



Waterford and Wexford Education and Training Board

Annual Report 2022

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1. Message from the Chairperson of Waterford and Wexford Education and Training Board

As Chairperson of WWETB, I am delighted to present the 2022 Annual Report for WWETB. The Report outlines the progress achieved as we emerged from the Covid-19 global pandemic.

As 2022 was the last year of the Strategic cycle for WWETB, we engaged extensively with our stakeholders to help us to define our Strategy Statement for 2023-2027. As a result of this consultation, our partnerships and collaborations continue to get stronger and we focus on embedding WWETB into the communities that it serves.



WWETB has remained committed to the principle of placing the learner at the heart of everything it does. Staff across WWETB are to be commended for their dedication in ensuring that students and learners receive the best possible education and training opportunities. We continue to invest in the upgrading of buildings and infrastructure to ensure that our students and learners have access to the best possible facilities.

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. This Annual Report gives us an opportunity to look back and to reflect on our achievements. However, we are very much looking forward too and we welcome the opportunities that will come our way over the next 12 months.

Le gach dea ghuí

A large, stylized handwritten signature in black ink, which appears to read 'Barbara-Anne Murphy'.

Cllr. Barbara-Anne Murphy
Chairperson, WWETB

2. Message from the Chief Executive of WWETB



2022 began with some better news around the Covid-19 pandemic with some significant removals of government public health restrictions. This was good news for students, adult learners, and staff of WWETB who had continued to provide access to education and training throughout the previous two years despite the very significant restrictions around social distancing, etc. The 2022 Annual Report gives a good indication of how WWETB re-bounded immediately and reacted in a positive way to this improved situation and by the time the new academic year began in September, we were very much back to 'business as usual' mode. The first in-person Leaving Cert since 2019 was one of the first big national statements of a return to normality.

2022 was also the final year of the first ever 5-year WWETB Strategic Statement 2018-2022. The implementation of this plan continued apace, and it was great to see that the plan had been substantially implemented along with many other positive outcomes, some driven by the necessities of the pandemic particularly around IT improvements, digital learning/technology enhanced learning, blended learning and work practices including a significant number of non-frontline staff availing of 'work from home' opportunities. Many other initiatives were driven by innovative staff in schools, FET centres and offices across both counties.

Section 28 (1) of the Education and Training Boards Act 2013 requires the following:

Each Education and Training Board shall, not later than 30 June in each year, prepare, adopt, and submit to the Minister a report in relation to the performance of its functions during the year immediately preceding the year in which the report is submitted, and the Minister shall, as soon as may be after receiving the report, cause copies of the report to be laid before each House of the Oireachtas.

The Annual Report 2022 specifically sets out how the following 5 strategic goals from the Strategic Statement were implemented during the year:

1. High Quality Education and Training Programmes
2. Development of Organisation Services
3. Our People Working Together
4. Partnership and Collaborations
5. Communications

2022 saw the very significant roll-out of the ETB Ethos Framework across our schools and the embedding of that Ethos through the better understanding of students and staff alike of the Core Values for ETB schools of Excellence in Education, Care, Equality, Community and Respect. The work of the Directorate of Schools Team, School Senior Management, Ethos Co-ordinator, and the School Ethos Teams contributed enormously to the embedding of our School Ethos within our schools. This will now grow and grow over the years enhancing the sense of pride we have in our schools and the opportunities that students in our community are given in the state managed, multi-denominational, co-educational environment in which they learn.

Significant progress was made in enhancing further education and training (FET) facilities in 2022 in particular with the commencement of a new Wexford College of Further Education and Training, a college which is aligned with the SOLAS strategy around the 'College of the Future' model and the development of a major new apprenticeship facility adjacent to the present Waterford Training

Centre, increasingly putting WWETB at the forefront of the national response to the requirement to increase national craft apprenticeship numbers.

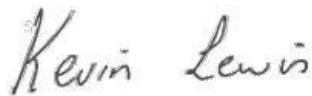
Music Generation as an education partnership with the local authorities in both counties continued to flourish and in 2022, we started to see our young musicians perform and flourish not just on the local stages but also on the national and international stages.

At organisation level, the WWETB Senior Management Team, Schools Senior Leadership Network, Further Education and Training (FET) Management Team and Executive Operations Team led the organisation at executive level across schools, FET centres and Offices. Once again, these groups provided highly effective leadership and management for WWETB.

We continued to partner and collaborate locally with so many local/regional authorities, state agencies, higher education, community and voluntary groups, the business sector, youthwork groups to list but some. We know that this collaboration will work to the benefit of our students/adult learners, and we strive to continually improve and strengthen these relationships.

We are grateful to our main funders including the Department of Education, SOLAS, Department of Further and Higher Education, Research, Innovation and Science and Department of Children, Equality, Disability, Innovation and Youth who worked to ensure that we had the resources to implement national policy at local level. We acknowledge very much the support of parents/guardians who put their trust in us to educate their sons and daughters and it is so important to us that we live up to that huge responsibility on a daily basis.

In conclusion, thanks to the Board of WWETB led by Chairperson Cllr. Barbara-Anne Murphy and Deputy Chairperson Cllr. Lola O'Sullivan for their constant expert oversight, support, and dedication. Thanks also to our many committees and Boards of Management without whom we could not operate and to the Senior Management Team and our staff for all you do.

A handwritten signature in dark ink, reading 'Kevin Lewis' in a cursive script.

Kevin Lewis
Chief Executive

3. Background and Governance

Our Vision and Mission:



VISION

WWETB aims to lead learning through the delivery of high quality, inclusive, responsive and innovative education and training services in our community.



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.

The core values that guide us in providing our services are:

1

RESPECT

What it means:

We treat others as we would expect to be treated ourselves, we assume positive intent, consider everyone to be of value and treat all with courtesy.

How it works:

We value diversity and challenge all stakeholders to consistently demonstrate empathy and fairness; to reward effort; and to treat all equally.

2

ACCOUNTABILITY

What it means:

We take full ownership of the delivery of the delegated responsibilities of our roles and the collective responsibility of the immediate and wider team, with a view to achieving the highest professional standards.

How it works:

Being professional; being loyal to the organisation; striving for results in an open, honest and transparent way; and being fully compliant with statutory responsibilities.

3

LEARNER FOCUS

What it means:

Our focus is on enabling our learners to maximise their potential.

How it works:

Staff working together to provide an inclusive, responsive, innovative, positive and supportive service for learners.

4

QUALITY

What it means:

We strive to deliver the highest standards with a view to maximising learner potential.

How it works:

Quality assurance is achieved through leadership; by 'raising the bar'; setting high standards with regard to work ethic and demanding them of others; and being dedicated, professional and results-oriented.

Strategy Statement

Our Strategy Statement, which was approved by the Board of WWETB in May 2018, informed and guided the main areas for future planning within WWETB for the period 2018-2022. The Strategy Statement was 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. We are in the process of developing our new Strategy Statement for 2023-2027. This plan will be brought to the Board of WWETB in January 2023 for approval.

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 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 2022 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 DE 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. Lola O'Sullivan [Deputy Chairperson]	Cllr. Pat Nugent
Cllr. Frank Quinlan	Cllr. Tom Cronin
Cllr. Cristíona Kiely	
Elected by Wexford County Council	
Cllr Barbara-Anne Murphy [Chairperson]	Cllr Aidan Browne
Cllr Kathleen Codd-Nolan	Cllr Leonard Kelly
Cllr Mary Farrell	Cllr Garry Laffan
Cllr Fionntán Ó'Súilleabháin	
Staff Members	
Ms Sandra Fogarty	Mr Richard Byrnes
Parent Members	
<i>Vacant</i>	<i>Vacant</i>
Nominated from Bodies Specified	
Ms Mary Ryan	ACCS/JMB AMCSS/NAPD
Mr Pat Rath	Disability Federation Ireland - AHEAD
Mr Senan Lillis	ICTU
Ms Kate Miskella	Irish Hotels Federation
Ms. Margaret Darrer	

3.2 Board Meeting Attendance

Register of Attendance & Frequency of Meetings of the Board - 2022								
Board Member	Meetings Held/Attended							Total Meetings Attended
	11.01.22	22.02.22	29.03.22	10.05.22	28.06.22	13.09.22	8.11.22	
Cllr. Kathleen Codd-Nolan	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Mary Farrell	✓	✓	x	x	✓	✓	✓	5/7
Cllr. Barbara Anne Murphy	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Pat Nugent	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Fionntán O'Súilleabháin	x	x	✓	x	✓	x	x	2/7
Cllr. Lola O'Sullivan	x	x	✓	✓	✓	✓	✓	5/7
Ms. Mary Ryan	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Aidan Browne	x	x	✓	x	✓	x	✓	3/7
Mr. Richard Byrnes	✓	x	✓	x	x	✓	x	3/7
Ms. Sandra Fogarty	x	x	✓	✓	x	✓	✓	4/7
Cllr. Leonard Kelly	x	✓	✓	x	x	x	✓	3/7
Cllr. Gary Laffan	✓	✓	✓	x	✓	✓	✓	6/7
Mr. Senan Lillis	✓	✓	✓	x	✓	✓	✓	6/7
Ms. Kate Miskella	✓	✓	x	✓	✓	✓	✓	6/7
Mr. Pat Rath	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Frank Quinlan	✓	✓	✓	✓	✓	✓	✓	7/7
Ms. Margaret Darrer	✓	x	✓	✓	x	x	x	3/7
Cllr. Tom Cronin	✓	✓	✓	✓	✓	✓	x	6/7
Cllr. Cristiona Kiely	x	x	✓	✓	x	x	✓	3/7

✓ to indicate attendance

x to indicate absence/apologies

3.3 WWETB Committees - 2022

Finance Committee Membership

Mr Michael Veale (Chairperson)	External Member
Mr Denis McCarthy	External Member
Mr David Doyle	External Member
Mr. John Murphy	External Member
Ms Anita Power	External Member
Ms Lynda Lacey	External Member
Cllr Pat Nugent	ETB Member

Finance Committee Register of Attendance & Frequency of Meetings

Committee Member		Meetings Held/Attended				Total Meetings Attended
	16.02.22	23.03.22	25.05.22	28.09.22	14.12.22	
External Committee Members:						
Mr Michael Veale (Chairperson)	✓	✓	✓	✓	✓	5/5
Mr Denis McCarthy	x	✓	✓	✓	✓	4/5
Mr David Doyle	✓	✓	✓	✓	✓	5/5
Mr John Murphy	✓	x	✓	x	✓	3/5
Ms Anita Power	✓	✓	✓	✓	✓	5/5
Ms Lynda Lacey	✓	✓	✓	✓	✓	5/5
ETB Committee Members:						
Cllr Pat Nugent	✓	✓	✓	✓	x	4/5
✓ to indicate attendance						
x to indicate absence/apologies						

Audit & Risk Committee Membership

Cllr Jim Moore (Chairperson)	External Member
Ms Elaine Sheridan (to June 2022)	External Member
Mr Michael J O’Ryan	External Member
Mr John Cuddihy	External Member
Ms. Susan Green (from November 2022)	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
	23.02.22	23.03.22	01.06.22	14.09.22	07.12.22	
External Committee Members:						
Cllr Jim Moore (Chairperson)	✓	✓	✓	✓	✓	5/5
Ms Elaine Sheridan (to July 2022)	✓	✓	x	-----	-----	2/3
Mr Michael J O’Ryan	✓	x	✓	✓	✓	4/5
Mr John Cuddihy	✓	✓	✓	✓	x	4/5
Ms. Susan Green (from Nov 2022)	-----	-----	-----	-----	✓	1/1
ETB Committee Members:						
Cllr Kathleen Codd-Nolan	✓	✓	✓	✓	✓	5/5
Cllr Lola O’Sullivan	x	✓	x	x	✓	2/5
✓ to indicate attendance						
x to indicate absence/apologies						
----- to indicate period individual was not a committee member						

Membership of other WWETB Committees

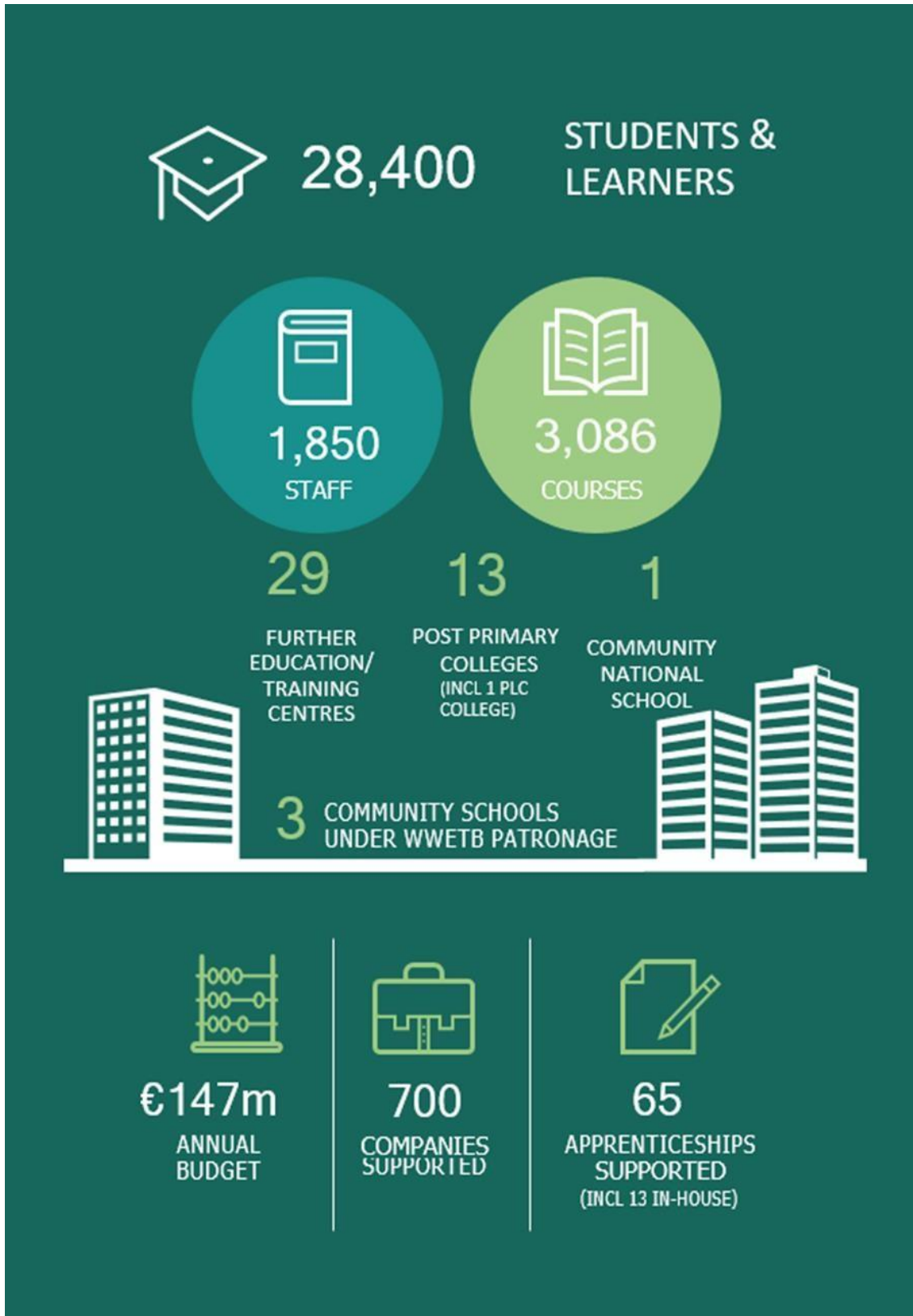
Youthreach Committee	
Cllr Pat Nugent (Chairperson)	Cllr Leonard Kelly
Cllr Aidan Browne	Ms Gráinne O'Donoghue
Mr Brian Mulvihill	Mr Alan Walsh
Ms Andrea Watters	Cllr. Frank Quinlan
Ms. Kate Miskella	
Youth Work Committee	
Cllr Aidan Browne	Cllr Garry Laffan
Cllr Pat Nugent	Ms Julie Somers
Ms Alison Parle	Ms Sheila Barrett
Mr Ollie Breslin	Mr Kieran Donohoe
Ms Majella Finnegan	Mr Conor Carberry
Ms Sarah Dunleavy	Ms Megan Keating

WWETB Area Committees	
<i>WWETB's 3 Area Committees are supported by members of the executive team:</i>	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 Pat Nugent
Cllr. Frank Quinlan	Ms Mary Ryan
Ms Sandra Fogarty	Cllr. Tom Cronin
Ms. Margaret Darrer	Cllr. Cristiona Kiely
North Wexford Area Committee	
Cllr Mary Farrell	Cllr Barbara-Anne Murphy
Cllr Kathleen Codd-Nolan	Cllr Fionntán Ó'Súilleabháin
Cllr Aidan Browne	Mr Senan Lillis
Mr Pat Rath	
South Wexford Area Committee	
Cllr Garry Laffan	Cllr Leonard Kelly
Mr Richard Byrnes	
Ms. Kate Miskella	

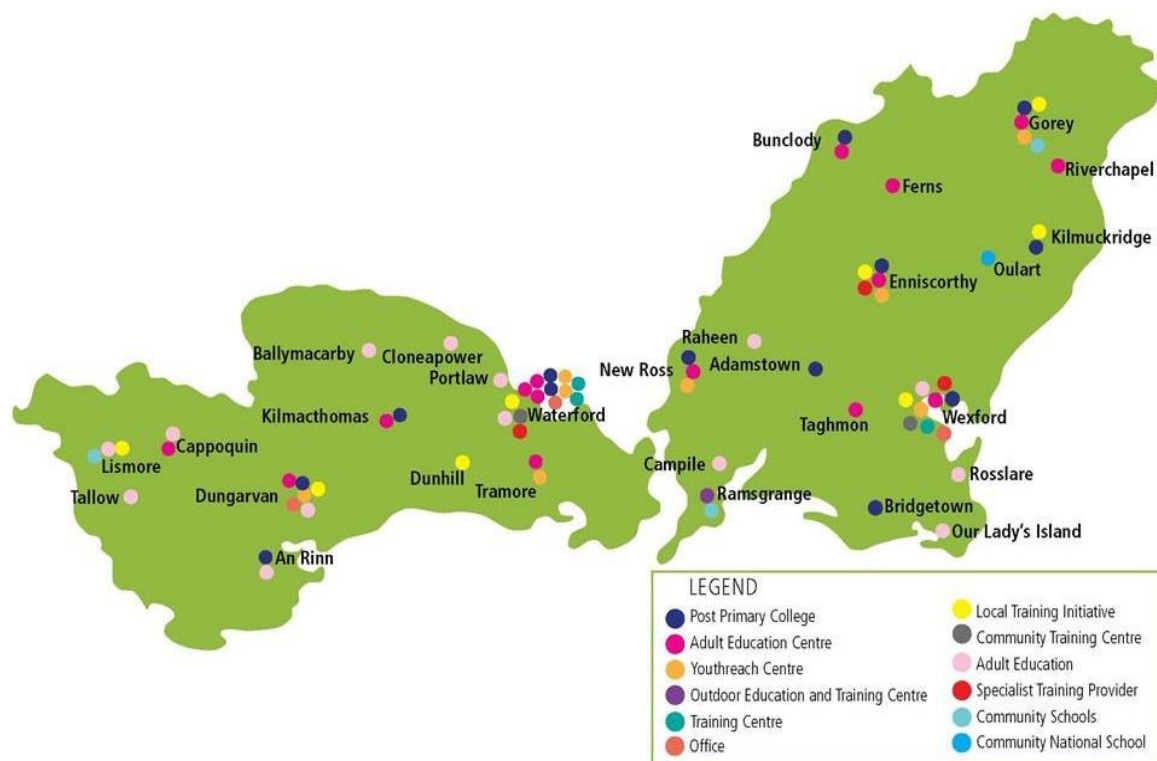
3.4 WWETB Senior Management Team

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 (retired July 2022)
	Ms. Lindsay Malone (commenced Aug 2022)
	Mr. Alan O'Gorman-Acting (Oct 2022 - April 2023)
Innovation and Development Manager	Mr. Michael O'Brien
Human Resources Manager (Culture and Engagement)	Ms. Anne-Marie Jones
Human Resources Manager (Operations)	Ms. Sandra Murphy (started July 2022)
Corporate Services Manager	Mr. Fintan O'Reilly
Finance Manager	Mr. Owen O'Mahony

4. Overview of Services – 2022



Location of Centres within WWETB



WWETB Locations 2022

Community National School

Kilnamanagh Community National School, Wexford

Post Primary and PLC Education

Bridgetown College, Co. Wexford

Bunclody Vocational College, Co. Wexford

Coláiste Abbáin, Adamstown, Co. Wexford

Coláiste an Átha, Kilmuckridge, Co. Wexford (incl. PLC)

Creagh College, Gorey, Co. Wexford

Dungarvan College - Coláiste Dhún Garbhán (incl. PLC)

Enniscorthy Community College, Co. Wexford (incl. PLC)

Kennedy College, New Ross, Co. Wexford

Meánscoil San Nioclás

Selskar College, Wexford Town (incl. PLC)

St Declan's Community College, Kilmacthomas, Co. Waterford

St Pauls Community College, Waterford

Waterford College of Further Education (WCFE) *PLC Only*

Further Education and Training Centres*

Bunclody FETC, Wexford

Cappoquin FETC, Waterford

Dungarvan FETC, Waterford

Durands Court, Waterford
Enniscorthy FETC, Wexford
Gorey FETC, Wexford
FabLab Enniscorthy, Wexford
FabLab New Ross, Wexford
Kilmacthomas FETC, Waterford
New Ross FETC, Wexford
NZEB (Nearly Zero Energy Building) Enniscorthy, Wexford
Ozanam Street FETC, Waterford
Railway Square, Waterford
FETC New Ross (located at St. Michael's Primary School), Wexford
Tramore FETC, Waterford
Wexford (FET, Adult Education)
Whitemills FETC, Wexford

Training Centres

Kilcohan Training Centre
Waterford Training Centre
Wexford Training Centre

Outdoor Education and Training

Shielbaggan Outdoor Education and Training, Wexford

Youthreach Centres

Dungarvan Youthreach, Waterford
Enniscorthy Youthreach, Wexford
Gorey Youthreach, Wexford
New Ross Youthreach, Wexford
Subla Youthreach, Waterford City
Waterford Youthreach
Wexford Youthreach

Administrative Offices

Ardcavan, Wexford
Dungarvan, Waterford
Waterford Training Centre

Community Schools (where WWETB are joint patrons)

Blackwater Community School, Lismore, Waterford
Gorey Community School, Wexford
Ramsgange Community School, Wexford

* Further Education and Training Centres may include VTOS, BTEI, Adult Literacy & Refugee/Asylum seekers programmes. WWETB also provides primary level education through the EROC Centre Clonee, Waterford.

5. Primary Level & Second Level Education

2022 Primary Level Enrolments

School Name	Enrolments as at 30/09/2022
Kilnamanagh Community National School	42

2022 College Enrolments

School Name	Enrolments as at 30/09/2022	
	Second Level	PLC
Bridgetown College	604	0
Bunclody Vocational College	262	0
Coláiste Abbáin	410	0
Coláiste an Átha, Kilmuckridge	352	52
Creagh College	996	0
Dungarvan College-Coláiste Dhún Garbhán	255	158
Enniscorthy Community College	425	127
Kennedy College	182	0
Meánscoil San Nioclás	130	0
Selskar College	375	42
St. Declan's Community College	826	0
St. Paul's Community College	710	0
Waterford College of Further Education	0	604
Total College Enrolments	5,527	983

2022 Night Classes

Total No. of Night Class Students:	Courses	Students
WCFE – Spring 2022	12	160
WCFE – Autumn 2022	10	100
Dungarvan – Autumn 2022	5	40
Kilmuckridge – Spring 2022	1	75
Kilmuckridge – Autumn 2022	1	48
	29	423

6. Further Education & Training

Further Education & Training Programme Provision – 2022 Outturn		
Programmes	Total Courses	Learners
Community Education		
Community Education	449	4327
Full-time Programmes		
Apprenticeship Training	85	1402
Blended Training	5	16
Bridging and Foundation Training	13	112
Community Training Centres	23	220
Local Training Initiatives	33	328
PLC	191	2029
Specialist Training Providers	16	138
Specific Skills Training	52	348
Traineeship Training	37	238
Vocational Training Opportunities Scheme (VTOS)	83	507
Youthreach	45	551
Skills to Advance (Route 1)	200	811
Total Full-time Programmes	783	6,700
Adult Literacy (Apprentice Support)	123	864
Adult Literacy Groups	613	2664
Back to Education Initiative Groups (BTEI)	289	1751
English for Speakers of Other Languages (ESOL)	423	3495
Evening Training	197	1024
FET Cooperation Hours	4	148
Refugee Resettlement	88	852
Skills for Work	50	246
Skills to Advance	38	311
Total Part-time Programmes	1,825	11,355
Total: All Programmes	3,057	22,382

7. Finance

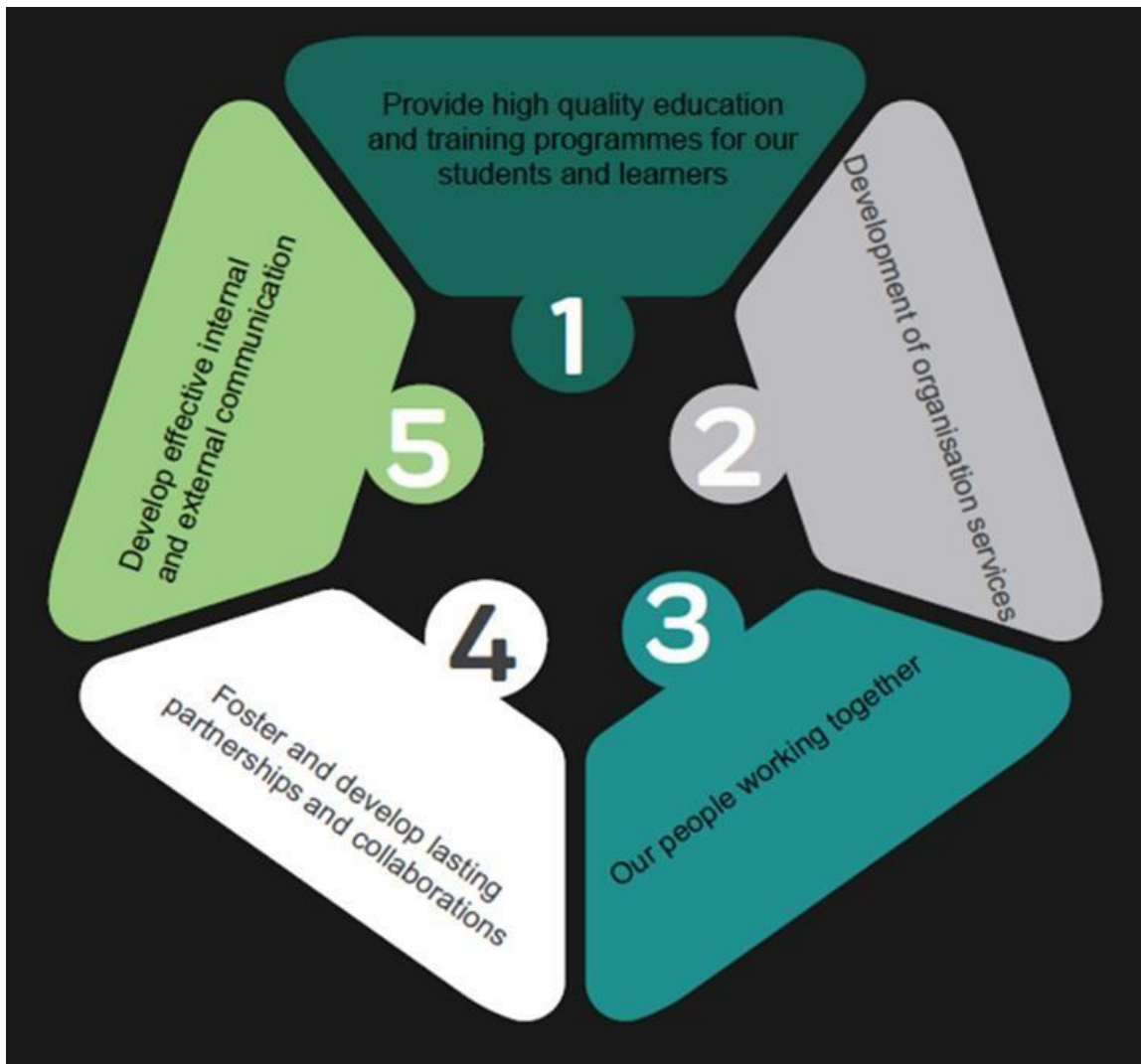
Note re: Financial Statements:

The Annual Financial Statement for the year ended on 31st December 2022 is subject to audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of the Annual Report 2022. WWETB will publish the audited financial statements within one month of receipt of the approval notification to publish from the Department of Education.

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

- Non Salary-related fees paid in respect of Committee members if any;
- Salaries and short-term employee benefits;
- Post-employment benefits if any;
- Termination benefits if any;
- Key management compensation;
- 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 above this; and
- Overall figure for employer pension contributions if any.

8. Implementation of Strategic Goals – 2022



WWETB Strategic Goals

Implementation 2022

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"> - Magenta principles CPD to continue remotely. Focus on development of a core team of Magenta Lead practitioners. Participants will be invited to contribute lessons to the Magenta Digital Hub. Continued collaboration with the Digital Learning Team. Remote Magenta Team meetings with Education Coordinator for each school. - SNA training needs to be reviewed. - Infrastructural projects progressed on a number of major school projects, including new post-primary school in Wexford town, Bridgetown College, Bunclody Vocational College, St Declan's Kilmacthomas, Meánscoil San Nioclás, St. Pauls Waterford, Coláiste Abbáin, Kennedy College and Coláiste an Átha. - Progress the partnership with Wexford County Council to relocate Shielbaggan OETC to Carrigfoyle Lake at Forth Mountain, Wexford. 	<ul style="list-style-type: none"> - All eligible schools (11 out of 12) were represented in the core Lead Magenta Practitioner Team and attended 2 in person sessions with Mike Hughes in autumn 2022. Increase in the sharing and uploading of resources on the relevant platforms. - Special Needs Assistants (SNA)s in schools engaged in 30 hours CPD for AY21/22. - A large number of Ukrainian students were welcomed to WWETB schools from March of 2022. - Coláiste an Átha – Permanent Accommodation request submitted to DoE. - Coláiste Abbáin – Pre-approval received from DoE for permanent extension. Modular building approved as interim solution. Design team and contractors appointed for delivery September 2023. - Bridgetown College – Major project progressing through Departmental approval process to Stage 2a. - Bunclody Vocational College - Major project progressing through Departmental approval process to Stage 2a – interim (Modular) accommodation installed to facilitate the building process. - Coláiste Dún Garbháin/Dungarvan College - Additional Accommodation project progressed. - Kennedy College – Pre-approval received from DoE for additional accommodation. - Meánscoil San Nioclás – Additional accommodation project at Stage 1b - St Declan's Community College – Permanent accommodation request has received pre-approval - DoE to carry out a desktop site review. Additional accommodation will be delivered as modular project in 2023.

	<ul style="list-style-type: none"> - Delivery of a new training kitchen in FETC Bunclody. - Additional devices to be made available to learners where requested. - WWETB workplan to be developed by FET Access and Inclusion officer in consultation with internal and external stakeholders. - Continue to support the Irish-language ethos of Meánscoil San Nioclás and its participation in the Gaeltacht School Recognition Scheme. 	<ul style="list-style-type: none"> - St Paul's Community College – Permanent accommodation request has received pre-approval – Modular accommodation has been approved in the interim for completion in Autumn 2023. Design team and contractors have been appointed. - Selskar College – Modular accommodation approved for completion in September 2023 – Major project for new 1,000 student school at Stage 1 review has been completed. Awaiting outcome of DoE decision as to how to proceed. - Kilnamanagh CNS – Additional accommodation under construction for completion in summer 2023. - Allied Hub – Wexford College of Further Education and Training – work commenced on the refurbishment of the building and is due to be completed in Q2 2023 - Techniform – Extension to Waterford Training Centre – Work commenced on the refurbishment of the building and is due to be completed on a phased basis with phase 1 completed in summer 2023 and the project completed in Spring 2024. - Bunclody Food Hub – Work ongoing on the provision of the new kitchen facility which is due to be completed in Spring 2023 - Tramore Adult Education Centre – Additional accommodation has been leased to provide for an expanded service in 2023. - Support for the Irish-language ethos of Meánscoil San Nioclás and its participation in the Gaeltacht School Recognition Scheme. - Fitout of kitchen in Bunclody nearing completion.
Provide a broad-based curriculum	<ul style="list-style-type: none"> - Promotion of the National Biodiversity Centre modules as potential short courses - Survey of short courses that are currently on offer in our schools 	<ul style="list-style-type: none"> - Courses were rolled out to all Youthreach Centres and Schools and training was provided to teachers and tutors.
Implement Quality Assurance systems	<ul style="list-style-type: none"> - Nominate a teacher representative from a WWETB school to ETBI committee for Patron's Short Course. 	<ul style="list-style-type: none"> - Teacher representative nominated from a WWETB school to ETBI committee for Patron's Short Course. - Nominated teacher attended meetings with ETBI and engaged with Ethos Community of Practice. - Information provided to school principals on the ETBI resource on

	<ul style="list-style-type: none"> - Provide BOM training on Teaching and Learning. - Implementation of the actions arising from the QQI Institutional Review that took place during 2021. Recommendations reviewed and implementation plan prepared. 	<p>Teaching & Learning for Boards of Management.</p> <ul style="list-style-type: none"> - Action Plan drafted comprising of actions from the WWETB Self-Evaluation Report, External Review Panel recommendations and any outstanding Quality Improvement Plan Items. Action plan included a risk register to enable prioritising and planning of actions.
Support students/learners at risk of educational disadvantage in line with current national policy	<ul style="list-style-type: none"> - DEIS schools plan and deliver supports in accordance with DEIS framework. All schools will provide supports insofar as resources allow. - Workplan to be developed by FET Access and Inclusion Officer in consultation with stakeholders. 	<ul style="list-style-type: none"> - Schools continued to work towards targets as outlined in their DEIS/SIP plans. DEIS plans monitored and reviewed as necessary. - Access and Inclusion work plan in development identifying actions and outcomes under Access & Inclusion Office. This supports the overall work of Academic Support under Learner Supports.
Provide guidance and counselling services	<ul style="list-style-type: none"> - Continued engagement with guidance counsellors Community of Practice. - Additional Guidance provision to support work of TUSLA in the Southeast. 	<ul style="list-style-type: none"> - Online interaction continued in 2022 with face-to-face moved to 2023. - Service to Business Senior Training Advisor attend quarterly school meetings of Guidance Counsellors Community of Practice. - Provision of Guidance Counsellor from TUSLA on a pilot basis from February 2022 and is ongoing. This Guidance Counsellor works with the WW Aftercare Service and provides guidance counselling to care experienced young people. He has a base at New Ross FETC but has access to all of our FET Centres to meet the young people. - The Adult Guidance Team across Waterford and Wexford embedded in the FET community and continues to offer signposting to learners.
Provide high quality learning/training facilities	<ul style="list-style-type: none"> - Infrastructural projects progressed on a number of major school projects, including new post-primary school in Wexford town, Bridgetown College, Bunclody Vocational College, St Declan's Kilmachthomas, Meánscoil San Nioclás, St. Pauls Waterford, Coláiste Abbáin, Kennedy 	<ul style="list-style-type: none"> - Coláiste an Átha – Permanent Accommodation request submitted to DoE. - Coláiste Abbáin – Pre-approval received from DoE for permanent extension. Modular building approved as interim solution. Design team and contractors appointed for delivery September 2023. - Bridgetown College – Major project progressing through Departmental approval process to Stage 2a. - Bunclody Vocational College - Major project progressing through Departmental approval process to Stage 2a – interim (Modular)

	<p>College and Coláiste an Átha</p> <ul style="list-style-type: none"> - Progress the partnership with Wexford County Council to relocate Shielbaggan OETC to Carrigfoyle Lake at Forth Mountain, Wexford. - Delivery of a new training kitchen in the Further Education and Training Centre in Bunclody. - Gorey Youthreach facility to be completed. 	<p>accommodation installed to facilitate the building process.</p> <ul style="list-style-type: none"> - Coláiste Dún Garbháin/Dungarvan College - Additional Accommodation project progressed. - Kennedy College – Pre-approval received from DoE for additional accommodation - Meánscoil San Nioclás – Additional accommodation project at Stage 1b - St Declan's Community College – Permanent accommodation request has received pre-approval - DoE to carry out a desktop site review. Additional accommodation will be delivered as modular project in 2023. - St Paul's Community College – Permanent accommodation request has received pre-approval – Modular accommodation has been approved in the interim for completion in Autumn 2023. Design team and contractors have been appointed. - Selskar College – Modular accommodation approved for completion in September 2023 - Major project for new 1000 student school at Stage 1 review has been completed. Awaiting outcome of DoE decision as to how to proceed. - Kilnamanagh CNS – Additional accommodation under construction for completion in summer 2023. - Allied Hub – Wexford College of Further Education and Training – work commenced on the refurbishment of the building and is due to be completed in Q2 2023 - Techniform – Extension to Waterford Training Centre – Work commenced on the refurbishment of the building and is due to be completed on a phased basis with phase 1 completed in summer 2023 and the project completed in Spring 2024. - Bunclody Food Hub – Work ongoing on the provision of the new kitchen facility which is due to be completed in Spring 2023 - Tramore Adult Education Centre – Additional accommodation has been leased to provide for an expanded service in 2023.
Promote and develop outdoor education	<ul style="list-style-type: none"> - Progress the partnership with Wexford County Council to relocate Shielbaggan Outdoor Education and Training Centre at 	<ul style="list-style-type: none"> - Ongoing discussions regarding relocation of Shielbaggan OETC and development of Boathouse facility at Forth Mountain.

	Forth Mountain, Wexford.	
Plan for changing demographics	<ul style="list-style-type: none"> - Continue to engage with Dept. of Education on additional permanent accommodation requirements for schools as identified in demographic analysis and/or building deficits. - New post-primary school in Wexford to cater for demand. - Proposal to extend St. Paul's Waterford to a 1000 student school. - Extension for Coláiste Ábbain to cater for increased enrolments. - Extension for St. Declan's, Kilmacthomas to cater for increasing enrolments. 	<ul style="list-style-type: none"> - Temporary accommodation approved with view to following up with applications for permanent accommodation to cater for projected increased enrolments for all 3 schools. - Regular communication with DoE regarding infrastructural projects.
Engage effectively with employers	<ul style="list-style-type: none"> - Increase number of Phase 2 apprentices in WWETB centres with the addition of (3 additional courses, following consultation) 	<ul style="list-style-type: none"> - Significant increases in Phase 2 apprenticeship, with the continuation of the emergency response and planning for 20 new courses between Wexford College of FET and the Waterford Training Centre extension.
Provide and develop traineeship and apprenticeship programmes	<ul style="list-style-type: none"> - Hairdressing apprenticeship to commence in Enniscorthy Community College 	<ul style="list-style-type: none"> - Hairdressing apprenticeship commenced in Enniscorthy Community College.
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. - Child safeguarding inspections – assisting in monitoring the process in schools. - Child Protection Oversight Report Training for Boards of Management completed by school principals. - Review of Child protection practices in FET centres - Adult Safeguarding procedures 	<ul style="list-style-type: none"> - Annual review and audit of child safeguarding statement and associated risk assessments carried out. - Child safeguarding inspections – continued assistance in monitoring the process in schools. - Child Protection Oversight Report Training for Boards of Management to be done by schools principals using ETBI resource provided to schools. - Maintaining standards that are in place. Safeguarding inspections undertaken. Child Protection Oversight Report Training for Boards of Management completed. - FET Child protection coordinator put in place to work with centres on centre-based risk assessment and review.

	implemented across WWETB	
Priorities STEM/STEAM in schools	<ul style="list-style-type: none"> - WWETB will continue to partner with Wexford County Council in the WEXSCI Science Week festival. - Post Primary science journal developed which will contain projects funded as part of the WEXSCI festival in 2020 and 2021. - Engagement with the FabLab in Enniscorthy and New Ross will continue with both primary and post primary schools. - WWETB working with the National Biodiversity Data Centre to develop modules for Youthreach and post primary schools on data collection and identification in a seashore and hedgerow habitat. - WWETB Science Research Grant established - WWETB continue to partner with the National Biodiversity Data Centre in the roll out of the All-Ireland Pollinator plan. - WWETB will partner with CALMAST for Science Week 2022 - WWETB is committed to supporting the work of CALMAST in the development of a hub and cluster model for STEM engagement across the South East. 	<ul style="list-style-type: none"> - Science Week festival was led out in both Waterford and Wexford by CALMAST. Programmes took place across our schools and FET Centres throughout Science week. - WWETB Science Research Grant took place as part of Science Week. - New Ross FABLAB involved in Science Week. New Ross FABLAB has strong links with Kennedy College and provided taster workshops to transition year students. - Continued promotion of modules across schools and centres. - Science Research Grants were awarded again in 2022 (4 schools, an increase on the previous year). - WWETB produced the Post Primary Science Journal. - Youthreach Dungarvan developed modules with National Biodiversity Data Centre. - Services to business Route 1 dispersed skills to advance course in New Ross.
Provide high quality ICT learning supports in schools/centres	<ul style="list-style-type: none"> - Development and implementation of ICT strategy for the organisation. - Review and update of TEL strategy as part of ICT Strategy for WWETB. 	<ul style="list-style-type: none"> - IT Strategy developed as part of overall Strategy Statement 2023-2027. - Development of Virtual Reality for aspects of healthcare began in September 2022.

Goal 2: Staff Support		
Priority	Action	Outcome
Recruitment and retention of staff	<ul style="list-style-type: none"> - New HR structure in place in 2022, including Recruitment and Onboarding team, with two team leads and dedicated recruiters. - Support the design and roll-out of the new re-Recruitment system, for implementation in WWETB with the transition to Payroll shared services. - Induction programme for WWETB developed and implemented. - WWETB will continue to ensure that all of the recruitment processes for Meánscoil San Nioclás are completed through the medium of Irish; application forms, Interview documentation, interview panels and follow up letters of offer/refusal are all provided in Irish. 	<ul style="list-style-type: none"> - Restructured HR team in place, recruitment and onboarding team in place (with one Team Lead). New Assistant Principal Officer post in place with responsibility for HR Operations. - New FET Manager Coordinator Induction programme successfully rolled out.
Support staff in ongoing professional development	<ul style="list-style-type: none"> - PLD policy in place for all staff. - Learning contract for PLD implemented - signed agreement in place between the staff member and the organisation. - Applications processed for fee refunds. 	<ul style="list-style-type: none"> - Professional Learning and Development Policy and procedures in place - 2022/2023 applications processed for fee refunds. - Professional Learning and Development learning contracts in place.
Support and develop high quality leadership in the ETB	<ul style="list-style-type: none"> - Continue the Supporting School Leadership Programme. 	<ul style="list-style-type: none"> - All school Senior Leadership Teams completed the programme. - Establishment and roll-out of the leadership programme for Middle Leaders - Participation of WWETB middle leaders in the inaugural ETBI Summer School for Middle Leaders in University of Limerick, June 2022.
Promote awareness of health and safety	<ul style="list-style-type: none"> - Health and Safety programme in place for Schools and FET Centres audits, beginning in 2022, 	<ul style="list-style-type: none"> - Risk Management training completed for teachers of practical subjects. - Training in First Aid Response and Fire Safety Warden Training organised and delivered.

	<p>including process agreed between Buildings, H&S teams and SMT with regard to follow up on audit recommendations and Health and Safety concerns.</p> <ul style="list-style-type: none"> - FAR, Safety Warden, Lead Worker Representative and Safe Operating Procedures training in place. - Risk Registers completed for practical rooms in Schools. - Development of new Health and Safety templates for use by Managers, including Accident Report form, recording of Near Accidents and Misses - Site-specific H&S Committees in place. 	
Provide a positive and supportive work environment	<ul style="list-style-type: none"> - Development of Wellbeing programme for staff 	<ul style="list-style-type: none"> - Employee Assistance Programme promoted to staff. - Health and Wellbeing a core goal in new Strategy Statement and workshops undertaken to define scope of work.
Support staff wellbeing	<ul style="list-style-type: none"> - Safety, Health and Welfare Committee in Head Office, Ardavan, 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 identification of champions at various locations). 	<ul style="list-style-type: none"> - A number of initiatives piloted among staff at Head Office to gauge interest, including social events.
Goal 3: Governance		
Priority	Action	Outcome
Attendance Rates at Board meetings	<ul style="list-style-type: none"> - Re-emphasise the requirement for attendance at all board meetings as per 	<ul style="list-style-type: none"> - Attendance requirement emphasised at all Board meetings.

	the Code of Practice for Governance of ETBs	
Board Self Assessments	- Self-assessment questionnaire carried out, using the questionnaire included in the Code of Practice, to identify areas where improvements are required	- Self-Assessment questionnaire completed and any areas for improvement identified.
Financial expertise on audit and finance committees	- Appointments to audit and finance committees made by the board in consultation with committee chairs. External members of committees selected in order to bring the required audit and financial skills and experience to the role.	- New members joined Finance Committee.
Board appraisal of work carried out by Finance and Audit & Risk Committees	- Board members provided with written reports on the work carried out by finance and audit & risk committees as required under the Code of Practice for Governance of ETBs.	- Board members provided with written reports from the Chairs of Finance and Audit and Risk Committees.
Self-Assessment by Finance and Audit & Risk Committees	- Self-assessment exercise completed annually by the Audit and Risk Committee and the Finance Committee as required under the Code of Practice for the Governance of ETBs.	- Self-Assessment exercise completed by Audit and Risk and Finance Committees.
Staff Development	<ul style="list-style-type: none"> - Appointment of Finance Manager as the training manager for Finance team - Training needs analysis in financial management carried out on an annual basis <p>Training programme on financial management developed and implemented.</p>	<ul style="list-style-type: none"> - Finance Manager designated as training manager for Finance team. - Training needs analysis undertaken, in particular with regard to transition to payroll shared services and onboarding of new staff. - Support for the Irish language ethos of Meánscoil San Níoclás and its participation in the Gaeltacht School Recognition Scheme.

	<ul style="list-style-type: none"> - Following the successful completion of Gaelchultúr courses, level 4-6, by 4 members of WWETB's senior management team this course will now be made available to additional staff members. - WWETB will continue to support teaching staff in Meánscoil San Nioclás by providing financial support for pursuit of courses pertinent to teaching subjects through Irish. 	
Departmental reporting deadlines	<ul style="list-style-type: none"> - Reporting deadlines set by the Department adhered to. 	<ul style="list-style-type: none"> - Reporting deadlines achieved.
Risk Management Policy	<ul style="list-style-type: none"> - Process designed to identify and address significant risks involved in achieving an entity's outcomes. The Board supported by the Audit and Risk Committee in this regard. 	<ul style="list-style-type: none"> - Risk Registers in place and reviewed routinely by the Audit and Risk Committee. Report issued by Audit and Risk Committee to Board following each Audit and Risk Committee meeting.
Internal Controls	<ul style="list-style-type: none"> - Adequate assurance that specified controls are operating as intended received by the Board. 	<ul style="list-style-type: none"> - Statement on Internal Controls signed by all Managers and issued to the Board.
Develop organisational structures and systems to meet the changing needs of the organisation	<ul style="list-style-type: none"> - Work with the Dept. of Education to identify appropriate organisation structures for WWETB to meet the changing needs of the organisation. 	<ul style="list-style-type: none"> - Restructuring of the HR Department completed prior to the implementation of Payroll Shared Services.
Effectively manage finances and risk	<ul style="list-style-type: none"> - Implement risk management systems and financial management systems as per Code of Practice for the Governance and ETBs and as per agreement with the Dept. of Education 	<ul style="list-style-type: none"> - Risk Management Business Plan and policy in place. - Risk Registers in place.
Efficiently use resources	<ul style="list-style-type: none"> - Development of frameworks for ensuring efficiency with regard to 	<ul style="list-style-type: none"> - Corporate Procurement Plan in place.

	procuring of goods and services.	
Communicate effectively	<ul style="list-style-type: none"> - Develop communications strategy and associated work programme for WWETB, in line with organisation's strategy 2023-2027. - Continue to promote the use of Irish in communications, in particular with Meánscoil San Nioclás 	<ul style="list-style-type: none"> - Communications and Marketing Strategy developed as part of development of overall Statement of Strategy 2023-2027.
Develop Service Level agreements with external stakeholders	<ul style="list-style-type: none"> - Develop MOU with Wexford County Council in respect of the interim phase of OETC's move to Forth Mountain and development of facilities at the new location. 	<ul style="list-style-type: none"> - MOU signed between HPBA and UNECE.
Ensure effective data protection	<ul style="list-style-type: none"> - Refresher training on GDPR for schools and centres. 	<ul style="list-style-type: none"> - Data Protection policy and procedures in place.
Engage effectively with stakeholders and develop partnerships	<ul style="list-style-type: none"> - Continue to engage with Third Level institutions in relation to progression opportunities for WWETB learners. - Engage with WIT to encourage possible offering of courses to facilitate the training of post-primary qualified teachers. 	<ul style="list-style-type: none"> - Work continued on the development of a progression Agreement with SETU. This will be completed in 2023. - SETU engaging with relevant bodies on the provision of training for post-primary qualified teachers. WWETB continue to support this process. - Development of a progression Agreement with SETU to be completed in 2023. - WWETB supported SETU process to engage with relevant bodies on the provision of training for post-primary qualified teachers. - CE member of SETU Governing Authority since its inception on 1 May 2022. - Presentation made to IBEC Steering Committee re. Strategy Statement, with particular focus on support for skills training.
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 	<ul style="list-style-type: none"> - Corporate Procurement Plan in place for 2022 and Multi-Annual Procurement Planning (MAPP) prepared and submitted to the Office of Government Procurement. - Regular engagement and training with staff with regard to P2P for ordering and payment of suppliers.

	procurement practices.	
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. - Re-emphasise the requirement for attendance at all board meetings as per the Code of Practice for Governance of ETBs. - Adherence to reporting deadlines set by the Dept. of Education. 	<ul style="list-style-type: none"> - Training for Board, Audit and Risk Committee and Finance Committee scheduled for early 2023. - Board members regularly reminded about attendance at all Board meetings. Hybrid meetings arranged to facilitate those who could not attend face-to-face meeting on occasion. - Reporting deadlines achieved.
Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary schools 2017	<ul style="list-style-type: none"> - Ensure that schools are aware of revised template forms for Child Protection procedures to be used from end January 2022. 	<ul style="list-style-type: none"> - School principals were provided with same.
Goal 4: Protection Programmes		
Priority	Action	Outcome
Assist the DE, 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"> - Appropriate management structure in place in EROC centre. 	<ul style="list-style-type: none"> - Communicated concerns to DoE regarding gap in management structure. DoE Inspection took place in June 2022 where findings and recommendations confirmed concerns raised. No additional resources provided. Some adjustments made locally in so far as resources allow. - Ongoing discussion with the DoE regarding the future of the EROC Primary classrooms. - EROC Adult English and Orientation Programme continues to be managed by FET.

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		2022 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"> - Continuing Professional Development for teachers through the provision of the Magenta Principles programme, delivered remotely with a move to in-person training in late 2022. Additional bespoke training provided for 'Magenta Lead Practitioner' in each school. Further development of a Digital Magenta Hub of resources. Each school set up with Magenta Teaching and Learning Team on MS Teams. - Continued roll out of the National Biodiversity Data Centre modules on 1) Citizen Science Explore shore and 2) Hedgerows for Leaving Cert Biology Ecology. - Ethos Coordinator presented to relevant Communities of Practice such as Guidance Counsellors and Special Education Needs Coordinators. - Coordinated a <i>Celebrating Core Values</i> week in WWETB post-primary schools and Kilnamanagh Community National School. - Increased use of Core Values hashtags on all Social Media pages. Core values embedded across other school initiatives such as competitions and events. - Universal Design for Learning rolled out and mandatory for all Adult Literacy Tutors. - WWETB's Teaching, Learning and Assessment Network established. The network comprises of a number of Practitioners representing provision types, key functions associated with FET provision such as; Digital Learning, PLD, Access and Inclusion,

		IT systems and also the FET Management Team. The WWETB Teaching, Learning & Assessment Network has been established as a response to the challenge of enhancing the quality of teaching, learning and assessment within further education and training provision, supporting innovative approaches to same, and to actively promote and support a culture of collaboration, communities of practice, and active professional development.
1.1.2	Support good practice in teaching and learning in all our colleges and centres through continuing professional development (CPD).	- Magenta Principles Continuing Professional Development continued as a blended model. Participants contributed lessons to the Magenta Digital Hub. Continued collaboration with the Digital Learning Team. Magenta Team meetings with Education Coordinator for some schools. Development of Resource posters for use in schools.
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"> - The following Communities of Practice continued to operate remotely and, in some cases, in person. <ul style="list-style-type: none"> ➤ Special Education Needs Coordinator's ➤ Guidance Counsellors ➤ Science Teachers ➤ Home Economics Teachers ➤ Art Teachers ➤ PE Teachers ➤ Lead Magenta Practitioners ➤ Transition Year Coordinators ➤ LCA Coordinators - Pilot schools (St. Paul's CC and Coláiste an Átha) took part in ETBI's Inclusion Coach/Provision Mapping Initiative - Established MS Team group for English as an Additional Language (EAL) teachers. - Tutor Teams set up on Office 365 for both Adult Literacy and ESOL practitioners for sharing resources and best practice.
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"> - Science Week Festival was led out in both Waterford and Wexford by CALMAST. - Programmes took place across our schools and FET Centres throughout the week. - WWETB Science Research Grant took place as part of Science Week. - Roll out of the National Biodiversity Data Centre modules on 1) Citizen Science Explore shore and 2)

		<p>Hedgerows for Leaving Cert Biology Ecology</p> <ul style="list-style-type: none"> - Availability of Science Research Grant for Schools continues.
1.1.7	<p>Provide high quality, modern and fit for purpose facilities for students, learners and staff, thereby maximising resources and supporting progression opportunities.</p>	<ul style="list-style-type: none"> - Coláiste an Átha – Permanent Accommodation request submitted to DoE. - Coláiste Abbáin – Pre-approval received from DoE for permanent extension. Modular building approved as interim solution. Design team and contractors appointed for delivery September 2023. - Bridgetown College – Major project progressing through Departmental approval process to Stage 2a - Bunclody Vocational College - Major project progressing through Departmental approval process to Stage 2a – interim (Modular) accommodation installed to facilitate the building process. - Coláiste Dún Garbháin/Dungarvan College - Additional Accommodation project progressed. - Kennedy College – Pre-approval received from DoE for additional accommodation. - Meánscoil San Nioclás – Additional accommodation project at Stage 1b. - St Declan's Community College – Permanent accommodation request has received pre-approval - DoE to carry out a desktop site review. Additional accommodation will be delivered as modular project in 2023. - St Paul's Community College – Permanent accommodation request has received pre-approval – Modular accommodation has been approved in the interim for completion in Autumn 2023. Design team and contractors have been appointed. - Selskar College – Modular accommodation approved for completion in September 2023 - Major project for new 1000 student school at Stage 1 review has been completed. Awaiting outcome of DoE decision as to how to proceed. - Kilnarnagh CNS – Additional accommodation under construction for completion in summer 2023. - Allied Hub – Wexford College of Further Education and Training – work commenced on the refurbishment of the building and is due to be completed in Q2 2023 - Techniform – Extension to Waterford Training Centre – Work commenced

		<p>on the refurbishment of the building and is due to be completed on a phased basis with phase 1 completed in summer 2023 and the project completed in Spring 2024.</p> <ul style="list-style-type: none"> - Bunclody Food Hub – Work ongoing on the provision of the new kitchen facility which is due to be completed in Spring 2023 - Tramore Adult Education Centre – Additional accommodation has been leased to provide for an expanded service in 2023. - Identified premises for FabLAB in Lismore, Waterford and made application for sanction to agree lease.
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"> - Work is ongoing to maintain, safeguard and improve the quality security and integrity of our IT networks and infrastructure in support of quality education delivery. - High level IT Strategy developed in 2022 in line with Strategy Statement 2023-2027.

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

	Strategic Actions	2022 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"> - Lease agreed and fit-out underway for College of the Future model in Wexford town. Expect completion in summer 2023. - Continued collaboration between Special Education Needs Coordinator Community of Practice and Digital Learning Team to remain up to date on accessibility tools within the MS Office suite. Special Education Needs Coordinator team to disseminate information on same in their schools. Information and updates disseminated on accessibility tools available to schools, including through the Digital Learning Newsletter. - Investigated the options for students aged 12-14 who have disengaged from school. Pilot project planned to open in Wexford town in 2022, however, funding not approved by DoE and DFHERIS. - Engaged with external agencies regarding Emotionally Based School Avoidance -EBSA - Continued work with WLD on a tracking programme for students in the Enniscorthy area called Elevate. Director of Schools continues to chair this group. - Review of SNA and SENCO CPD Needs. Sourced and/or delivered CPD specific to the needs of this group and to the benefit of the learners in their care. - Access and inclusion officer in place. - Reasonable Accommodation Policy for Learners with a Disability and the funding for Part-time (and programmes that do not qualify for national FSD fund) is in place.
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"> - Significant growth in apprenticeship provision, Services to Business supporting employers and apprentices in this growth from 25 to 67 Statutory apprenticeships. - Building developments began in both Waterford and Wexford towards the end of 2022 which will result in an increase in the

		number of apprentices receiving training.
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"> - Staff involved in apprenticeships invited to give presentations to key groups such as Guidance Counsellors. - Senior Training Advisor and Education Coordinator continued to liaise to create further collaborative opportunities. - Services to Business senior training advisors aligned to every post primary school and FET centre across Waterford and Wexford.
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"> - Work began in 2022 on the delivery of a virtual reality platform for healthcare to enhance our offerings. - Virtual reality was integrated into the NZEB retrofit course and quality assured by City & Guilds. - Work began on the provision of a FabLab in West Waterford. - Central support provided to schools to support teachers to maximise their use of available technical resources.
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 (RP) approach implemented across a number of WWETB schools. Further Continuing Professional Development options were provided, including a new online course through the Wexford Restorative Practices Partnership.
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 Special Education Needs Coordinators as they continue to implement the Guidelines for Post-Primary Schools – Supporting Students with Special Educational Needs in Mainstream Schools. Support for those having SEN inspections and reviewing recommendations of same. - Work ongoing with Special Education Needs Coordinators and schools to support increased access to Special Education Needs facilities in Kennedy College, Creagh College and Coláiste Abbáin. - Support provided around implementing recommendations made in Special Education Needs reports. - New Special Classes opened in Creagh College and Selskar College. Engaged with Special

		<p>Education Needs Coordinator and DoE regarding planning for Coláiste Abbáin provision.</p> <ul style="list-style-type: none"> - Education Coordinator undertook training as an Inclusion Coach with ETBI. Represents WWETB on the Inclusion Strategic Priority Group (ETBI). 2 pilot schools took part (Coláiste an Átha and St. Paul's Community College) - Learnings were disseminated to Special Education Needs Coordinator Community of Practice and Guidance Counsellors Group. - Access and Inclusion Officer (FET) in place for FET programmes. This is a policy, procedure development and advisory role - Development has begun on WWETB structure for all student supports across FET under 3 headings. - Disability Supports - Academic Supports - Health and Wellbeing - Internal Disability Funding for Reasonable Accommodations for students and Learners on FET programmes, who do not qualify for national funding under the Fund for Students with Disabilities. - Assessment of Need document has been standardised across FET. - Adult Literacy Service implementing National Adult Literacy Agency (NALA) guidelines on the inclusion of people with intellectual disabilities in adult literacy services. - Adult Literacy tutors provided support to apprentices and students and learners across FET programmes. - Adult Literacy Service partnering with Down Syndrome Ireland to deliver 'Latch-on' (Literacy and Technology course) in Wexford Town and Waterford City. - Adult Literacy Services developed 'Pathways Programme' and began piloting in Gorey from September 2022, with a view to mainstreaming across the services. This is a 2-year programme for young Adults with Autism Spectrum Disorder (ASD) or other forms of neurodiversity. The focus is on progression to
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		<p>employment, Further Education, volunteerism or greater community involvement.</p> <ul style="list-style-type: none"> - Apprenticeship Learning support unit in Waterford Training centre and planning for roll out in 2023 to new training facilities in both Waterford and Wexford.
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"> - Cross-college Whole School Inclusion Policy ratified in a number of WWETB schools. Additional support continued to be offered to those who have yet to ratify the policy. - Participation of 2 pilot schools in the Inclusion and Provision Mapping Initiative to ensure a whole school approach to provision. - Engagement around the development of the Human Rights and Equality Public Sector Duty.

Strategic Priority 1.3: Quality-assured provision with high levels of achievement and accreditation by learners

	Strategic Actions	2022 Outcomes
1.3.1	Continue to support colleges and centres in their efforts to develop highly effective practice, using Inspection Reports and School Self-Evaluation Reports, in conjunction with 'Looking at Our Schools 2016'.	<ul style="list-style-type: none"> - Support for managing teaching and learning through Covid-19 pandemic – creation of Covid-19 Managers and Principals/Deputy Principals groups to support response to the crisis and to keep staff up to date on all Covid-19 related matters. - Support schools to comply with alternate modes of assessment that may arise. - Pilot Schools in the Inclusion Coaching/Provision Mapping Initiative to be offered bespoke in-service to align their DEIS Plan with the School Self Evaluation and Provision Mapping process. - Regular meeting with Covid Managers, Principals and Deputy Principals throughout 2022.
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.	<ul style="list-style-type: none"> - Pilot Schools in the Inclusion Coaching/Provision Mapping Initiative offered bespoke in-service to align their DEIS plans with the School Self Evaluation and Provision Mapping process.
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"> - Continued/ongoing review full time PLC provision at individual school level. - Plan to relocate Selskar PLC programme to new Wexford College of Further Education and Training in Clonard, Wexford town.
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"> - WWETB Quality team supported course development, innovation, data analytics and quality assurance across all FET programmes.

Strategic Priority 1.4: Promote and establish links between formal and non-formal education

Strategic Actions		2022 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.	
1.4.2	Support the provision of other services in the areas of highest need, where limited services currently exist.	- Three reports published regarding cohort categorised as Not in Education, Employment or Training (NEETs) which will inform future work and the establishment of a Taskforce to support NEETs.
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.	- UBU Coordination Group in place.
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.	- Services to business senior training advisors aligned to every Post Primary school and FET centre in both Waterford and 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.	- WWETB schools continued to work closely with the Music Generation teams.
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.	-

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	2022 Outcomes
2.1.1	Following the restructuring of the executive support services function across the four amalgamated organisations, work to consolidate the present structure with staff in permanent approved roles, pending the approved revised organisation design by DoE.	<ul style="list-style-type: none"> - New HR structure in place. - Additional Project Management support provided by DoE on a contractual basis to support building and infrastructural projects.
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"> - High level IT Strategy developed in line with new Strategy Statement 2023-2027.
2.1.4	Carry out a 'Skills Needs Analysis' for functions within a modern, fit-for-purpose education and training organisation and develop a plan for continuous professional development (CPD) and capacity building.	<ul style="list-style-type: none"> - Budget assigned to Professional Learning and Development for all staff, in line with the agreed Professional Learning and Development policy and procedures.
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"> - Structure for FET in place. - Regular FET team meetings scheduled, supporting integration within the team.

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

Strategic Actions		2022 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"> - Training Centre staff & VTOS and Youthreach centre staff now on DCS. OETC staff also moved onto DCS. - P2P Phase II Roll-out including procurement and ordering modules fully completed. - Asset registers updated and processing towards online upload into the P2P system. - Transition to Learner Payment Shared Services for YouthReach/VTOS learners in Q1/Q2 2022 completed. - Supported rollout of Phase II of Part-Time Teacher Online Claim form process Q2 2022. - Preparation completed for Transition from SAP Payments/Budgeting to SUN in 2023.
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"> - Review and preparation of the budgeting approach for SAP budgeting to prepare for transition to SUN budgeting in 2023. - Preparation for Phase 2 roll out of DEPM automated reporting system for ESBS Shared Services – FET Dashboard to give managers live budget information and summary reporting.
2.2.3	Achieve integrated centralised budgeting across all financial programmes.	<ul style="list-style-type: none"> - SUN V6 Budget ledger went live in Q1 2021 which builds upon the work of prior years to enable schools and centres to monitor budgets on an accruals basis and obtain instant online reports. Schools/centres are now able to utilise these reports as they go live with P2P Phase II

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

Strategic Actions		2022 Outcomes
2.3.1	Continue to prioritise the work of implementing robust governance across the organisation to achieve compliance with DES CL 18/15 (Code of Practice for the Governance of ETBs) and to meet audit and reporting requirements (C&AG, internal audit etc.).	<ul style="list-style-type: none"> - Implementation of robust governance prioritised across all levels of WWETB. - Internal controls reviewed routinely - Audit and reporting requirements met - Audit Register in place
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"> - Governance training scheduled for early 2023.
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 in place. - Multi-annual procurement planning exercise completed.

Strategic Priority 2.4: Developing and implementing effective risk management structures

Strategic Actions		2022 Outcomes
2.4.1	Embed a culture of risk management within the organisation and establish a Risk Management Team with responsibility for developing the Risk Management Business Plan, risk management training initiatives, and managing and reporting against the corporate, colleges and FET Risk Registers.	<ul style="list-style-type: none"> - Risk Management Business Plan and policy in place. - Risk Registers in place.
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"> - MOU signed between High Performance Building Alliance and UNECE - Nationally agreed Agreement To Collaborate in place with Community Training Centres (CTCs).
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"> - Training scheduled routinely for staff in Health and Safety matters, including First Aid Response and Fire Warden training.

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

Strategic Actions	2022 Outcomes
<p>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.</p>	<ul style="list-style-type: none"> - Coláiste an Átha – Permanent Accommodation request submitted to DoE. - Coláiste Abbáin – Pre-approval received from DoE for permanent extension. Modular building approved as interim solution. Design team and contractors appointed for delivery September 2023. - Bridgetown College – Major project progressing through Departmental approval process to Stage 2a - Bunclody Vocational College - Major project progressing through Departmental approval process to Stage 2a – interim (Modular) accommodation installed to facilitate the building process. - Coláiste Dún Garbháin/Dungarvan College - Additional Accommodation project progressed. - Kennedy College – Pre-approval received from DoE for additional accommodation - Meánscoil San Nioclás – Additional accommodation project at Stage 1b - St Declan's Community College – Permanent accommodation request has received pre-approval - DoE to carry out a desktop site review. Additional accommodation will be delivered as modular project in 2023. - St Paul's Community College – Permanent accommodation request has received pre-approval – Modular accommodation has been approved in the interim for completion in Autumn 2023. Design team and contractors have been appointed. - Selskar College – Modular accommodation approved for completion in September 2023 - Major project for new 1,000 student school at Stage 1 review has been completed. Awaiting outcome of DoE decision as to how to proceed. - Kilnahanagh CNS – Additional accommodation under construction for completion in summer 2023.
<p>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.</p>	<ul style="list-style-type: none"> - Gorey Youthreach project has been completed. - Wexford College of Further Education and Training – work commenced on the refurbishment of the building and is due to be completed in Q2 2023 - Techniform – Extension to Waterford Training Centre – Work commenced on the refurbishment of the building and is due to

		<p>be completed on a phased basis with phase 1 completed in summer 2023 and the project completed in Spring 2024.</p> <ul style="list-style-type: none"> - Bunclody Food Hub – Work ongoing on the provision of the new kitchen facility which is due to be completed in Spring 2023 - Tramore Adult Education Centre – Additional accommodation has been leased to provide for an expanded service in 2023. - Identified premises for FabLAB in Lismore, Waterford and made application for sanction to agree lease.
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"> - Ongoing discussions with Wexford County Council regarding development of new Outdoor Education and Training Centre at Forth Mountain and development of associated Boathouse.
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"> - Support the participation of schools in ETBI's Take 1 Sustainable Development Programme. - Energy audits carried out on a sample of centres as an initial step. - The implementation of Managed Print significantly reduced paper consumption.

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		2022 Outcomes
3.1.1	Develop a CPD policy for the organisation which supports the professional development of staff in general, prioritises areas of greatest need and includes a template for individual training plans.	<ul style="list-style-type: none"> - Professional Learning and Development policy in place and implemented. - Budget assigned to Professional Learning and Development for all staff.
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"> - Continued development of the WWETB Deputy Principals forum. Enhanced use of Microsoft Team established for the Deputy Principals Forum. The deputy principals now meet twice per academic year in person. - Summer school for middle leaders in University of Limerick, June 2022. - Planning for CPD for AP1 post-holders in schools (for days in 2023) - Development of an appropriate model for champions of initiatives within schools. - Ongoing development of Communities of Practice. - Develop roles of senior management teams within schools. - Services to Business at planning stage in 2022 for implementation of an Erasmus project for 2023.
3.1.4	Promote the use of Department of Education 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"> - Continued engagement with the Teaching Council as research progresses, extended time frame due to Covid 19 pandemic. - Promotion of supports available through the Centre for School Leadership
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"> - Continued work of the WWETB Ethos Coordinator in promoting the Core Values of WWETB schools - Launch of the ETBI Patron's Framework in November 2022. - Staff Newsletter circulated routinely to all staff, with stories and information from Schools, Centres and Offices. - Customer Service Champion Award initiative for all staff.

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

Strategic Actions		2022 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"> - All recruitment practices reviewed, timely processes in place including advertising. - Initiatives implemented such as: <ul style="list-style-type: none"> ➢ Online Request to fill vacancy process. ➢ Updated recruitment tracker ➢ Updated documentation
3.2.2	Develop and maintain a 'real time' area-based substitute teacher panel.	<ul style="list-style-type: none"> - Real time panel for teachers now in place and can be assessed by managers and principals locally when the need arises.
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"> - Protocols developed for initial teacher recruitment interviewing including guidelines on constructing questions that reflect the competencies required and the core values of WWETB schools.

Strategic Priority 3.3: Promoting a culture of health and wellbeing among staff

Strategic Actions		2022 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 Programme across WWETB. - Local initiatives undertaken at School, Centre and Office level to support wellbeing of staff.
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 Programme across WWETB.
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"> - Human Rights and Equality Public Sector Duty implementation Team established with representation from OSD, FET and Schools - Access and Inclusion Officer (FET) completed the report on first phase of implementing the Human Rights and Equality Public Sector Duty.
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 planning routinely scheduled and available online for staff. - Annual Retirement Ceremony for retired 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"> - Planning began for In Harmony 2024. - Planning began for cross-college Rounders tournament for Spring 2023.

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		2022 Outcomes
4.1.1	Develop protocols to engage with government departments and agencies, local authorities, employer and employee representative bodies, trade unions and other stakeholders.	<ul style="list-style-type: none"> - WWETB is represented on many bodies including Local Community Development Committee, Sports Partnership, Children and Young People's Services Committee (CYPSC), Age Friendly Alliance, Wexford Restorative Practices Partnership, Child and Family Services Network, IBEC and Chambers across Waterford and Wexford. - Schools/Colleges represented on the Co. Wexford Education Committee, an education initiative led by Wexford Local Development. The Director of Schools chairs the Elevate Project Committee.

Strategic Priority 4.2: Effective collaboration with statutory bodies and agencies

Strategic Actions		2022 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"> - WWETB continued to lead out on the NZEB training for the construction sector. In addition, through its partnership with Wexford County Council, WWETB collaborated with UNECE as members of the Network of Centres of Excellence. - Members of the Regional Skills Forum.
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"> - Regular meetings with local authorities in both counties. - Submissions made to the development of the LECP in both counties. - Members of LCDC in both counties - Members of the Regional Skills Forum
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"> - Members of the Regional Skills Forum. - Members of LCDC in both counties. - Represented on the regional Board IBEC. - Ongoing collaboration with relevant forums. - ALL Regional Literacy Co-ordinator appointed October 2022. Regional Literacy Coalitions are being established.
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"> - Regular meetings to explore opportunities to work together on course provision. - Joint course took place in 2022 between IT Carlow and WWETB on upskilling operator in 3D printing and CNC. - Enhanced collaboration between WWETB and SETU regarding teaching training. - Increased collaboration with SETU and the Tertiary Education System.

Strategic Priority 4.3: Effective collaboration with community and business interests

Strategic Actions		2022 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"> - Continued promotion and awareness raising of the Community National School model. - Promotion of Kilnarnagh Community National School in local media/on social media platforms
4.3.3	Establish a WWETB Parents' Forum and a Parents' Council in each WWETB college. Encourage parents/guardians to participate in relevant college activities and to integrate into the college community.	<ul style="list-style-type: none"> - Adult Literacy Services engagement with colleges offering Family Learning programmes for parents and guardians.
4.3.4	Explore opportunities for colleges to support their local communities through the utilisation of college buildings and facilities out of hours (e.g. for homework clubs, parent groups etc.).	<ul style="list-style-type: none"> - St. Paul's Community College hub for Music Generation Waterford. - Bunclody Vocational College hub for Music Generation Wexford.
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 a member of IBEC and Chamber of Commerce across the two counties. - Service to Business Unit ongoing engagement with business and industry groups. - Skills for Work programme delivered through Adult Literacy Services.

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		2022 Outcomes
5.1.1	Implement a communications structure including a steering group and a communications coordinator that will support the communications strategy.	<ul style="list-style-type: none"> - Communications Steering Group in place with regular meetings. - Communications team in place.
5.1.2	Provide the necessary resources to support the communications strategy, including training and financial support.	<ul style="list-style-type: none"> - Communications and Marketing budget assigned.
5.1.3	Develop an Annual Communications Plan linked to the strategic objectives.	<ul style="list-style-type: none"> - Annual Communications Plan in place.
5.1.4	Develop mechanisms for inviting and responding to feedback from learners, staff and external stakeholders.	<ul style="list-style-type: none"> - WWETB Learner Voice Group established. - Aontas Learner Forum facilitated.
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.	<ul style="list-style-type: none"> - Development of new WWETB website, to be launched in 2023.
5.1.6	Use appropriate and innovative technologies, including social media for effective and rapid communication.	<ul style="list-style-type: none"> - LinkedIn training for FET management team completed.

Strategic Priority 5.2: To develop more effective internal communications mechanisms

Strategic Actions		2022 Outcomes
5.2.1	Develop an intranet site for staff information and knowledge sharing.	<ul style="list-style-type: none"> - Intranet site developed for all staff. Content creators identified for intranet pages.
5.2.5	Foster a strong sense of community among staff who work within WWETB.	<ul style="list-style-type: none"> - Culture of collaboration fostered through the Communities of Practice - Continued regular meetings for Communities of Practice and Principals and Deputy Principals briefings - Staff WWETB Newsletter circulated routinely to all staff. - Regular FET Forum meetings - Preparation for celebration of first 'ETB Day' in Qtr 1 of 2023. - Customer Service Champion Awards
5.2.6	Foster the idea of community among learners, most especially our adult learners who are involved in small class groups.	<ul style="list-style-type: none"> - Continued promotion of the ETBI Core Value of <i>Community</i> across all WWETB schools through the roll-out of the Patron's framework - WWETB Celebration of Core Values Week 2022 - Access and Inclusion Diversity Calendar developed highlighting significant days and opportunities for celebration. Available on Staff Hub - NALA Student Development Days Funding for end of year Literacy services outings and events bringing all Literacy learners together - Celebrating Aontas Adult Learners week across FET centres, coffee mornings, events, celebrations

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

Strategic Actions		2022 Outcomes
5.3.2	Develop a complete list of all courses on offer and ensure it is updated as necessary and easily accessible online.	- All WWETB courses on FETCH.

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

Strategic Actions		2022 Outcomes
5.4.2	Deliver a strong brand identity for the organisation, backed up by a set of brand guidelines.	<ul style="list-style-type: none">- Brand guidelines developed and disseminated to managers across WWETB.- External signage project undertaken, to upgrade all School signage.

Implementation Appendix 1: Acronyms

BOM: Board of Management
BTEI: Back to Education Initiative
CNS: Community National School
CPD: Continual Professional Development
CPOR: Child Protection Oversight Report
CPP: Corporate Procurement Plan
CTC's: Community Training Centres
CYPSC: Children and Young People's Services Committees
DCEDIY: Department of Children, Equality, Disability, Integration and Youth
DCU: Dublin City University
DEIS: Delivering equality of opportunity in schools
EROC: Emergency Reception and Orientation Centre
ESF: European Social Fund
ESOL: English for Speakers of Another Language
FAR: Funding Allocation Request
FET: Further Education and Training
FETC: Further Education and Training Centre
H&S: Health & Safety
HPBA: High Performance Buildings Alliance
IAU: Internal Audit Unit
IBEC: Irish Business & Employers Confederation
ICT: Information and Communications Technology
LCDC: Local Community Development Committees
LTi's: Local Training Initiatives
LYCGS: Local Youth Club Grant Scheme
MAEDF: Mitigating Against Educational Disadvantage Fund
MAPP: Multi Annual Procurement Planning
MOU: Memorandum of Understanding
NIPT: National Induction Programme for Teachers
NZEB: Nearly Zero Energy Buildings
OETC: Outdoor Education and Training Centre
PLC: Post Leaving Certificate
PLD: Professional Learning and Development
PMDS: Performance Management and Development System
QQI: Quality & Qualifications Ireland
RP: Restorative Practice
SEAI: Sustainable Energy Authority of Ireland
SEN: Special Educational Needs
SENCO: Special Educational Needs Coordinator
SICAP: Social Inclusion and Community Activation Programme
SMT: Senior Management Team
SNA: Special Needs Assistant
STEM: Science, Technology, Engineering and Mathematics
STEAM:
STP's: Specialist Training Providers
VTOS: Vocational Training Opportunities Scheme
WIT: Waterford Institute of Technology



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