



wwetb

Bord Oideachais agus Oiliúna
Phort Láirge agus Loch Garman
Waterford and Wexford
Education and Training Board

Waterford and Wexford Education and Training Board

Annual Report 2023

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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 2023 Annual Report for WWETB.

A significant piece of work for us in 2023 centred around the development of our new Strategy Statement 2023-2027. Following extensive consultation with our staff and external stakeholders, our Strategy Statement will help us to bring WWETB to the next phase of its growth. I am grateful to all staff that engaged so willingly with this important piece of work and who support the implementation of the strategy as we move forward.

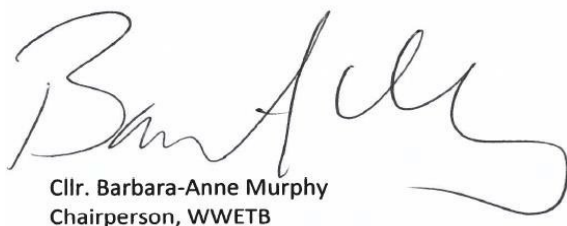
WWETB's vision and mission remain unchanged - WWETB remains committed to the principle of placing the learner at the heart of everything it does. Staff across WWETB are to be commended for their dedication to ensuring that students and learners receive the best possible education and training opportunities. 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. We were delighted to open the first College of the Future in Wexford town – Wexford College of Further Education and Training - bringing FET provision together locally in a state-of-the-art facility.

Mr. Kevin Lewis retired from his position as CEO WWETB having served our organisation with dedication and honor since 2016. I extend our sincere thanks to Kevin for his service and wish him a long, happy, and healthy retirement.

Following the recruitment process carried out by the Public Appointments Service, Dr. Karina Daly was appointed CEO of WWETB in February 2024. I warmly welcome her appointment. I have every confidence that Karina will serve with distinction and do justice to the role in the years ahead.

As the current Board reaches the end of its terms, 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 also very much looking forward and we welcome the opportunities that will come our way over the next 12 months.

Le gach dea ghuí



Cllr. Barbara-Anne Murphy
Chairperson, WWETB

2. Message from the Chief Executive of WWETB



2023 was an exciting year, and a milestone year for WWETB in many ways. It marked the tenth anniversary since the establishment of the 16 education and training boards. It was fitting that WWETB marked the anniversary with the opening of the first College of the Future in the country – Wexford College of Further Education and Training – in Wexford town, which brings together FET provision in one location. This decision to consolidate programmes in a state-of-the-art building is very much a learner-focussed approach, something that WWETB believes strongly in.

2023 also marked the inaugural year of the WWETB Strategy Statement 2023 – 2027. The strategy was approved by the Board in May 2023 and the implementation of the plan by numerous Steering Groups and Working Groups commenced in the latter part of the year. The 2023 Annual Report uses the six strategic goals to set out the priorities and actions achieved in 2023. These strategic goals are:

1. Quality
2. Schools and FET Colleges of the Future
3. Communications and Marketing
4. Health and Wellbeing
5. Climate Action and Sustainability
6. Technology Enhanced Learning/Digital Learning

We said goodbye to Kevin Lewis, former Chief Executive of WWETB, in October. Kevin joined the organisation in 2016 and managed WWETB through a period of significant growth and change. On behalf of the staff of WWETB, I join the chairperson in wishing Kevin the very best of good health and happiness for the future and I thank him for his commitment to WWETB over the years.

We continue to value and invest in our relationships with our stakeholders – including our staff, our students and learners and their families, 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 have worked hard to ensure that we had the resources to implement national policy at local level.

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 support and expert advice. Thanks also to our many committees and Boards of Management without whom we could not operate and to the Senior Management Team and staff across WWETB.

Le gach dea ghuí

A handwritten signature in cursive script that reads 'Karina Daly'.

Dr Karina Daly
Chief Executive, WWETB

3. Background and Governance

Our Vision and Mission



Vision

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



Mission

Provide a wide range of high-quality education and training programmes, services and supports to children, young people and adults across the Waterford and Wexford region.

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



Strategy Statement

The WWETB Strategy Statement, which was approved by the board in May 2023 informs and guides the main areas for future planning within WWETB for the period 2023-2027. The Strategy Statement was developed following a comprehensive consultation process, including the Board of WWETB, staff, students, parents/guardians, adult learners, business and economic interests, employers, local authorities, and other interested parties. The consultation process clearly demonstrated that staff and stakeholders are working towards a common goal - the development of an inclusive and supportive environment for students and learners to help them to reach their full potential. The principles of integrity and equality in our work and our dealings with stakeholders are key to achieving our vision. Fundamentally, we believe that there is a path to learning for all and that the educational experience should be transformative for students and learners.

Governance Structures of WWETB

WWETB Education and Training Board Statement

WWETB was established under the Education and Training Boards Act 2013 and is responsible and accountable for the proper direction and control of its functions in the Waterford and Wexford local authority areas.

WWETB complies with the Code of Practice for Governance of Education and Training Boards, Department of Education Circular 0002/2019. The purpose of the code is to ensure that the principles of good governance and management are applied by WWETB.

Functions of the WWETB Board

Decisions taken by the Board are reserved functions and are set out in Section 12 (2) of the Education and Training Board Act 2013 and in Circular 0002/2019 Code of Practice for the Governance of Education and Training Boards, with a full schedule set out in Appendix A of the Code. Decisions not specified in the Code are deemed to be Executive Functions for the Chief Executive. The Board is satisfied that the Chief Executive delegates functions where appropriate and in accordance with the Education and Training Board Act 2013.

Responsibilities of the Board

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.

In preparing those accounts, the Board is required to:

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

During 2023, the Board approved the following documentation;

- Adoption of the Annual Report
- Financial Statements
- Adoption of the Service Plan
- Authorised attendance of members at conferences
- Approved the acquisition, holding and disposal of land or interest in accordance with DE regulations
- Ensured accurate records were kept of meetings and decisions

Risk Management

The Board maintains active oversight of risk management and confirms that it has carried out an assessment of the principal risks, associated mitigation measures and reviewed the effectiveness of these measures in 2023. The Board manages risk for the organisation through a structured risk management programme. The Board is assisted in its risk management function by the Audit and Risk Committee. The Board also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit and any external Audit such as an ESF audit and or Revenue Audit. In addition, there is a review of Internal Controls performed on an annual basis.

Risk Management is a standing item at all Board meetings and consideration is given to the reports of the Audit and Risk Committee.

Details of the principal risks 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 and as an appendix to the Chairpersons Comprehensive Report.

System of internal controls

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement of Internal Control, which is subject to change until the external audit is completed, has been included in the Annual Financial Statements (AFS) for the year ended the 31st of December 2023, which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report that has been submitted to the Minister.

Procurement Policy and Procedures

The Board confirms that the organisation is adhering to the relevant aspects of the Public Spending Code and affirm adherence to the relevant procurement policy and procedures and the development and implementation of the Corporate Procurement Plan.

Taxation:

The Board confirms that the WWETB has complied with its obligations under tax law.

Financial Statements 2023

The Annual Financial Statement for the year ended on 31st December 2023 is subject to audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of the Annual Report 2023. WWETB will publish the audited financial statements as soon as practicable after they have been signed off on by the C&AG.

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

- Details of non-salary related fees paid in respect of Board Members analysed by category of fees
- Aggregate details of compensation of key management analysed by the following categories including management compensation in total;
 - Salaries and short term employee benefits
 - Post-employment benefits

- Termination benefits
- Key management compensation if any;
- Details of the number of employees whose total employee benefits (excluding employer pension cost) for the reporting period fell between €0 and €59,999 and within each pay band of €10,000 and €60,000 upwards and an overall figure for total employer pension contributions.

3.1 Official Languages Act

Under Section 4 (b) of the Official Languages Act, the head of a public body is required to appoint, from senior management, a member of staff to oversee the performance and reporting of obligations under the Act, and to ensure that a summary of the performance and reporting is included in its Annual Report.

WWETB has appointed the Director of Organisation Support and Development as the senior official with responsibility for overseeing the performance and reporting of its obligations under the Act.

The Act sets out a number of requirements which must be complied with by public bodies. Pending the publication of the new language standards, the commitments in WWETB's most recent Scéim Teanga continue to apply. In addition, Section 10A introduced a new statutory obligation for public bodies in relation to advertising. These provisions came into effect in October 2022, and require that public bodies shall ensure that at least 20% of any advertising placed by the body in any year shall be in the Irish language, and at least 5% of any monies spent on advertising by the body in any year shall be in the Irish language, through Irish language media. Public bodies are required to file electronic compliance returns in March 2024 in respect of their advertising in 2023.

WWETB's Communications team implemented revised procedures and engaged with schools, centres and administrative offices across the organisation to ensure compliance with the new requirements under Section 10A. At the end of 2023, WWETB has assessed that it is compliant with regard to 5% of monies spent on advertising being spent on the Irish language. We are striving to ensure full compliance with regard to 20% of advertising being in the Irish language.

3.2 WWETB Public Sector Equality & Human Rights Duty

All public bodies in Ireland have a legal responsibility to promote equality, prevent discrimination and protect the human rights of their employees, customers, service users and everyone affected by their services, policies and plans. The *Public Sector Equality and Human Rights Duty* originated in Section 42 of the [Irish Human Rights and Equality Act 2014](#), and places the statutory obligation on WWETB, to put human rights and equality (HRE) in the mainstream across the entire organisation. It requires that HRE be considered in relation to all WWETB key functions, including the development of policies, plans, decision making processes, procurement, staff support, service delivery and improving the outcomes for our service users. A report was prepared for the WWETB Senior Management Team, following research and staff consultation. The report outlined a number of key actions that the Senior Management Team has begun to implement.

3.3 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. Frank Quinlan

Cllr. Críostóna Kiely *(to June 2023)*

Cllr. Joeanne Bailey *(from September 2023)*

Cllr. Pat Nugent

Cllr. Tom Cronin

Elected by Wexford County Council

Cllr. Barbara-Anne Murphy [Chairperson]

Cllr. Kathleen Codd-Nolan

Cllr. Mary Farrell

Cllr. Fionntán Ó’Súilleabháin

Cllr. Aidan Browne

Cllr. Leonard Kelly *(to November 2023)*

Cllr. Garry Laffan

Staff Members

Ms. Sandra Fogarty

Mr. Richard Byrnes

Parent Members

Vacant

Vacant

Nominated from Bodies Specified

Ms. Mary Ryan

Mr. Pat Rath

Mr. Senan Lillis

Ms. Kate Miskella

Ms. Margaret Darrer

ACCS/JMB AMCSS/NAPD

Disability Federation Ireland - AHEAD

ICTU

ICTU

Irish Hotels Federation

3.4 Board Meeting Attendance

Register of Attendance & Frequency of Meetings of the Board - 2023									
Board Member	Meetings Held/Attended							Total Meetings Attended	
	10.01.23	28.02.23	28.03.23	09.05.23	27.06.23	26.09.23	14.11.23		
Cllr. Kathleen Codd-Nolan	✓	✓	✓	✓	✓	✓	✓		7/7
Cllr. Mary Farrell	✓	x	x	✓	✓	x	✓		4/7
Cllr. Barbara Anne Murphy	x	✓	✓	✓	x	✓	✓		5/7
Cllr. Pat Nugent	✓	✓	✓	✓	✓	✓	✓		7/7
Cllr. Fionntán O'Súilleabháin	x	✓	x	✓	x	x	✓		3/7
Cllr. Lola O'Sullivan	✓	✓	x	✓	✓	x	✓		5/7
Ms. Mary Ryan	✓	x	✓	x	✓	✓	✓		5/7
Cllr. Aidan Browne	x	✓	✓	x	✓	x	x		3/7
Mr. Richard Byrnes	✓	✓	✓	✓	✓	✓	✓		7/7
Ms. Sandra Fogarty	x	✓	x	x	✓	✓	x		3/7
Cllr. Leonard Kelly	✓	✓	✓	✓	✓	✓	x		6/7
Cllr. Gary Laffan	x	✓	✓	✓	x	✓	x		4/7
Mr. Senan Lillis	✓	✓	✓	x	x	✓	✓		5/7
Ms. Kate Miskella	✓	x	✓	✓	✓	✓	✓		6/7
Mr. Pat Rath	✓	✓	✓	✓	x	✓	✓		6/7
Cllr. Frank Quinlan	✓	x	✓	x	✓	✓	x		4/7
Ms. Margaret Darrer	✓	✓	x	✓	✓	x	✓		5/7
Cllr. Tom Cronin	✓	x	x	✓	x	✓	x		3/7
Cllr. Cristiona Kiely	x	x	x	x	✓	-	-		1/5
Cllr. Joanne Bailey	----	----	----	----	----	✓	x		1/2

✓ to indicate attendance

---- to indicate period individual was not a committee member

x to indicate absence/apologies

3.5 WWETB Committees – 2023

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
	15.02.23	22.03.23	24.05.23	27.09.23	14.12.23	
External Committee Members:						
Mr. Michael Veale (Chairperson)	✓	✓	✓	✓	✓	5/5
Mr. Denis McCarthy	✓	✓	✓	✓	✓	5/5
Mr. David Doyle	✓	✓	✓	✓	✓	5/5
Mr. John Murphy	✓	✓	x	✓	✓	4/5
Ms. Anita Power	x	✓	✓	x	✓	3/5
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
Mr. Michael J O’Ryan	External Member
Mr. John Cuddihy	External Member
Ms. Susan Green	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
	15.02.23	22.03.23	07.06.23	20.09.23	22.11.23	
External Committee Members:						
Cllr. Jim Moore (Chairperson)	✓	✓	✓	✓	✓	5/5
Mr. Michael J O’Ryan	✓	✓	✓	x	✓	4/5
Mr. John Cuddihy	✓	✓	✓	✓	✓	5/5
Ms. Susan Green	✓	✓	✓	✓	✓	5/5
ETB Committee Members:						
Cllr. Kathleen Codd-Nolan	✓	✓	✓	✓	x	4/5
Cllr. Lola O’Sullivan	✓	x	x	x	x	1/5
✓ to indicate attendance x to indicate absence/apologies						

Membership of other WWETB Committees

Youthreach Committee	
Cllr Pat Nugent (Chairperson)	
Cllr Aidan Browne	Mr Michael Wall
Mr Brian Mulvihill	Ms Ann Ryan
Parent Rep. vacant (female)	Mr Brian Owens
Ms Kate Miskella	Cllr Frank Quinlan
Youth Work Committee	
Cllr Aidan Browne	Cllr Garry Laffan
Cllr Pat Nugent	Ms Julie Somers (to June 2023)
Ms Alison Parle	Ms Sheila Barrett
Mr Ollie Breslin	Mr Kieran Donohoe
Ms Majella Finnegan	Mr Conor Carberry
Ms Sarah Dunleavy	Ms Megan Keating
Ms Margaret Collins (from June 2023)	Ms Eilis Maher
	Ms Mara Matuit (to September 2023)
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 (to June 2023)
	Cllr Joeanne Bailey (from September 2023)
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 (to November 2023)
Mr Richard Byrnes	
Ms Kate Miskella	

3.6 WWETB Senior Management Team

Chief Executive	Mr Kevin Lewis <i>(retired October 2023)</i>
Chief Executive (Acting)	Dr Karina Daly <i>(from October 2023)</i>
Director of Organisation Support and Development	Dr Karina Daly <i>(to October 2023)</i>
Director of Schools	Ms Eimear Ryan
Director of Further Education and Training	Ms Lindsay Malone
Director of Further Education and Training (Acting)	Mr Alan O’Gorman <i>(to 24.04.2023)</i>
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
Corporate Services Manager	Mr Fintan O’Reilly
Finance Manager	Mr Owen O’Mahony

4. Overview of Services – 2023



Location of Centres within WWETB



WWETB Locations 2023

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 Paul's 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 FETC, Waterford
FETC New Ross (located at St Michaels Primary School), Wexford
Tramore FETC, Waterford
Wexford (FET, Adult Education)
Whitemills FETC, Wexford

College of Further Education and Training

Wexford College of Further Education and Training

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
Tramore Youthreach
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

Ramsgrange Community School, Wexford

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

5. Primary & Second Level Education

School Name	Enrolment as at 30/09/2023
Kilnamanagh Community National School	40

2023 Night Classes

School Name	Enrolments as at 30/09/2023	
	Second Level	PLC
Bridgetown College	638	0
Bunclody Vocational College	284	0
Coláiste Abbáin	435	0
Coláiste an Átha, Kilmuckridge	367	48
Creagh College	1049	0
Dungarvan College-Coláiste Dhún Garbhán	242	186
Enniscorthy Community College	420	165
Kennedy College	202	0
Meánscoil San Nioclás	156	0
Selskar College	391	70
St. Declan's Community College	855	0
St. Paul's Community College	729	0
Waterford College of Further Education	0	652
Total College Enrolments	5,768	1,121

Total No. of Night Class Students	Courses	Students
WCFE – Spring 2023	10	128
WCFE – Autumn 2023	14	172
Dungarvan – Autumn 2023	5	119
Kilmuckridge – Spring 2023	1	47
Kilmuckridge – Autumn 2023	2	80
	32	546

6. Further Education & Training

Further Education & Training Programme Provision – 2023 Outturn		
Programmes	Total Courses	Learners
Community Education		
Community Education	588	5439
Full-time Programmes		
Apprenticeship Training	108	1569
Blended Training	2	8
Bridging and Foundation Training	9	74
Community Training Centres	22	237
Local Training Initiatives	26	324
PLC	163	2128
Specialist Training Providers	9	143
Specific Skills Training	79	719
Traineeship Training	14	164
Vocational Training Opportunities Scheme (VTOS)	60	629
Youthreach	44	629
Skills to Advance (Route 1)	154	1002
Total Full-time Programmes	690	7626
Full-time Programmes		
Adult Literacy (Apprentice Support)	166	914
Adult Literacy Groups	422	3249
Back to Education Initiative Groups (BTEI)	322	2494
English for Speakers of Other Languages (ESOL)	513	5590
Evening Training	138	1246
FET Cooperation Hours	4	167
Refugee Resettlement	6	88
Skills for Work	36	309
Skills to Advance	25	234
Total Part-time Programmes	1,632	14,291
Total: All Programmes	2,910	27,356

7. Implementation of Strategic Goals – 2023



WWETB Strategic Goals

Implementation 2023

Under the terms of the Performance Delivery Agreement between the Department of Education and WWETB, the following goals and priorities were identified. The specific actions for the achievement of these priorities, together with the associated performance indicators and targets to be delivered are as follows:

Goal 1 - Optimise Student/Learner Experience		
Priority	Action	2023 Outcomes
Provide a positive learning experience for all learners, including learners from marginalised groups	Continuation of the Magenta Principles Lead Practitioner Programme across schools. Ongoing development and growth of Teaching & Learning teams in each school. Further development of 14 cross-college Communities of Practice, subject specific and programme coordinators. Within the activities of each Community of Practice, continued collaboration with the Digital Learning team.	Teachers new to Magenta Principles (from 8 schools) were nominated to attend in person workshops and to engage at school level with colleagues. A separate event for deputy principals was held so that senior school leaders are further enabled to support teachers' practice. Three schools supported teachers to attend online sessions organised by the National Association of Principals and Deputy Principals (NAPD). The established communities of practice continue to operate at various levels. During 2023, considerable focus was on the Guidance, SEN and Music communities of practice due to national and local priorities such as provision mapping and collaborative 'In Harmony' concert. Guidance Counsellors Community of Practice began collaborative work on shared policy and planning templates. SENCO Community of Practice (40 teachers) attended a workshop on Student Support Plans.
	FET Teaching, Learning and Assessment Network in place and programme of meetings planned for 2023.	FET Teaching, Learning and Assessment Network established in 2023 and six meetings held.
	Progress the school building projects in line with the processes and timelines set out by DoE for Bridgetown College, Bunclody Vocational College, Dungarvan College-Coláiste Dhún Garbhán and Meánscoil San Nioclás projects.	Ongoing engagement with the DoE on all named infrastructure projects to progress to various stage approvals. Modular buildings providing additional accommodation for Coláiste Abbáin and Selskar College opened at the start of the 2023/24 school year.

	Secure approval for St Declan's Community College 1000 pupil school. Deliver/complete the Temporary Accommodation projects for Coláiste Abbáin, Selskar College and St Pauls Community College. Progress the already sanctioned 1000 pupil school to replace Selskar College. Deliver submissions to SOLAS/DFHERIS on Tramore, High Performance Building Alliance in Enniscorthy and FET College in Gorey.	It is expected that the modular building in St Paul's Community College will be available for use early in 2024. Modular Accommodation for St Declan's CC approved and progressed during 2023 following lengthy consideration and design process. The design team for the replacement school for Selskar College was appointed and undertook some preliminary work. Additional accommodation applications submitted for Kennedy College, Coláiste an Átha, Coláiste Abbáin are progressing in consultation with DoE. Bridgetown college has passed Stage 2a approval. Buncloody Vocational college has also passed stage 2A approval. Dungarvan College submitted stage 2b for approval.
Support students/learners at risk of educational disadvantage in line with current national policy	Special Educational Needs Coordinators Community of Practice – development of shared templates for Student Support Plans. Continued input from Digital Learning Team around accessibility tools in the MS Suite. Further CPD/Training on screening and diagnostic testing. Roll out of Phase 2 of ETBIs Provision mapping Initiative to the remaining schools. Continued development of the Inclusion Coach Pilot Group. Continued collaboration with the Digital Learning Team to embed accessibility tools within our Communities of Practice, as requested.	Shared templates developed and are in use in schools. Digital learning team continued its work in support of accessibility. Peer-to-peer support from within and across colleges from SENCOs at key points in the year when specific diagnostic tests were needed. 10 WWTEB post-primary schools began participation in a second cycle of Provision Mapping which began in September 2023 . 2 schools were involved in the pilot initiative and continue to review and evaluate their provision. A bespoke set of workshops was delivered by Education Coordinator and Dr Johanna Fitzgerald to support both pilot and existing schools.

	Continued development and growth of the Community of Practice for (English as an Additional Language (EAL) teachers. FET Access and Inclusion Officer to support managers in the development of consistent learner supports across FET.	
Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	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.	School leaders were provided with an update on child safeguarding procedures and associated resources in August 2023 and reminded to undertake the annual process. Safeguarding inspections undertaken Training for Boards of Management completed.
Goal 2 - Protection Programmes		
Assist the DoE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	Recruitment of a REALT Coordinator and Support person.	REALT Coordinator and support person recruited. A Regional Education and Language team (REALT) is in place in WWETB - new coordinator took up position in August 2023. As is required this team provided ongoing advice and support for relevant families to find appropriate school places and liaised with other local and regional agencies in this regard.
Goal 3 - Governance		
Attendance rates at board meetings.	Re-emphasise the requirement for attendance at all Board meetings as per the Code of Practice for Governance of ETBs.	Quorum achieved for all WWETB Board meetings.
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 questionnaires completed.

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.	The Finance and Audit Subcommittees are populated with external personnel with the requisite expertise to perform the role.
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.	Regular reports circulated by Finance and Audit and Risk Committees to the Board. Chairs of Committees met with the Chair of the Board to discuss any issues arising. Chair of Audit and Risk Committee attended Board meeting to give verbal report In 2023.
Self-Assessment by Finance and Audit & Risk Committees	Self-assessment exercise completed annually by the Finance and Audit and Risk Committees as required under the Code of Practice for the Governance of ETBs.	Self-assessment exercises completed by Finance Committee and Audit and Risk Committee,
Staff Development	Appointment of Finance Manager as the training manager for Finance team. Training needs analysis in financial management is carried out on an annual basis. Training programme on financial management developed and implemented. Following successful completion of Gaelchultúr courses, Levels 4-6, by 4 members of WWETB's senior management team, this course to be made available to additional staff members. WWETB to continue to support teaching staff in Meánscoil San Nioclás by providing financial support in pursuit of courses pertinent to teaching subjects through Irish.	Training programme in place for Finance staff. Financial supports available to staff to undertake courses through Irish.

	Roll out the Senior School Leadership programme.	The School Senior Leadership Programme was extended in 2023 to include school middle leaders who each attended a one-day seminar encouraging them to reflect on their role as a leader in their school and to consider their professional development requirements to carry out their leadership role. The senior leaders attend 2 days during 2023 – one in spring and a second in August. All schools participated.
Departmental reporting deadlines	Reporting deadlines set by the Department adhered to.	Department of Education reporting deadlines met.
Risk Management Policy	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.	Risk Management policy and process in place for WWETB.
Internal Controls	Adequate assurance that specified controls are operating as intended by the Board.	Statement on Internal Control completed annually. All Managers across WWETB engaged with internal controls review in 2023.

In addition to the above nationally agreed goals and priorities, the following specific strategic priorities for WWETB were commenced or delivered during 2023 to ensure advancement of the overall Strategy Statement.

*Note: The numbering below refers to the accompanying strategic action in the Strategy Statement 2023-2027 – it is not always chronological.

Strategic Goal 1

Quality

The reputation of WWETB centres on the quality of its education and training. We are striving to enhance our reputation by putting measures in place to demonstrate that quality is embedded in everything that we do – our teaching, training, the recruitment of our staff, our support systems and our levels of customer service.

1.1 Strategic Priority: Structure and Governance (incl. organisational services)

	Strategic Actions	2023 Outcomes
1.1.5	Enhance critical relationships and links with relevant government departments, local authorities and other agencies and evaluate the effectiveness of these relationships, particularly with industry bodies.	WWETB continued to enhance critical relationships and links with relevant stakeholders and was represented on LCDCs in both Waterford and Wexford; South East Regional Skills Forum; Child and Young Person Services Committee (CYPSC) in Waterford and Wexford; Child and Family Services Networks (CFSNs); ETBI Inclusion Strategy Group; ETBI Quality Strategy Group; Waterford Safety Partnership; Waterford Leader Partnership. Engagement maintained with Wexford Restorative Practices Partnership (WRPP), Child and Family Services Networks (CFSNs), the Elevate Steering Group, ETBI Provision Mapping/ Inclusion Task Group and REALT.
1.1.6	Whole of system approach to Risk Management and management of Internal Controls – across all areas and levels of the organisation. This includes measuring potential partnerships (e.g. contractors, third party providers) for risk and putting SLAs and agreements in place with all stakeholders.	Risk Management policy and process in place. System for managing internal controls in place. All managers across WWETB engaged with internal controls review in 2023.
1.1.9	Increase student/learner voice participation across WWETB governance structures.	The FET Learner Council was established in 2023. The Aontas Learner Forum event was held in May in 2023 with 126 learners taking part in focus groups and 72 learners taking part in the online survey. WWETB was a nominee for two Aontas Star Awards in 2023. The awards recognise outstanding work in adult learning and give initiatives the opportunity to spotlight their excellent work and bring national recognition to learners, staff and organising bodies.
1.1.19	Implementation of Irish Language standards across WWETB through development of programmes and implementation of training for staff.	System in place to manage obligations under Languages Act, in particular with regard to advertising.

	Strategic Actions	2023 Outcomes
1.1.20	Achieve the consolidation of financial systems and automation of processes to improve financial management, budgeting and reporting.	Implementation of SUN system for financial management.
1.1.21	Deliver and maintain the shared service delivery model for staff and learner payroll in co-operation with Dept. of Education Business Shared Services teams.	Successful implementation of the Department of Education Shared Services for employee and learner payroll.
1.1.22	Collaborate with Education Business Shared Services to assist and plan for the future delivery of a shared service model solution for finance operations.	WWETB CE chaired the Finance Shared Services Committee.
1.1.23	Expand the capability and use of the finance dashboard reporting to give senior management the up-to-date financial information to aid decision-making.	Finance dashboard reporting available to senior management.
1.1.24	Implement centralised budgeting for FET which is aligned to the new SOLAS funding model funding requirements to adequately resource programmes, meet the needs of learners and provide improved budgeting and management reporting for FET.	WWETB engaged with SOLAS during 2023 to prepare for implementation of the centralised budgeting for FET. This engagement involved attending information sessions regarding the new model and submitting the 2024 financial bid to SOLAS using the new funding model template which will be operational for 2024.
1.1.28	Promotion of WWETB Schools ethos across all schools.	Each school has an Ethos Leadership Team who are supported by the WWETB Ethos Coordinator who in return is guided by ETBI. Schools engaged in a self-evaluation process around the patron's framework to identify areas for improvement in relation to ethos. Selskar College is the pilot school in WWETB for the patron's curriculum Identity, Multi-Belief and Values Education which was introduced in September 2023. It is expected that this will be added to the curriculum in all WWETB on a phased basis.
1.1.29	Promote STEAM/STEM across our schools – strive to increase participation.	WWETB schools were encouraged to participate in engineering and science weeks 2023 and provided with funding for a science research grant. Students in St Paul's CC and Bunclody VC undertook research in preparation for the BT Young Scientist competition.

	Strategic Actions	2023 Outcomes
		Science Journal published in May 2023 Continued dissemination and promotion of biodiversity modules.
1.1.33	Protection programmes – assist the DoE to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants.	REALT Coordinator and support person in place - Q1 2023.
1.1.36	Develop opportunities for WWETB students/learners, through competition and exhibition, to build on the idea of a coherent WWETB community.	WWETB supported learner participation in national events like Worldskills Ireland, Employer Roadshow, Higher Options, Aontas Learner Forums and Aontas Star Awards. WWETB support for student/learner participation in national events such as Junk Kouture, World Skills, Young Scientists, Creative Schools, Creative Clusters Rehearsals began for 'In Harmony' in Autumn 2023, which took place in February '24. 250 students involved from 12 post primary colleges. WWETB Schools Rounders Tournament took place in April 2023 targeted at students in post-primary schools who don't ordinarily play team sports.

1.2 Strategic Priority: Quality in Teaching and Learning

	Strategic Actions	2023 Outcomes
1.2.1	Embed an inclusive approach to education and training and develop strategies to reduce barriers to participation.	WWETB established a new Equality, Diversity, Inclusion and Learner Support Unit within FET in 2023 in order to develop and coordinate consistent learner supports for all learners in line with the SOLAS Student Support Framework. The FET Access and Inclusion Officer and the FET Learning Support Coordinator supported the FET Leadership Team and Coordinators in with the delivery of learner supports across FET. WWETB piloted a learning counselling service with Spectrum Life with Youthreach learners.

	Strategic Actions	2023 Outcomes
		10 WWTEB post-primary schools participated in a second cycle of Provision Mapping which ran from September 2023. 2 schools were involved in the pilot initiative and continue to review and evaluate their provision. This is supporting schools to develop data-informed, systematic, and collaborative approaches to meeting a diverse range of students' needs across the Continuum of Support. In addition, SENCOs are provided with training for up-to-date accessibility tools by the Digital Learning Team. Information on EAL teaching strategies and supports were also provided to schools. Student Support Plan suite of templates developed, supported by Dr Johanna Fitzgerald. Peer-to-peer support and training on screening tests delivered within the SENCO team.
1.2.3	Develop structure to support the analysis of academic achievement across WWETB schools	Preliminary work on subject planning processes started in 2023.
1.2.4	Develop an institutional policy with regard to Blended Learning across WWETB FET programmes.	WWETB continued to use the working policy that was in place during the emergency response to provision during 2023.
1.2.5	Embed modern and progressive teaching, learning, instruction, and assessment methods, included blended learning methodologies and technologies.	FET Teaching, Learning and Assessment network established in 2023 with six meetings held. Continued engagement of 11 post-primary schools with the Magenta Principles programme. Communities of Practice operating effectively in the areas of Guidance, SEN, Art, Home Economics and Music.
1.2.6	Increase female participation across WWETB traineeship and apprenticeship programmes.	WWETB continued to implement the WWETB female apprenticeship scholarship programme with 3 awardees in 2023.
1.2.7	Develop and implement appropriate policies and procedures to support academic integrity across all programmes.	WWETB continued to implement the WWETB female apprenticeship scholarship programme with 3 awardees in 2023.

	Strategic Actions	2023 Outcomes
		WWETB has an Assessment Procedures Handbook in place for Assessment Malpractice.
1.2.8	Develop robust structure for engaging with employers with regard to work experience and work placements, including consistent work placement/work experience reviews. Ensure that the work experience policy is implemented consistently across all Colleges and Centres.	Work Experience policy in place and continuous review and monitoring of work experience underway.
1.2.9	Review the implementation of the FET Fund for students/learners with Disabilities, to ensure that it is achieving its objectives.	WWETB established a new Equality, Diversity, Inclusion and Learner Support Unit within FET in 2023 in order to develop and coordinate consistent learner supports for all learners in line with the SOLAS Student Support Framework. The Access and Inclusion Officer continued to support the implementation of the Fund for students/learners with Disabilities during 2023.

1.3 Strategic Priority: Recruitment and Onboarding

	Strategic Actions	2023 Outcomes
1.3.1	Standardise all recruitment processes and documentation in line with best practice in the public sector.	Review of key recruitment documentation; advert templates, job descriptions, interview packs, application forms etc, ensuring all documentation is available in Irish.
1.3.4	Through the recruitment process, ensure that 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 the Strategy Statement.	Competency based interviewing in place. Competency based interview training provided to all interview panel members.
1.3.5	Broaden pool of Interview panel members, to ensure a wide area of expertise. Interview training in place for staff involved in interview Panels – areas to include competency-based training, Equality, Diversity and Inclusion training, Unconscious Bias and Access training.	Competency based interview training for all interview board members implemented in 2023.

1.4 Strategic Priority: Professional Learning and Development/Continuing Professional Development

	Strategic Actions	2023 Outcomes
1.4.2	Further develop Communities of Practice model across the organisation to enhance collaborative practice, including for the purposes of forming supportive networks across teaching and administrative services.	Engagement of 11 schools with Magenta Principles programme. Communities of Practice operating effectively.
1.4.5	Build on relationship developed with SETU to support professional development and building towards unified tertiary education.	WWETB and SETU signed a progression agreement in October 2023 to enhance access routes from further education to higher education. WWETB worked with SETU on a number of collaborative initiatives in 2023. The first was the co-facilitation of a 'Transitions from Further Education to Higher Education Symposium' in the SETU Wexford Campus. WWETB developed a 'My Voice My Choice' initiative which saw 12 WWETB learners engaging in QQI level 2 and 3 programmes in IT and Advocacy which were delivered by WWETB tutors in the SETU Waterford Campus. This initiative was subsequently nominated for an Aontas Star Award. WWETB staff engaged in the Equality Diversity and Inclusion Masterclass Series with SETU.
1.4.7	Implement Schools Leadership programme across all Schools and Colleges	The School Senior Leadership Programme for post primary schools was extended in 2023 to include school middle leaders who each attended a one-day seminar encouraging them to reflect on their role as a leader in their school and to consider their professional development requirements to carry out their leadership role. The senior leaders attended 2 days during 2023 – one in spring and a second in August. The feedback from participants is generally very positive.

Strategic Goal 2

Schools and FET Colleges of the Future

We are developing facilities and learning environments that our staff and students are proud of.

2.1 Strategic Priority: Facilities

	Strategic Actions	2023 Outcomes
2.1.1	Deliver on planned schools and centres, through proactive engagement with DoE and SOLAS, DFHERIS regarding approved infrastructural projects. Priority projects in FET include: Wexford town FET College of the Future (Whitemills), Waterford Training Centre (Techniform project), Waterford City FET College of the Future/SETU College Street facility, High Performance Building Alliance/NZEB Centre in Enniscorthy, Further Education and Training Centre in Tramore and FabLab Centre in Lismore, Waterford. Priority projects in schools include: New 1,000 student school for St. Declan's Community College, Kilmacthomas, Co. Waterford; Large extension and reconfiguration of St Paul's Community College, Waterford City to cater for 1,000 students; Extensions to Dungarvan College-Coláiste Dhún Garbhán and Meánscoil San Nioclás, An Rinn, Waterford; Wexford town Education campus including 1,000 student replacement school for Selskar College; Large extensions to post-primary schools to cater for increased enrolment in Bridgetown College, Bunclody Vocational College and Coláiste an Átha, Kilmuckridge, Wexford; Extension to Kilnamanagh Community National School to cater for increased enrolments.	Wexford College of Further Education and Training was officially opened by Minister for Further and Higher Education, Research, Innovation and Science, Simon Harris in October 2023. This college is a state-of-the-art facility which will offer huge educational and training opportunities for learners in Wexford. The opening of the college will provide full-time and part-time provision for over 300 learners across a range of further education and training provision. The facility will be used to deliver a wide and diverse breadth of programmes from electrical apprenticeships to PLC courses in reception and customer care to a part-time BTEI course in healthcare. This is a 52,000 sq ft college in the centre of Wexford town which reflects the college of the future model as set out in the SOLAS Future FET: Transforming Learning Strategy. The 52,000 sq ft extension to the Waterford Training Centre advanced significantly in 2023 with the official opening scheduled for May 2024. This extension will provide additional apprenticeship workshops which will enable WWETB to expand its apprenticeship provision to provide opportunities for over 1,000 phase 2 apprentices annually. WWETB expanded its FabLab provision to West Waterford with the opening of its FabLab Centre in Lismore, Co. Waterford. This county-wide initiative provides a small scale workshop that offers (personal) digital fabrication which aims to enable learners to make 'almost anything'.

	Strategic Actions	2023 Outcomes
		The expansion of the FabLab to West Waterford has the potential to empower individuals to create smart devices for themselves. These devices can be tailored to local or personal needs in ways that are not practical or economical using mass production.
2.1.2	Implement the SOLAS strategy of developing Colleges of the Future for FET programmes, in Wexford and Waterford.	Wexford College of Further Education and Training was officially opened by Minister for Further and Higher Education, Research, Innovation and Science Simon Harris in October 2023. The college now provides full and part time programmes from a range of areas under one roof which include Apprenticeships, Back to Education Initiative, Vocational Education and Training Options, Adult Literacy, PLC, and Community Education.
2.1.3	Enhance the buildings team within WWETB, to include professional roles such as qualified QS and architect, to support management with the portfolio of buildings programmes across FET and Schools.	The role of FET Buildings projects manager was filled in April 2023.
2.1.8	Audit colleges and centres for disability access and develop a plan for remedial works, including seeking funding for any upgrades required.	A number of projects have been carried out to address this most notably in Gorey Further Education and Training Centre in 2023.
2.1.15	Make provision for electric charging points at all colleges, centres and offices.	Electrical charging points have been installed at WxCFET.

2.2 Strategic Priority: Green Agenda

	Strategic Actions	2023 Outcomes
2.2.2	Engage with SEAI Pathfinder projects to deliver sustainable solutions and improve energy performance, including installation of solar panels on roofs of WWETB-owned buildings and buildings with long leases and installation of heat pumps.	Kennedy College, New Ross selected under the SEAI Pathfinder project for deep retrofit of existing building. WWETB successfully applied for 4 post primary schools in County Waterford under the first phase of the DoE Schools Photovoltaic Programme, announced in November 2023.

Strategic Goal 3

Communications and Marketing

It is important to build a strong brand for the organisation in line with its aspirations to be a leader in the delivery of quality education and training in the south-east.

3.1 Strategic Priority: Foundations

	Strategic Actions	2023 Outcomes
3.1.2	Develop a repository of content, photography, and stories for use across the organisation.	Repository of photography developed.
3.1.4	Further develop the WWETB brand guidelines and develop plan for disseminating to WWETB community for use.	Brand guidelines updated and communication to managers with regard to the use of brand guidelines.
3.1.5	Launch of new WWETB website and ensure clear ownership of content and effective search engine optimisation (SEO).	WWETB's new website launched.
3.1.8	Agree and resource a campaigns budget – agree budget requirements based on key elements included in strategy and establish phased budget growth for campaigns.	Campaign developed around the opening of the new Wexford College of Further Education and Training – including new external signage, billboard adverts and WWETB images for hoarding.

Strategic Goal 4

Health and Wellbeing

Our staff and students/adult learners want to be part of a community that supports individuality, celebrates successes and provides support through difficult times. This requires empathy and emotional intelligence to be embedded in our organisation. Furthermore, we know that staff health and wellbeing greatly assists teaching and learning.

4.1 Strategic Priority: Foundation – Culture, Systems and Procedures

	Strategic Actions	2023 Outcomes
4.1.1	Establishment of a Health and Wellbeing Committee in WWETB, with representation from students/learners and staff.	Health and Wellbeing Steering group established in 2023.
4.1.2	Regular promotion of the Employee Assistance Programme to all staff members and make clear that the service is also available to their families.	Monthly newsletters from the Employee Assistance Programme sent to all staff on various Health & Wellbeing topics including promotion and details of how to contact the Employee Assistance Programme for all staff and their families.
4.1.10	Implementation of Blended/Remote working policy across WWETB.	Blended/Remote working policy has been implemented across administrative functions where possible.
4.1.11	Professional learning and development undertaken by all managers in supervision and leadership.	WWETB has collaborated with the company Distinctions to design and deliver a coaching and leadership programme for FET staff. The programme began in 2023 with staff in FET leadership and coordination roles. Almost 40 FET staff have engaged in the coaching sessions. FET leadership sessions were also delivered in the following areas: Navigating Difficult Conversations; Building Facilitation Skills for Managers; Getting Buy-in: Influence and Negotiation; Team Effectiveness and Becoming a Coach for Managers.
4.1.16	Actively seek to encourage staff to engage in Professional Learning and Development to support them in areas where growth is required.	WWETB purchased licenses to LinkedIn Learning for all staff. A number of courses were undertaken by staff, including Universal Design for Learning Digital Badge; Supervisory Practice; Disability Awareness Training; Dyslexia Course for Educators in FET; DLP Training /Youthreach Child Safeguarding In addition, 59 staff in FET received individual support to engage in additional programmes at undergraduate and postgraduate level. Staff from schools engaged with Professional Learning and Development opportunities and an increase in applications to the PLD fund.

	Strategic Actions	2023 Outcomes
4.1.17	Implement Public Sector Equality and Human Rights policy across WWETB and facilitate training for staff.	WWETB is committed to the implementation of the Public Sector Equality and Human Rights policy. WWETB published its Public Sector Equality and Human Rights report with associated actions and undertook a number of these actions in 2023.
4.1.20	Support staff who are nearing retirement by organising routine retirement planning seminars and recognise their important contribution to the organisation by hosting an annual retirement ceremony for staff that are retiring.	Support staff who are retiring through annual financial planning retirement seminar and Annual retirement ceremony for staff for retired staff hosted by WWETB.
4.1.23	Develop a strategy for the delivery of guidance services to students/learners across WWETB.	Education Coordinator on the Guidance working group. Guidance Counsellors Community of Practice continue collaboration on policy and planning. Adult Guidance service invited to attend schools Guidance Counsellors meetings.
4.1.25	Work with Music Generation Wexford and Music Generation Waterford to enable colleges, centres and programmes to engage with the Music Generation programme for the benefit of their students/adult learners.	Music Generation Wexford and Music Generation Waterford embedded across WWETB in schools and programmes.
4.1.28	Focus on our students/learners as partners – develop organisation-wide feedback mechanisms and structured consultation.	The FET Learner Council was established in 2023. The Aontas Learner Forum event was held in May in 2023 with 126 learners taking part in focus groups and 72 learners taking part in the online survey. WWETB was a nominee for two Aontas Star Awards in 2023. The awards recognise outstanding work in adult learning and give initiatives the opportunity to spotlight their excellent work and bring national recognition to learners, staff and organising bodies.
4.1.29	Organisation-wide approach to annual awards ceremonies and recognising achievement of students/learners.	Development of Ethos Awards linked to ETBI Core Values for Schools.
4.1.31	Development of a wellbeing programme that incorporates socialising, mindfulness, wellness, team building, extracurricular, onsite health and wellness, society for students/adult learners across all colleges and centres. Support colleges and centres to implement programme locally.	Implementation of 400 hours of wellbeing as part of Junior Cycle framework.

Strategic Goal 5

Climate Action and Sustainability

Doing nothing is not an option. People increasingly want to work in places where the environment is prioritised.

5.1 Strategic Priority: Foundations/Structure

	Strategic Actions	2023 Outcomes
5.1.1	Develop appropriate structure for the implementation of Climate Action and Sustainability strategy – Climate Action and Sustainability Steering Group, with representation from students/adult learners group, staff and external expertise. Develop local Green Committees in every college, centre and office. Develop partnerships with community groups to support the strategic agenda.	Steering Group and working groups have been set up to support the implementation of the strategy.

5.2 Strategic Priority: Renewable Energy

	Strategic Actions	2023 Outcomes
5.2.4	Install solar panels on roofs of WWETB-owned buildings and buildings with long leases.	WWETB successfully applied for 4 post primary schools in County Waterford under the first phase of the DoE Schools Photovoltaic Programme, announced in November 2023.

5.3 Strategic Priority: Energy Efficiency

	Strategic Actions	2023 Outcomes
5.3.1	Carry out regular energy audits.	SI426 Energy Audits have been carried out for 9 schools and will form the basis for prioritising energy reduction programme in the coming years.
5.3.9	Embed the <i>Take 1</i> programme and the Sustainable Development Goals into the sustainability strategy for WWETB and encourage school participation in same.	Take 1 Programme and Sustainable Development Goals further embedded into schools.

5.4 Strategic Priority: Travel

	Strategic Actions	2023 Outcomes
5.4.3	Make provision for electric charging points at all colleges, centres and offices.	Charging points have been installed at WxCFET and will be part of the new training centre extension in Waterford which will open in 2024.

5.6 Strategic Priority: Waste Reduction

	Strategic Actions	2023 Outcomes
5.6.2	Reduce the use of photocopying to essential purposes only (e.g. tests) – utilise online resources such as teams for sharing documents.	Reduction in the use of photocopying across all colleges.
5.6.5	Introduce compost bins for food waste/renewable energy.	Compost bins being used routinely in all colleges.

5.7 Strategic Priority: Circular Economy

	Strategic Actions	2023 Outcomes
5.7.3	Procurement to move away from cost to sustainability as a measure of value.	Procurement has included additional environmental measures in its methodologies for scoring and assessing tenders i.e. green motor fleet, recycling of packaging.
5.7.9	Develop plan to provide training in NZEB fundamentals across a wide variety of programmes and courses. Embed in training programmes and in post-primary modules where feasible.	The NZEB fundamentals programme was incorporated into the apprenticeship programmes during 2023.

Strategic Goal 6

Technology Enhanced Learning/Digital Learning

An overall IT strategy is required, along with an operating model review, to chart the journey for a full transformation of IT within WWETB.

6.1 Strategic Priority: Governance

	Strategic Actions	2023 Outcomes
6.1.2	Ensure consistency in IT support by implementing appropriate policies and procedures.	IT Manager was appointed in March 2023. A systematic review and update of IT policies initiated.

6.2 Strategic Priority: Organisation Structure

	Strategic Actions	2023 Outcomes
6.2.2	Prioritise the hiring of new IT Manager, to manage the day to day running of the IT team, risks, and critical issues, while also focusing on quality and strategic direction of the function.	IT manager was appointed in March 2023

6.4 Strategic Priority: Capabilities

	Strategic Actions	2023 Outcomes
6.4.3	Ensure basic level of IT skills for all staff through training and development.	Cyber security training carried out.
6.4.6	Remove inefficiencies associated with the business use of CoreHR, by assigning the role of managing the CoreHR system to a business/data analyst.	Data Analyst in place on a temporary basis in HR Department. This role was key to supporting the move to payroll shared services and continues to provide support in the absence of a full reporting capacity from CoreHR/DoE.

Implementation Appendix 1: Acronyms

BTEI: Back to Education Initiative
CFSNs: Child and Family Services Networks
CPD: Continual Professional development
CYPSC: Children and Young People's Services Committees
DFHERIS: Department of Further and Higher Education, research, Innovation and Science
DCEDIY: Department of Children, Equality, Disability, Integration and Youth
DOE: Department of Education
EROC: Emergency Reception and Orientation Centre
ESOL: English for Speakers of Another Language
FET: Further Education and Training
FETC: Further Education and Training Centre
LCDC: Local Community Development Committees
NZEB: Nearly Zero Energy Buildings
PLC: Post Leaving Certificate
PLD: Professional Learning and Development
QQI: Quality & Qualifications Ireland
REALT: Regional Education and Language Teams
SEAI: Sustainable Energy Authority of Ireland
SEN: Special Educational Needs
SENCO: Special Educational Needs Coordinator
SMT: Senior Management Team
STEM: Science, Technology, Engineering and Mathematics
STEAM: Science, Technology, Engineering, Arts & Architecture and Mathematics
VTOS: Vocational Training Opportunities Scheme

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