Waterford and Carlow IT are represented on the programme management team for <i>the NZEB Innovation Through Collaboration</i> project. - Possible collaboration project between WIT and WCFE (PLC College) submitted to SOLAS for their consideration. - The Education Coordinator of WWETB and the Education Liaison Officer of IT Carlow, Wexford Campus liaise regularly.

Strategic Priority 4.3: Effective collaboration with community and business interests		
Strategic Actions		2020 Outcomes
4.3.2	Develop and enhance relationships with local primary schools.	- EROC children placed in local primary schools following initial orientation programme.
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.	- WWETB are members of Dungarvan, Waterford and Wexford Chambers of Commerce. - WWETB are members of IBEC. - CIF are members of NZEB advisory groups.
4.3.6	Enter into partnerships with business and industry interests to identify and provide relevant upskilling programmes for current members of the workforce.	- Services to Business unit continues to engage with employers offering Skills to Advance, Skills to Compete and apprenticeship opportunities.

Strategic Goal 5

To develop effective internal and external communication. This will be achieved by providing a clear strategy, supported by a dedicated Communications Team, appropriate resources and development and awareness of the WWETB brand

Strategic Priority 5.1: To provide targeted, accurate, clear and consistent information in a timely manner		
Strategic Actions		2020 Outcomes
5.1.1	Implement a communications structure including a steering group and a communications coordinator that will support the communications strategy.	- The Communication Steering group continued to meet throughout 2020 supported by the Communications Officer.
5.1.2	Provide the necessary resources to support the communications strategy, including training and financial support.	- Resources defined and made available for 2020, including funding for training (social media training and media skills for managers).
5.1.3	Develop an Annual Communications Plan linked to the strategic objectives.	- Annual Communications Plan in place for 2020.
5.1.4	Develop mechanisms for inviting and responding to feedback from learners, staff and external stakeholders.	- Structure in place to invite feedback from internal and external stakeholders. - Example - Covid-19 related survey disseminated to all staff to review the supports needed to manage remote working during Covid-19.
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.	- School websites tender in place for updating school websites. - Structure developed around the updating of social media content. - Two members of the Communications responsible for updating Facebook and Twitter. - Education Coordinator also part of social media team. - Social media training completed for all managers of social media. - Engagement with content owners across the organisation.
5.1.6	Use appropriate and innovative technologies, including social media for effective and rapid communication.	- Information on Covid-19 made available on the WWETB website, including remote working video that was developed for WWETB staff.

Strategic Priority 5.2: To develop more effective internal communications mechanisms

Strategic Actions		2020 Outcomes
5.2.1	Develop an intranet site for staff information and knowledge sharing.	- Intranet site in development for completion in early 2021. All consultation completed and design company engaged to deliver intranet site.
5.2.2	Develop an Internal Communications Calendar.	- Scoping of internal communications calendar completed, as part of intranet project.
5.2.3	Develop guidelines for staff to ensure clear and consistent internal communications, including best practice with regard to the use of a range of channels (newsletters, digital media, intranet, face-to-face communication, email, etc.) to deliver messages and information.	- Communications Manager working with managers and co-ordinators to ensure consistency of approach with regard to communications and messaging. - Guidelines developed for social media posts.
5.2.5	Foster a strong sense of community among staff who work within WWETB.	- Regular online meetings organised. New structures to support response to Covid-19 have fostered a sense of community among staff (e.g. Covid-19 Managers meeting).
5.2.6	Foster the idea of community among learners, most especially our adult learners who are involved in small class groups.	- Ability to achieve this has been affected by Covid-19 in 2020/21.

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

Strategic Actions		2020 Outcomes
5.3.1	Organise a series of information events for key external stakeholders, including media, employers and learners.	- Services to Business Unit continued to engage with employer groups throughout the year. - Promotion of Gorey PLC courses on offer. South-East Radio promotion – interview with CE, Principal and PLC tutors to promote Gorey PLC in a Southeast Radio takeover broadcast.
5.3.2	Develop a complete list of all courses on offer and ensure it is updated as necessary and easily accessible online.	- All FET courses are listed and available on www.fetchcourses.ie . - All NZEB courses listed on the WWETB site as well.
5.3.3	Attendance by key staff at public exhibitions in the region with good quality displays and promotional material.	- Disrupted due to Covid-19 restrictions.
5.3.4	Promote information about activities of WWETB at school and centre public events such as graduations, launches and end of year events.	- Events and graduations conducted online due to COVID-19 restrictions. - WWETB representatives spoke at a number of conferences.

Strategic Priority 5.4: To enhance our branding and marketing of WWETB		
Strategic Actions		2020 Outcomes
5.4.2	Deliver a strong brand identity for the organisation, backed up by a set of brand guidelines.	- Brand guidelines developed and approved by the Communications Steering Groups and SMT.
5.4.3	Establish an organisation-wide team with responsibility for media activity, supported by appropriate training and implementation of guidelines.	- Identification of staff across schools and centres who are responsible for media activity, including social media activity. MS Teams channel developed. - Media Skills training conducted for senior managers, including all principals.



wwetb
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