



cmetb

Bord Oideachais agus Oiliúna
an Chabháin agus Mhuineacháin
*Cavan and Monaghan
Education and Training Board*

BORD OIDEACHAIS AGUS OILIÚNA CHABHÁIN AGUS MHUINEACHÁIN

CAVAN AND MONAGHAN
EDUCATION AND TRAINING BOARD

SERVICE PLAN

2021

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Ireland's European Structural and
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cmetb

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1. Message from the Cathaoirleach of Cavan and Monaghan Education and Training Board

I am pleased to introduce the Service Plan of Cavan and Monaghan Education and Training Board (CMETB) for the coming year. This Service Plan provides an outline of the framework approach and strategies which will be deployed for the provision of the highest calibre of education and training to the learners in the Cavan and Monaghan ETB region. It undertakes to build on the excellent work that has been done in the past year as we move to the evolving challenges of 2021.



Our duty as an Education and Training Board is captured in our Mission Statement to, “*provide quality education and training for young people and adults through a professional, inclusive and innovative approach*”. While our premier function is to deliver a quality teaching and learning experience to all, we are conscious also of the key role CMETB plays as a major employer in Cavan and Monaghan. This is highly significant. We employ in excess of 1,300 full-time and part-time staff across our schools and centres providing a service to 5,031 pupils and 7,520 learners. As we are experiencing a substantial growth in enrolment numbers; there is a need for new buildings, and this generates employment in the building industry across the two counties. Through our strategic partnerships with local business, employers, the two County Councils and their associated committees, we are among one of the main drivers of economic growth in the region. It is, therefore, essential that CMETB ensures the organisation can demonstrate its achievements of targets set out in this Plan and further build on a long tradition of innovation and delivery to the learners and communities of counties Cavan and Monaghan.

The past year, 2020, presented all areas of our society with many unforeseen challenges caused by COVID-19 and Brexit. While we cannot predict all eventualities of this nature, this comprehensive Service Plan provides us with a flexible framework from which to operate and address such challenges as they arise, with confidence. It will enable us to grow and develop as an organisation. It will help CMETB to continue to provide excellence in the delivery of education and training services for all. I would like to acknowledge the work of my colleagues, the members of CMETB. I want to commend the Chief Executive, John Kearney, and all our staff, for their continuing hard work and commitment to the development and implementation of this Service Plan.

Sean Fegan
Chairperson, CMETB

2. Foreword by the Chief Executive

This Service Plan was developed in accordance with our statutory requirements as set out in Section 47, Education and Training Board Act 2013. Section 47 (1) specifies:

A chief executive of an education and training board shall, on the basis of the provisional expenditure limit notified to the board under section 46(1)(a), within one month of receipt of such notification, prepare and submit to the board a plan setting out:

- (a) the services that the board proposes to provide, and
- (b) an estimate of income and expenditure of the board

This Service Plan 2021 corresponds to the Strategy Statement 2017-2021 which guides the work of the CMETB organisation over the five years. The core values of professionalism, quality, equality, collaboration and innovation underpin the work of all staff in delivering the vision of our Strategy Statement. The Board oversees the implementation of this Service Plan 2021 and the Strategy Statement. Each school, centre and service plan and evaluate within the context of the overarching goals of the Strategy Statement, the strategic priorities and the actions which flow from them.

The current budget of circa €65m enables the activities of the CMETB for 2021 in providing a comprehensive range of services throughout its many schools and centres within Counties Cavan and Monaghan. The guiding aim of CMETB is to improve and increase educational and economic activity for the empowered benefit of pupils, learners and communities in both counties.

Cavan and Monaghan Education and Training Board have a large staff who are committed, enthusiastic and innovative. As Chief Executive, I am proud to lead an organisation with dedicated personnel who always have the needs of the learners and communities we serve as their priority. It is reassuring for those seeking educational opportunities to know they are engaging with very professional staff who have their best interests always at heart. I thank all who contributed in any way to this plan and wish all staff and students continued success in 2021.



John Kearney
Chief Executive

3. Profile / Background of CMETB

Cavan and Monaghan Education and Training Board (CMETB) is a local statutory, education and training authority established under the Education and Training Boards Act 2013. The Board's headquarters are in Monaghan Town with a sub-office in Cavan Town. Cavan and Monaghan ETB provide education and training services to a population of 137,562 across the two counties.

CMETB is a significant employer within the region with a total staff of approximately 1,333. Some 850 members of staff are employed full-time with approximately 483 employed part-time.

CMETB services include:

- 11 Post-primary schools
- 2 Institute of Further Education & Training
- 6 Youthreach Centres
- Outdoor Education Centre
- Theatre (incorporating Arts in Education Programme and Youth Theatre)
- Prison Education Service
- Adult Literacy Service
- Community Education
- Back to Education Initiative
- Vocational Training Opportunities Scheme (VTOS)
- Adult Education Guidance Service
- Skills for Work
- Youth Service
- Refugee Programme
- Music Generation Programme
- Training Services
 - Apprenticeships
 - Traineeships
 - Skills Training
 - Skills to Advance
 - Local Training Initiatives
 - Evening Provision

Cavan and Monaghan Education and Training Board provides Education and Training throughout counties Cavan and Monaghan as set out below:

Table 1: Education and Training Services provided by CMETB

Service	No. Locations	No. Participants	No. Beneficiaries
Second Level	11	5031	
Further Education	46	6395	8232
Training	8	591	652
Part-time/Night Classes	3	534	601

4. National Overview of Education and Training Boards

ETBs are statutory authorities which have responsibility for education and training, youth work and a range of other statutory functions. ETBs manage and operate second-level schools, further education colleges, multi-faith community national schools and a range of adult and further education centres delivering education and training programmes. The general functions of an Education and Training Board are set out in the Education and Training Boards Act 2013.

Geographical Structure

There is a total of sixteen (16) ETBs through the country configured as follows:



Figure 1: Map of ETBs in Ireland

5. Strategy Statement of CMETB

5.1 Vision of CMETB

Leading and delivering excellence in education and training for all.

5.2 Mission of CMETB

Cavan and Monaghan Education and Training Board provides quality education and training for young people and adults through a professional, inclusive and innovative approach.

5.3 CMETB Values

Progressive

CMETB aims to be progressive in all of our activities, to be at the forefront of education and training provision in Ireland by:

- Being innovative in programme development
- Seeking creative solutions to emerging issues
- Availing of and making the best use of new technology
- Supporting creative thinking and new ideas

Professional

CMETB aims to be professional at all times by:

- Adhering to the principles of good corporate governance at all times
- Being open and transparent in all practices
- Participating and leading the development of professional practice in ETBs

Learner-Centred

CMETB aims to place the learner at the centre of everything we do by:

- Providing programmes which match identified learner needs
- Providing resources to support learners
- Providing physical environments which support teaching and learning

Community-Oriented

CMETB aims to provide services which enhance the community it serves by:

- Providing local employment
- Practicing policies environmentally sound
- Engaging with local stakeholders in the planning of courses and programmes
- Engaging learners with their community through social awareness programmes

Diverse

CMETB aims to promote equality and diversity by:

- Ensuring that the organisation is public and democratic, non-political, non-sectarian and accommodating and supportive of difference and diversity.
- Encouraging inclusivity in all services through educational and extra-curricular programmes, ensuring that access is provided for all who wish to avail of its services.
- The provision of services and programmes aimed at alleviation of economic, social, cultural and physical disadvantage.
- Ensuring equal access to employment through good employment practices.
- Engaging with organisations representing minority groups in the planning and development of services and programmes

Quality Focussed

CMETB aims to ensure quality by:

- Recruiting and retaining the best staff available
- Striving for top national and international standards in local education and training services/courses.
- Delivering organisational excellence and renewal, through training and re-training of staff.
- Resourcing schools/centres to the best of its ability - including personnel, buildings, budgets, equipment and working conditions
- On-going dialogue and partnerships with business, industry and commerce and other relevant agencies at home, and with EU policy and vocational education agencies abroad, towards professional best practice and local economic, social and cultural development.

- On-going purposeful dialogue and partnership with parents, teachers, students and the Department of Education & Skills

5.4 Goals of CMETB

- To ensure CMETB is a dynamic, responsive and effective organisation that promotes excellence in all aspects of its service, and fulfils its remit in a timely, cost effective, efficient and quality manner with full adherence to corporate governance requirements
- To continually strengthen and optimise the administrative and organisational framework, which supports the delivery of all CMETB services
- To provide high quality (or “to promote excellence in”) teaching, learning, management and administration in all CMETB schools
- To deliver a high quality, integrated and co-ordinated Further Education and Training Service, that meets the skills needs of learners, employers & the economy, and facilitates progression
- To advance and expand CMETB’s capital programme in a timely, efficient and effective manner, thereby ensuring optimum facilities for CMETB learners and staff
- To maintain and further develop CMETB’s diverse ancillary service provision

6. Implementation and Monitoring Provisions

This Service Plan is developed to support the implementation of CMETB Strategy Statement 2017 – 2021. While the Strategy Statement sets out our priorities and aims over a 5-year period, it is important that there is a process in place to support their delivery.

In developing the Service Plan a consultation process was undertaken with Senior Managers and Principals across all areas of provision to ensure that the actions set out for delivery during the Service Plan cycle are appropriate to the overall priorities and aims set out in the Corporate Strategy Statement.

The consultation process also ensures that the outcomes set out for 2021 are achievable and are owned by the Senior Managers and Principals in their respective areas of service provision.

To support delivery on the outcomes identified, there are Project Leads and Sponsors identified in all areas of provision.

6.1 Further Education and Training (FET)

FET governance structures include the FET Management and Quality Council (comprising centre/service managers), Quality Assurance Group and Programme Planning, Development and Implementation Group. Collectively, these groups work to

(i) ensure quality assessment processes; robust programme development systems; effective policy development and implementation; and compliance with requirements as set down by QQI and other external bodies; and (ii) generate new projects, programmes and initiatives.

A newly established FET Board will commence its work in 2021. This entity is comprised of representatives from CMETB board, Local Industry, Local Development Companies, Local Authorities, Community & Voluntary sector and DEASP.

The Further Education and Training Board will operate as an ETB committee under Section 44.1 (a) of the Education and Training Boards Act 2013. This Board will have responsibility for the Further Education and Training provision under its remit which will be a composite committee for all Further Education and Training Programmes and Centres in Counties Cavan and Monaghan.

The functions of the newly formed Further Education and Training Board are:

- to assist the ETB in carrying out its functions
- to develop further education and training in the communities served by the ETB
- to review and give consideration to the financial reports, in line with good practice in corporate governance
- to provide a forum for dialogue for stakeholders in Further Education and Training
- to act as a link between the Further Education and Training Service, the community and the ETB
- to make recommendations to the ETB as appropriate

6.2 Organisation Support and Development (OSD)

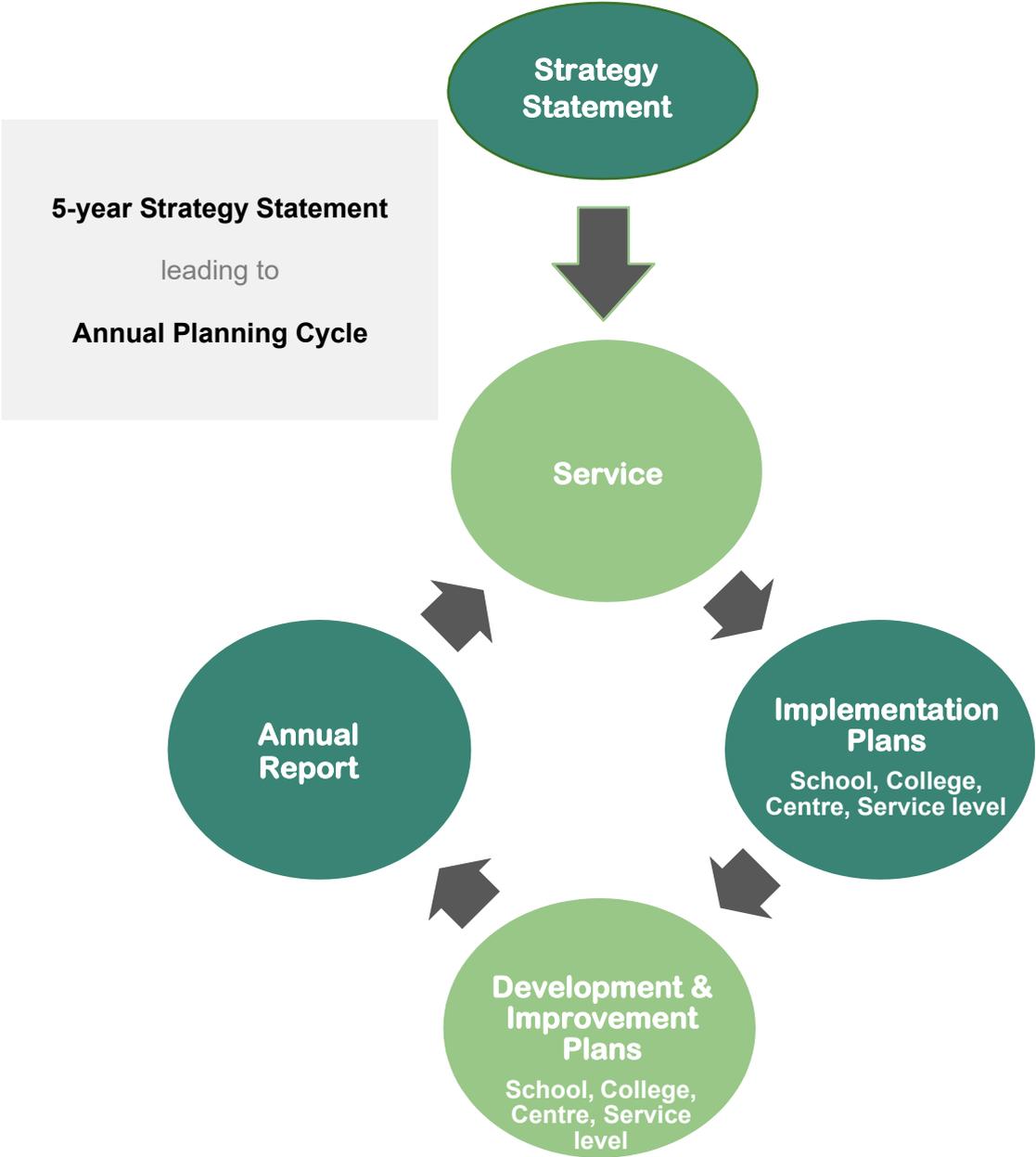
Working across all four goals and in collaboration with Schools and FET Directorates, the Organisation Support and Development function aims to ensure best practice in terms of Corporate Governance and to deliver increase value to CMETB. Four working groups have been established who meet regularly to ensure that progress is on track and to help resolve

open issues. Also helping to ensure that the expected benefits from completing the actions are realised.

6.3 Schools

These groups meet regularly and provide cross sector/location support to the project leads and sponsors by ensuring a multidimensional communication process is in place to support and monitor delivery.

7. Planning Cycle Workflow



It is important that the above process is utilised to ensure transparency, clarity of purpose and to keep a focus on actively working to deliver what we have set out to achieve over the lifetime of the Strategy Statement.

8. Statement of Services 2021

Under the terms of the Performance Delivery Agreement between the Department of Education & Skills and CMETB, 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	Priority	Action	Performance Indicator	Target
Optimise Student/ Learner Experience	Provide a positive learning experience for all learners, including learners from marginalised groups	Commencement of Alternative Learning Programme for those under 16 not attending or excluded from school.	Service to be established in two sites	Total of 24 service users in 2021
		Ongoing provision of a wide range of programmes at levels 1-6, and associated supports, to facilitate participation by learners of all ages and abilities.		Increased enrolments and strong retention
Optimise Student/ Learner Experience	Provide a broad-based curriculum	Provision of programmes online where face to face is not feasible. Explore and utilise all options to support marginalised learners to engage in remote learning	Wide range of FET programmes offered and delivered.	Enrolment levels reverting to those pre Covid
		Programmes provided on full and part basis in venues throughout both counties and some with allowances / supports for travel/ meals/childcare		11 Meetings

GOAL: OPTIMISE STUDENT/LEARNER EXPERIENCE

Goal	Priority	Action	Performance Indicator	Target
		Aim to continue delivery of current programmes and introduce new programmes, subject to COVID restrictions.	New programmes initiated by each FET Service	Minimum 4 new programmes in 2021
Optimise Student/ Learner Experience	Implement Quality Assurance systems	CE and DOS to meet all school leaders to review performance of schools in 2019 Leaving Cert results.	All schools to receive feedback on DEIS/SIP plan	11 Meetings will take place and improvement strategies identified.
		Relevant CPD to be provided to all school leaders in CMETB.	Three dedicated days for Principals and DP development	Programme complete
			Complete programme of CPD for middle management in schools	Programme complete
		Continued implementation of Quality Improvement Plan; Participation in QQI Sectoral Review Ensure effective quality assured contingency plans are developed and operationalised where required in response to COVID crisis – in particular, concerning assessment	Effective implementation of QIP Robust review report prepared for QQI	Submission of QQI sectoral review report by June '21 deadline

Goal	Priority	Action	Performance Indicator	Target
	Support students/learners at risk of educational disadvantage in line with current national policy	Engagement with Mary Immaculate College to develop a system of mapping and monitoring provision for SEN students	Under guidance of Working Group, proof of concept in one school with initial training for other schools	One school's SSE process and provision mapping in place CPD for all schools in planning for SEN
		Planning for and opening new ASD classes where relevant.	DOS and Principals to meet with SENOs and agree strategies.	1 new class opened and a further two planned for 2022
Optimise Student/Learner Experience		Continued support of learners to access, complete and progress from FET Programmes. Covid-19 reference Ongoing identification of gaps / needs and development of initiatives to address these	Maintenance and expansion of programmes with allowances and other supports	Successful completion of 2 nd year of PLC Access programme for Youthreach learners to support and facilitate their progression, & commencement of 3 rd cohort
				Development of LTI Programme for Syrian refugee group resettled in Monaghan in 2018

Goal	Priority	Action	Performance Indicator	Target
				<p>Continued expansion of evening provision to support those in and out of employment to access certified training at low/no cost</p> <p>Continued and co-ordinated provision of learner supports across all FET Provision</p> <p>Development of initiatives under Mitigating Against Educational Disadvantage Fund (MAEDF), subject to funding availability</p>
<p>Optimise Student/Learner Experience</p>	<p>Provide guidance and counselling services</p>	<p>Mobilising Guidance Counsellor provision to ensure access to all students</p> <p>Review of overall Guidance provision to ensure all learners are supported</p>	<p>Flexible deployment of Guidance Counsellors when vacancies aren't filled.</p>	<p>Ensuring access at all times to Guidance.</p>

Goal	Priority	Action	Performance Indicator	Target
		Provision of counselling supports to vulnerable groups / individuals Work to ensure learners are fit for their chosen programme of study and provide necessary supports both pre-entry and during the programme Prioritise maximum retention, successful completions and progression	High level of quality guidance and support provided to all learners.	Increased retention and progression figures.
		Work to secure Wellbeing Officer position	Well Being Officer employed	Range of wellbeing training and supports in place for CMETB staff and learners
Optimise Student/ Learner Experience	Provide high quality learning/training facilities	Ongoing work towards development and enhancement of FET facilities. Capital budget secured from Solas Commence new building projects as soon as Government's Covid-19 restrictions are lifted.	Facilities in place that are fit for purpose for all learners New facilities developed / near completion.	Advancement / completion of capital priorities, including: <ul style="list-style-type: none"> • Modular Units for Cavan Institute • Adult Ed facility in Cavan Town • Alternative accommodation for Carrickmacross Youthreach • Additional accommodation for OEM Apprenticeship

Goal	Priority	Action	Performance Indicator	Target
		<p>Completion of school building projects.</p> <p>Apply for ASA applications, SWS, EWS, IT Grants, Subject Grants, Sports Capital Grants and as appropriate</p>	<p>Completion of current school building projects & progression of new projects</p> <p>Progression of projections to completion</p>	Ongoing
	Promote and develop outdoor education	<p>Ongoing provision of wide-ranging programmes at Tanagh Outdoor Education and Training Centre and new cohort of traineeship learners – subject to COVID restrictions and ability to deliver onsite.</p> <p>Development of indoor facility</p>	Work to increase numbers and variety of programmes offered.	<p>Traineeship programmes continued</p> <p>Indoor facility developed</p>
Optimise Student/Learner Experience	Plan for changing demographics and policy priorities	Advancing planning for temporary accommodation and permanent building projects in line with expanding enrolments.	Ongoing planning between schools, ETB and DES	Ongoing
		<p>Ongoing review of overall CMETB FET provision and labour market data to ensure:</p> <p>Provision of programmes that meet needs and priorities, as (i) outlined in relevant strategies and reports, and (ii) identified by industry</p> <p>Delivery of programmes aimed at supporting the green economy</p>	Provision of relevant targeted programmes that facilitate progression to employment and or FE / HE	CMETB FET Strategy developed outlining plans to meet demand, current and projected

Goal	Priority	Action	Performance Indicator	Target
			<p>Targeted programmes for the Hospitality sector and upskilling of electricians.</p>	<p>Range of programmes delivered across Cavan and Monaghan</p>
		<p>CMETB with responsibilities as a public sector body must achieve the target of a 50% increase in energy efficiency and a 50% reduction in carbon emissions by 2030. During 2021, the ETB will:</p> <ul style="list-style-type: none"> • Continue to promote on-going investment in energy- reduction measures through participation in the following programmes: • Better Education Communities • CMETBs Energy Awareness Programme 	<p>Performance and progress in 2021 will be monitored & evaluated through: A report on CMETBs 2020 energy usage by completion of Monitoring & Reporting Returns to the SEAI in 2021.</p> <p>Monitoring and review of energy performance across each school and centre within CMETB.</p>	<p>Completion of the M&R Returns to the SEAI. Report outcome of energy performance to CMETB schools and centres using the SEAI Energy Bill Tracker Toolkit. Engage with staff and students through the Energy Awareness Programme to heighten awareness and understanding of energy efficiency. Investigate possibility of securing BEC grant to retrofit high energy usage buildings.</p>
<p>Optimise Student/ Learner Experience</p>	<p>Plan for changing demographics and policy priorities</p>	<p>Provision of mix of Sectoral skills & Cross sectoral skills</p> <p>CMETB does not oversupply the market with lesser required skills</p>		

Goal	Priority	Action	Performance Indicator	Target
	Engage effectively with employers	<p>Work to develop effective industry linkages.</p> <p>Seek to achieve increased participation by employers in skills development and workforce planning</p>	Increased training provision to workplaces and employees	Increased number of programmes delivered and participants engaged.
		<p>Ongoing development and expansion of Skills to Advance programme online and onsite</p> <p>Further development of evening provision in Cavan and Monaghan</p>	Further development & strengthening of CMETB / industry linkages	Wide ranging programme of evening provision in Cavan and Monaghan.
Optimise Student/ Learner Experience	Engage effectively with employers	Engage with Regional Skills Forum in a structured & meaningful manner		Roll out of Route 3 Innovative projects
	Provide and develop traineeship and apprenticeship programmes	FET into Schools programme established in two CMETB post Primary Schools.	Roll out of programme in two schools: Target Group is Transition Year	Programme completed and reviewed

Goal	Priority	Action	Performance Indicator	Target
		Work to expand the range of apprenticeship programmes and phases delivered in Cavan / Monaghan, including additional electrical cohort Work with Solas in implementation of actions to address national backlog in apprenticeship training	New apprenticeships and traineeships commenced	Commence hairdressing and additional electrical apprenticeship Develop additional capacity and deliver extra electrical apprenticeship training
		Work to integrate literacy and numeracy across all apprenticeship & traineeship programmes Continue to engage with employers, employers' representative groups and other relevant stakeholders in the development of traineeships Maintain and develop the synergies between PLC and traineeship / apprenticeship co-provision	Existing programmes maintained Continued development of support programme for apprentices	Develop 2 new traineeships Year 3 of OEM apprenticeship to commence
	Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post- Primary Schools 2017	Necessary procedures and processes in place and adhered to in Schools, Youthreach Centres, Tanagh OEC, Garage Theatre, Youth Service and FET Services. All DLPs and DDLPs to avail of appropriate CPD and support	Ongoing compliance and safeguarding Check that all DLP and DDLPs have done CPD	Ongoing Annually

Goal	Priority	Action	Performance Indicator	Target
<p>Optimise Student/Learner Experience</p>	<p>Priorities STEM/STEAM in schools</p>	<p>Offer support to CMETB schools in programming and digital creativity through CMETB Digital Cluster</p>	<p>Resources and CPD to schools</p>	<p>STEM/STEAM Projects At least five schools extend their provision of coding and digital creativity in 2021</p>
		<p>Continue to provide CPD for staff using the technologies and applications available to them, such as Office 365, MS Teams and Moodle, to further enhance online/blended/face-to-face provision in CMETB. These supports will be offered as one-to-one/group support sessions, live webinars, ongoing guidance, and support.</p>	<p>Regular CPD for staff in 2021</p>	<p>Increased usage of TEL tools across all FET centres and schools in CMETB</p>

GOAL: OPTIMISE STUDENT/LEARNER EXPERIENCE

Goal	Priority	Action	Performance Indicator	Target
<p>Optimise Student/Learner Experience</p>	<p>Provide high quality ICT learning supports in schools/centres</p>	<p>Build upon training resources currently available to staff in CMETB, also ensuring current resources are relevant and up to date.</p> <p>Review, finalise and roll out of CMETB FET TEL Strategy.</p> <p>Pilot the use of e-portfolio for capturing learner evidence of achievement and practice.</p>	<p>Continued development of FET TEL Support Channel, Teacher and Student Support Channel, Admin Support Channel on Stream.</p> <p>Review current strategy and continue rollout of outstanding actions.</p> <p>Explore and research e-portfolio options and implement in selected programmes</p>	<p>Ongoing</p> <p>2021 actions initiated</p> <p>Successful implementation of e-portfolio solution</p>

GOAL: OPTIMISE STUDENT/LEARNER EXPERIENCE

Goal	Priority	Action	Performance Indicator	Target
<p>Optimise Student/Learner Experience</p>	<p>Provide high quality ICT learning supports in schools/centres</p>	<p>Continue to provide/invest in appropriate, relevant IT hardware and infrastructure to support online/blended provision in CMETB FET Centres and schools.</p>	<p>Appropriate IT hardware and infrastructure for FET centres and schools in CMETB</p>	<p>Ongoing</p>
		<p>Promote the sharing of good practice in the use of educational technologies for learning, teaching and assessment.</p>	<p>Share innovative practices in the use of technology for learning, teaching and assessment.</p>	<p>Ongoing</p>
		<p>Strengthen links and contacts with other groups and external organisations to develop expertise in TEL.</p>	<p>Further develop links and contacts inside and outside CMETB to strengthen TEL expertise</p>	<p>Ongoing</p>

GOAL: OPTIMISE STUDENT/LEARNER EXPERIENCE

Goal	Priority	Action	Performance Indicator	Target
Staff Support	Recruitment and retention of staff	Ongoing recruitment / replacement of staff to ensure FET Service operates with the required level of skills and expertise	FET Service has the required mix and level of skills and expertise	Increased staffing in FET Capital, ICT, Research & Well Being
		<p>Agree strategies for sourcing and recruiting teachers in an increasingly competitive job market including collaboration with Third Level Institutions and attendance at appropriate Trade Fairs</p> <p>Summer recruitment for teaching staff 2020/21 academic year took place very successfully, with interviews being held remotely via Teams</p> <p>HR Team are researching a new on-line recruitment system, with enhanced facilities for the applicant and automated manual tasks for HR.</p>	Adequate staff in place across all areas of the ETB	Ongoing
	Support staff in ongoing professional development	Provision of ongoing CPD Programme and Online Support for all staff in CMETB schools	Induction Programme for new Teachers	All new teachers to participate in 3 evenings of Induction
	CPD for senior and middle management		Planned programme executed for both groups in Summer and Autumn 2021 CPD Programme delivered for all senior and middle leaders – majority online delivery	
Staff Support	Support staff in ongoing professional development		Appropriate CPD for ancillary staff	Delivery of tailored programmes

Goal	Priority	Action	Performance Indicator	Target
Staff Support	Support staff in ongoing professional development	Development of 2021 CPD Plan Provision of a range of CPD initiatives for staff Commence roll out of newly devised induction programme for FET staff	Completion and roll out of FET CPD Plan	Staff engagement in range of CPD provision, including certified programmes
		Continued implementation of CPD Support Programme		2x iterations of new induction programme delivered
				CPD in new areas e.g. environmental awareness / protection
				Development of badging system for CPD undertaken
Staff Support		<p>A member of staff has been appointed to manage training and CPD. CPD policy to be developed and with budget identified</p> <p>A training needs analysis is carried out on an annual basis, including financial management</p> <p>A training programme on financial management is developed and implemented</p>	<p>Training needs identified and training plan developed in line with the CPD policy and the Financial Maturity Model</p>	<p>Delivery of identified training programmes – shared services, financial management, specific training in procurement, IT, Land and Buildings, Leadership and Management Programme</p>

Goal	Priority	Action	Performance Indicator	Target
	Support and develop high quality leadership in the ETB	School Boards of Management Training	2 seminars for all Board Members	Completion of seminars
		Leadership Working Group	4 meetings to advise DOS on supports for leadership	4 meetings to take place
		Membership of ETBI and other national forums	Attendance and participation at forum activities	Regular reports presented to management meetings
		Ensure regular management, Director and section head meetings.	Number of meetings/CPD events organised throughout the year	Ongoing
		CPD for all management in the relevant areas	Leadership and Management training programme for middle and senior Admin staff through Ibec.	January 2021
Staff Support	Promote awareness of health and safety	Implement an effective Health and Safety Plan for the organisation and prioritise training for managers and safety reps in the areas of health and safety awareness and expertise	A Safety Management System has been developed nationally and is being implemented in all CMETB Schools and FET centres	Q 2 2021
			Support and training for staff and management in health and safety	Ongoing

Goal	Priority	Action	Performance Indicator	Target
	Provide a positive and supportive work environment	Continually develop initiatives/run training courses to encourage a positive work environment with clear lines of communication, particularly during the current Covid-19 restrictions and the move to remote working and online teaching and learning.	Staff feel supported and motivated in the physical workplace or remotely	Continual updates and communication on the Covid-19 restrictions to support and assist staff
Staff Support	Support staff wellbeing	Staff wellbeing to be included in CPD Programmes and initiatives for all staff	Recognition of wellbeing as a key element of CPD provision	Wellbeing component in all CPD
		Wellbeing support for staff at individual school and ETB level	Regular meetings and reports from Working Group Guest Speakers as appropriate	Regular meetings and reports from Working Group
		Provision of workspace for teachers in a school close to them during pandemic	Ongoing guidance for working during pandemic	At least 1 key workshop
		Provision of workspace for teachers in a school close to them during pandemic	All staff teaching in a school that is a substantial distance from home to be offered a workspace during lockdown of schools	Regular guidance from CMETB
		Appropriate supports provided to staff with specific wellbeing issues		Uptake of offer by staff
Staff Support	Support staff wellbeing	New Employee Assistance Service is in place for all staff including 24/7 Phone service and wellbeing App. Wellbeing information and	All staff have access to 24/7 support	Increase awareness of new EAS and the importance of engagement with

Goal	Priority	Action	Performance Indicator	Target
		resources circulated monthly by HR.		wellbeing programmes
		Develop initiatives to embed the culture of health and wellbeing at work. Actively encourage and support all staff in this regard. Organise social events for staff throughout the year	Staff wellbeing is prioritised and staff feel valued.	2-4 events per annum

Goal	Priority	Action	Performance Indicator	Target
<p style="text-align: center;">Governance</p>	<p style="text-align: center;">Develop organisational structures and systems to meet the changing needs of the organisation</p>	<p>Attendance rates at Board meetings. Individual boards and Committees should re-emphasise the requirement for attendance at all board meetings as per the Code of Practice for Governance of ETBs</p>	<p>Maximum attendance at Board and Committee Meetings</p>	<p>Increase attendance at all Board meetings. Online meetings during Covid-19 restrictions.</p>
		<p>Board Self Assessments: All boards should carry out self-assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required</p>	<p>Boards assess their own performance and identify areas for improvement</p>	<p>Self-assessment of ETB Board in Q1</p>
		<p>Financial expertise on audit and finance committees: Appointments to audit and finance committees should be made by the board in consultation with committee chairs. External members of committees should bring the required audit and financial skills and experience to the role</p>	<p>Committees have the necessary financial experience and expertise.</p> <p>The Statements of Internal Control is submitted to the ARC</p>	<p>Committees established</p> <p>Expertise to be maintained</p> <p>February 2021</p>
		<p>Board appraisal of work carried out by Finance and Audit & Risk Committees: The Board ensures that it receives adequate assurance that specified controls are operating as intended. The chair of each board should ensure that board members are 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. The chairs of both the audit & risk committee and the finance committee should ensure that a self-assessment exercise is completed annually as required by the Code of Practice for ETB Governance.</p>	<p>Committees carry out self-assessment</p>	<p>Completed late 2020 due again in Q4 2021</p>

Goal	Priority	Action	Performance Indicator	Target
Governance	Develop organisational structures and systems to meet the changing needs of the organisation	Establish an internal Compliance Working Group: To undertake objective assurance activity designed to add value and improve CMETB operations To bring a systematic approach to monitoring and review To improve the effectiveness of risk management, control and governance processes	Compliance Working Group established.	Q1 2021
		Develop an organisational chart with associated roles and responsibilities.	Improved communication between and within departments. Improved work- flows.	Regular review and update of chart & communicate throughout the organisation
		Develop cross training plans to take account of the individual and organisations current and future needs Develop a succession planning strategy to ensure continuity of service Identify key functions and processes for the organisation as part of the BCP	No gaps in service due to staff absence or retirement	Organisational charts, cross training plans and manuals are updated on a continuous basis as the need arises
		Enabling the work of a dedicated ICT department to utilise cutting edge technologies and modernisation across the organisation	Improved outcomes for learners and organisation efficiencies. Ensuring robust standards of governance are maintained during Covid-19 pandemic	Continuous review and implementation of the ICT Action Plan in 2021

Goal	Priority	Action	Performance Indicator	Target
Governance	Effectively manage finances and risk	Risk is a high-level agenda item at every management meeting Risk Registers for OSD, FET and Schools reviewed quarterly, and appropriate actions taken to manage risk and is presented at each ARC meeting, the minutes of which are submitted to the Board.	Risk register and internal controls reviewed regularly and actioned accordingly.	Risk Plan approved in Q1 Quarterly Review of Risk Registers
		Risk Plan developed Transfer of PLC funding to Solas budget and management of associated new processes / reporting to be concluded	Smooth transfer of budget and inclusion of all relevant costs	Successful transfer of funding and sufficient resources to deliver quality PLC provision
		Annual financial statements, Service Plan, Statements of Internal Control, Annual report, monthly returns, reports to Board, Finance and Audit and Risk Committees, reports to Board of Management, ESF returns, FARR returns etc completed on time and accurately	All relevant financial reports completed accurately and submitted on time	Reports completed by relevant due dates in line with the new Governance and Compliance Calendar

Goal	Priority	Action	Performance Indicator	Target
Governance	Efficiently use resources	<p>Ensure efficient and effective use of all resources including financial, personnel, energy efficiency.</p> <p>Ensure proper procurement and land and buildings continue to identify and implement a range of procurement solutions that will deliver compliance, value for money and best practice.</p> <p>Ongoing participation at national forums and working groups with ETBI to share resources and ensure best practice and up to date knowledge.</p>	Performance and progress are monitored to ensure compliance with the OGP and EPS frameworks where possible to ensure best practice and value for money.	<p>Adherence to procurement guidelines and framework requirements.</p> <p>Frequent/regular attendance at national forum meetings.</p>
Governance	Communicate effectively	<p>Undertake website redevelopment in 2021 to improve website journey for CMETB website users. Update design of website to accurately reflect CMETB's corporate mission, vision and values.</p>	<p>Project completions. Use website analytics to track the number of visitors to the website and review top performing content</p>	2021
		<p>Communicate effectively with external stakeholders. Continue to implement the digital marketing efforts to grow CMETB's online audiences and presence across social media channels with timely and relevant social media messaging.</p>	<p>Track social media insights to map growth and trends of CMETB accounts</p>	Ongoing
		<p>Communicate effectively - Internal Communication: Foster a positive, supportive and 'connected' work environment through targeted workplace communications, wellbeing initiatives and creation of a staff directory.</p>	<p>Retention of staff, participation and engagement with initiatives</p>	Ongoing

Goal	Priority	Action	Performance Indicator	Target
Governance	Communicate effectively	Increase staff awareness of organisational goals and objectives through the use of information campaigns to communicate organisational news and successes	Feedback from staff, email open rates, video views.	Ongoing
		Dedicated Communications area within the new SharePoint hub that will enable CMETB Staff to have a dedicated space to locate communications assets such as CMETB logos, Email Signatures, press adverts, posters etc.	Launch of new SharePoint. Feedback from staff and monitored use	2021
Governance	Develop Service Level agreements with external stakeholders	SLAs completed based on national and local needs with external agencies whom we financially and strategically engage Database of SLAs established. Data protection agreements in place where appropriate	SLAs established and regularly reviewed to ensure they are fit for purpose and reflect the relationship with the external agency.	Database of SLAs and other agreements review quarterly ensuring that there is an SLA in place with every organisation.
Governance	Ensure effective data protection	Update data protection policies and procedures and provide training to all staff and refresher training on a regular basis through briefing sessions and eLearning, Data protection agreements with other agencies signed where appropriate	High level of data protection awareness amongst staff.	Review of national template Data Protection Policy in Q1 Refresher online training commencing in Q2
	Engage effectively with stakeholders and develop partnerships	Continue to ensure that CMETB are represented and active in national fora and develop our strategic partnership with local community development committees	Relationships with stakeholders and partnerships are strong	Continuous attendance and participation at meetings throughout 2021. Contributing to the ongoing social and economic development Of the region.

Goal	Priority	Action	Performance Indicator	Target
Governance	Follow best practice in procurement	Maintain Corporate Procurement Plan and implement a Contract Management System to ensure value for money and compliance with national procurement guideline and promote staff awareness of procurement procedures.	CMETB Annual Procurement Plan completed by ETBI's deadline yearly. Staff receive regular communication and training on cumulative vendor spend	Contract Management system – pilot to be complete in Q2 Annual CPP briefing for staff and fortnightly email communication.
	Maximise the efficient use of public resources and avoid duplication of services	The ETB will ensure that schools, centres and services are supported to use central procurement frameworks and contracts that are put in place by the Office of Government Procurement (OGP).	Performance and progress in 2021 will be monitored and evidenced through: Evidence of the use of OGP Frameworks wherever possible to ensure compliance and value for money.	Office for Government Procurement Frameworks are implemented where possible across the ETB.
Governance	Ensure compliance with statutory, regulatory and departmental requirements and deadlines	Ensure all department, revenue and other returns are submitted accurately and on time, ensuring deadlines are adhered to.	Returns submitted on time with no penalties incurred	Governance and Compliance calendar to be implemented in Q1 to ensure on time returns.
Governance	Ensure compliance with all Departmental reporting deadlines	Reporting deadlines set by the Department should be adhered to.	Reports are submitted on time before the deadline.	Governance and Compliance calendar to be implemented in Q1 to ensure on time returns.

Goal	Priority	Action	Performance Indicator	Target
Governance	Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	<p>Ensure Boards of Management minutes submitted to the ETB record: Child Safeguarding Statement in Place, Risk Assessments carried out, DLP and DDLP in place and annual review carried out.</p> <p>Support to schools requiring advice when considering a child protection issue. Legal support procured through OGP Framework.</p>	<p>Minutes reviewed by DOS Positive Inspectorate Reports</p> <p>Dedicated Support available from DOS and Compliance Officer</p>	<p>Minutes reviewed by DOS</p> <p>Schools avail of support available</p>
Protection Programmes	Assist the Government Agencies, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	<p>Participation in and responding to Refugee Protection Programmes for Cavan and Monaghan</p> <p>Refugee resettlement programme initiated in Cavan with a high level of provision by adult education.</p> <p>Working to develop an LTI for refugee resettlement group in Monaghan who have completed intensive ESOL training but require further training and supports</p>	<p>Appropriate placement of students in schools and centres</p> <p>35 Syrian refugees are currently participating in classes in Cavan, Baileboro and Virginia. Effective engagement by Syrian groups in Cavan and Monaghan with CMETB FET Services</p>	<p>Second level students requiring places secure place in ETB school</p> <p>Appropriate support provided</p> <p>Successful delivery of resettlement programme in Cavan Commencement of LTI for Monaghan group</p>

In addition to the above nationally agreed goals and priorities, the following specific strategic priorities for CMETB will be either commenced or delivered during 2021 to ensure advancement of the overall Strategy Statement.

GOAL: MUSIC GENERATION & ARTS IN EDUCATION

Goal	Priority	Action	Performance Indicator	Target
<p>Music Generation: To provide a high-quality extended Music Generation Programme for the counties Monaghan and Cavan</p>	<p>To preserve the integrity of the Music Generation Programme during pandemic</p> <p>To grow the traditional music programme on offer</p>	<p>Engage with primary and pre-school children in a wide variety of settings in both counties</p> <p>Develop appropriate stimulating programme for learners</p> <p>Provide relevant support and training to Music Educators.</p> <p>Provision of vocal programme to 30 primary schools in 2021</p>	<p>Establish pre-school programme</p> <p>Continued development of online resources and platform for teaching</p> <p>Vocal programme in schools</p>	<p>Programme established</p> <p>All tutors enabled to work online</p> <p>Continued engagement of schools</p>
<p>Local Arts in Education: To provide a relevant Arts Education programme, building on existing provision and in partnership with artists, Government departments and local authorities</p>	<p>To build strategic partnerships that enable enhanced opportunities for Arts in Education</p>	<p>To support schools and youth organisations in linking with artistic supports available</p>	<p>Supporting schools to avail of arts opportunities in Education Centre and with government departments Strategic plan to be at advanced stage by December 2021</p>	<p>Supporting schools to avail of arts opportunities in Education Centre and with government departments Strategic plan to be at advanced stage by December 2021</p>

Goal	Priority	Action	Performance Indicator	Target
<p>Garage Theatre: To provide a diverse, relevant and sustainable programme of theatre productions in Monaghan</p> <p>To support the development of theatre and the arts in Co. Monaghan</p>	<p>To develop a vibrant, and engaging programme of productions for 2021, bridging many genres and of interest to diverse groups</p> <p>To provide a youth drama programme for emerging theatre talents</p> <p>Provide Covid friendly artistic space for adults with special needs</p>	<p>Planning a relevant programme, in cooperation with guidance from Arts Council and local need</p> <p>To support local theatrical and musical talent by providing performance space</p> <p>Developing a planned youth theatre school for 2020, including Youth Theatre productions</p> <p>Engage HSE for use of theatre and staff in providing artistic programme in theatre</p>	<p>Execution of programme that, under guidance of Board provides relevant theatrical productions</p> <p>Youth Theatre to provide two semesters of workshops for drama students</p> <p>Programme developed and commenced</p>	<p>At least 80 production to take place in Garage Theatre in 2021</p> <p>Youth Theatre to engage with at least 60 young people in 2021</p> <p>Weekly one-day workshops for adults with intellectual/ physical disabilities.</p>

Goal	Priority	Action	Performance Indicator	Target
Maximising Organisation Efficiencies	Develop and agree an ICT Action Plan for the ETB that meets the needs of the ETB, their learners and the agencies with whom they interface	<p>Develop and commence implementation of an ICT Action plan for the Scheme to take account of the National ICT Strategies for Education and Training.</p> <p>Develop an ICT strategy to meet the needs of schools, FET Centres and Admin.</p> <p>Working Group to be established comprising of representatives from schools, centres, further education, and IT department.</p>	Strategic plan in place to include Education and Training, the Technology Enhanced Learning, Strategy for Further Education and Training, the Digital Strategy for Schools, the ETBI ICT Strategy for ETBs and the overarching Government Strategies of Shared Services	<p>Action Plan to be completed Q1 2021</p> <p>An ICT strategy statement to be complete Q4 2021</p>
Continue Development of Youth Service Provision in CMETB Area	Support the Youth Service Provision	<p>Apply for relevant funding/grants to support youth workplans throughout the year</p> <p>Establish and support the operation of an ETB Youth Work Committee in accordance with the Education and Training Boards Act, 2013</p> <p>Administer and carry out appropriate oversight of funding on behalf of the DCYA and other relevant organisations</p>	<p>Projects are approved and relevant funding provided</p> <p>Support 2 Youth Networks in Cavan and Monaghan</p> <p>All relevant funding administered</p>	<p>All projects successfully Funded</p> <p>2 Youth Networks supported and rolled out</p> <p>Funding allocation appropriately</p>

9. Overview of Services 2021 (CMETB Specific)

9.1 Overview of Services – Schools

Cavan and Monaghan ETB provide post-primary education for students in eleven different schools. All schools seek to be inclusive and equitable, providing junior and senior cycle subjects as per Department of Education and Skills requirements. In the current year, all these schools are fully implementing all aspects of the new Junior Cycle Programme including all assessment and CPD activities. Six of these schools are included under the DEIS Programme and have plans, policies and appropriate supports for students in compliance with DEIS. The schools include one Gaelcholáiste which provides post-primary education for students from five counties.

The majority of CMETB schools are reporting a projected increase in enrolments. The schools collaborate in a most significant way with supports advanced by the CMETB Youth Officer, linking with Youth Federation Ireland and others to provide additional, out of schools therapeutic and support services for young people.

Cavan Monaghan ETB schools participate in four separate School Completion clusters that target the most vulnerable students for additional supports. These clusters track and support students as they progress from primary to post-primary education and seek to keep them at school until Leaving Cert, resulting in progression to further or higher education in most cases.

2020 was a most challenging year for all schools with severe disruption to services due to Covid 19. In 2021 CMETB has put an extensive plan in place to address continuity of learning in lockdown times. Trained digital leaders in each school, supported by an extensive bank of resources and online webinars enable high quality engagement with learners.

9.2 Overview of Services – Arts Education

The Garage Theatre

The Garage Theatre provides a regional focus point for the promotion of the Arts in the North East. The theatre Operations Manager and Artistic Director ensure that the theatre provides regional access to a wide range of performing groups across many genres of dramatic and theatrical performances, both professional and amateur. The Garage offers training in many aspects of theatre and the young people benefit from stage school, summer camps and involvement in performance, supported by a part-time CMETB Arts Officer. It also provides a

professional and enticing performance space for local dramatic and musical groups. This provision is enhanced by the theatre's own productions.

The Garage Theatre has a unique contribution to make to local life during the period of Covid 19 by supplying Covid safe facilities for key civic functions and for stimulating activities for adults with learning disabilities

Music Generation

The Music Generation Programme has produced a quality review and is adapting to providing performance music education during a period dominated by Covid. This affords the programme opportunities to maximise remote learning/working potential and to prepare for an expanded service in future.

9.3 Overview of Services – Further Education and Training (FET)

CMETB FET Services provide a wide range of full and part time programmes throughout Cavan and Monaghan. FET Services provide valuable learning opportunities for those over 16 years of age. The programmes are largely vocational in nature, e.g. childcare, healthcare, ICT, engineering, thus providing clear routes into employment. Likewise, there are a number of progression opportunities from FET programmes into Higher Education (e.g. university & Institutes of Technology programmes).

CMETB FET comprises 5 distinct services:

- i. 2 x PLC Colleges – Cavan Institute and Monaghan Institute – delivering full time vocational skills programmes at Levels 5 & 6 and evening classes
- ii. Adult Education Service – delivering a range of part time basic and vocational skills and hobby programmes at levels 1-6
- iii. Training Service – this includes apprenticeship service, contracted training programmes, traineeships, evening provision, Local Training Initiatives & Specialist Training Providers
- iv. Youthreach - 6 Youthreach Centres that provide a broad ranging certified programme for early school leavers
- v. Prison Education at Loughan House Open Prison, Cavan

CMETB FET Services are finalising the FET Strategy for 2021- 2025. The strategy is aligned to the new Solas FET Strategy and provides overall framework and direction for CMETB FET

operations. It has three key strategic priorities:

- Building Skills
- Creating Pathways
- Fostering Inclusion

And is underpinned by 4 enabling themes:

- Staffing Capabilities and Structures
- Learner and Performance Centred
- Digital Transformation of FET
Capital Infrastructure

In addition, CMETB FET Services have developed a 3-year Strategic Performance Agreement with Solas, which sets out clear quantitative targets across six key areas. COVID and associated closures, restrictions and reduction in learner numbers has adversely affected this agreement. It is hoped to increase learner numbers in latter part of 2021 when COVID & vaccine numbers are favourable, and work to attain the targets set out in the agreement.

9.4 Overview of Services – Youth Services

Cavan and Monaghan Education and Training Board continues to support the development and increased statutory role with regards to Youth Work in 2021 as per relevant departmental circulars. In 2021, 1 Youth Officer will be employed along with 2 Youth Support Officers and 1 Alternative Learning Programme Teaching Co-ordinator

Core Statutory Functions

A set of actions arises from the statutory youth work functions of ETBs, which are to:

- 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
- Assess whether the way it performs its functions is economical, efficient, and effective. (Education and Training Boards Act 2013, Section 10(1) (j, k)).

These actions form a core body of work in relation to the Cavan and Monaghan ETB's youth work functions.

In 2021 Cavan and Monaghan ETB will:

- Administer around €1million, to 5 staff youth work projects in Cavan and Monaghan, 131 Volunteer Led Youth Groups and 1 Integrated/Community Groups under the Department of Children, Equality, Disability, Integration and Youth Affairs (DCEDIY).
- Continue to Administer and support the Department of Health funding to 12 projects under the Healthy Ireland Initiative on behalf of Children and Young People Services Committee Cavan and Children and Young Peoples Services Committee Monaghan.
- Support the implementation of 1 PEACE IV Projects in Cavan and Monaghan under the Children and Young People Measure of the Special European Union Programmes Body.
- Co-ordinate and implement the Planet Youth (Icelandic Model), Drug and Alcohol Evidence based model to Cavan Monaghan
- Develop and rollout the Alternative Learning Programme In partnership with Foroige for Cavan and Monaghan

9.5 Overview of Services – Organisation Services

The organisation support team is based in Monaghan Head Office and the Sub-Office in Cavan. The services delivered by Organisation Support are focused on the delivery of non-learning services, which are essential to assist Educators and Trainers to focus on the delivery of direct services to Learners. This is to ensure that they have a high-quality learning experience and that CMETB remains innovative, reactive and to the forefront of Education and Training Provision.

CMETB provides a full range of services across the organisation broken into eight distinct areas of delivery, all of which have a broad remit and are essential to ensure the organisation is complying with requirements in relation to Corporate Governance while being in a position to fulfil requirements under the extensive range of legislation that impact on the organisation. The organisation chart sets out clear areas of responsibility and ensures clarity in terms of accountability, reporting relationships etc. (See Organisation structure overleaf).

The Chief Executive is responsible for executive management of the ETB and has overall responsibility for the performance of schools, programmes and training centres. The Principals, Directors, Coordinators and Managers of these centres are responsible for their day-to-day management. The Code of Practice for the Governance of ETBs continues to provide a framework for good practice in corporate governance in 2021.

In 2021 CMETB will continue the implementation of its Business Continuity Plan and will continue to review work practices and systems in order to meet the increase in demands of the organisation. In this regard the IT Department will continue to play a pivotal role in supporting the various functions within the ETB and ensuring the continuation of services in a secure and effective manner.

Throughout 2020 CMETB worked with Education Shared Business Services on a number of projects and following a successful pilot project in Q4, 2020 CMETB is now in the process of implementing the full roll out of the SUN Financial system. CMETB look forward to working with Education Shared Business Services on a number of other pilot projects during 2021.

CMETB has an extensive building programme planned for 2021 with multiple projects at various stages, from design to construction stage.

CMETB recognise the importance of the wellbeing of its staff and a number of initiatives to support staff in this regard are planned for 2021.

9.6 Organisational Structure and Services

The ETB services are delivered through a well-functioning streamlined organisational structure, as depicted below:

9.6.1 CMETB Organisational Structure

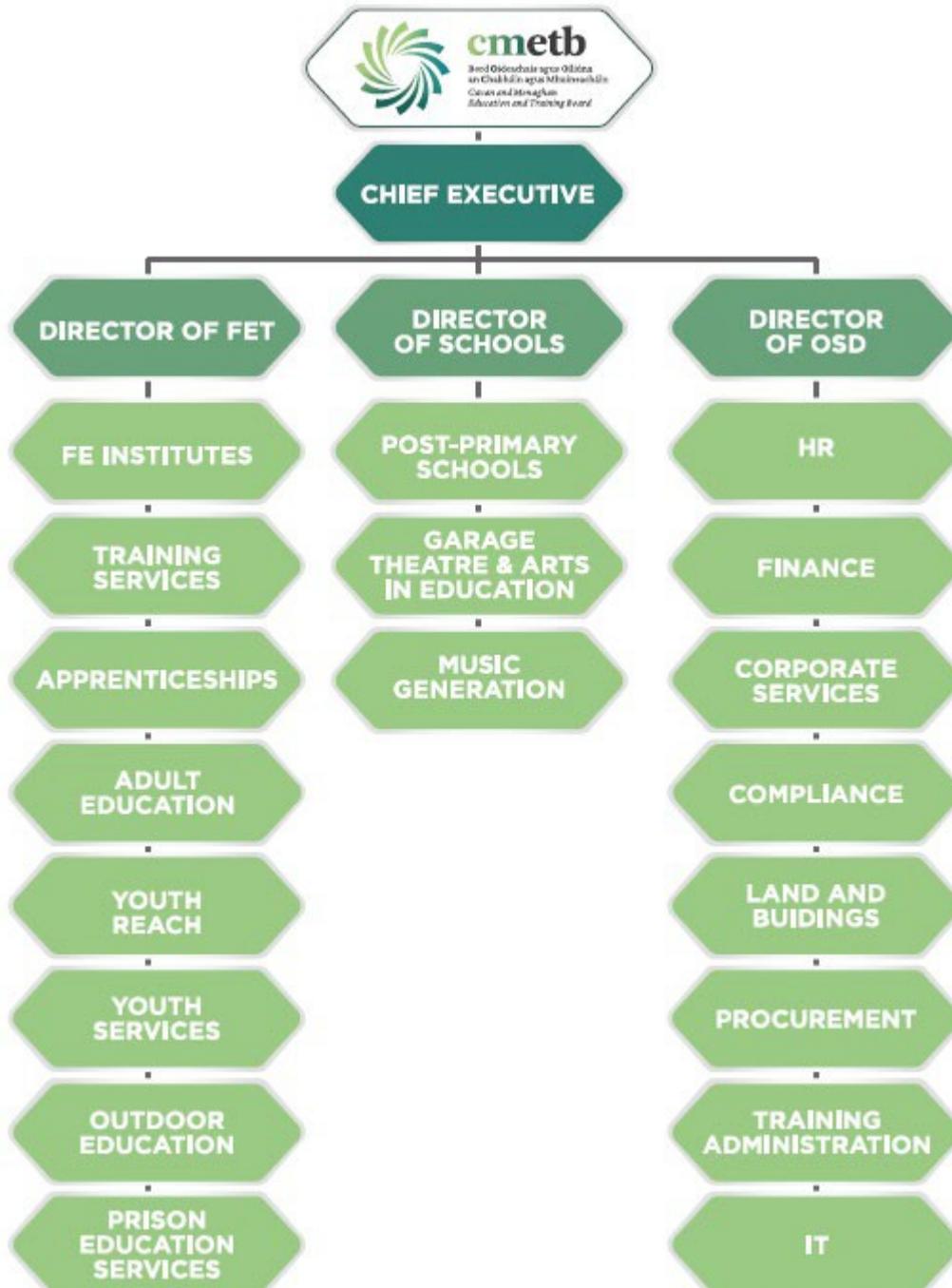


Figure 2: CMETB Organisational Structure

9.6.2 CMETB Schools and Institutes



Figure 3: CMETB Schools and Institutes

9.6.3 Further Education and Training and Ancillary Services

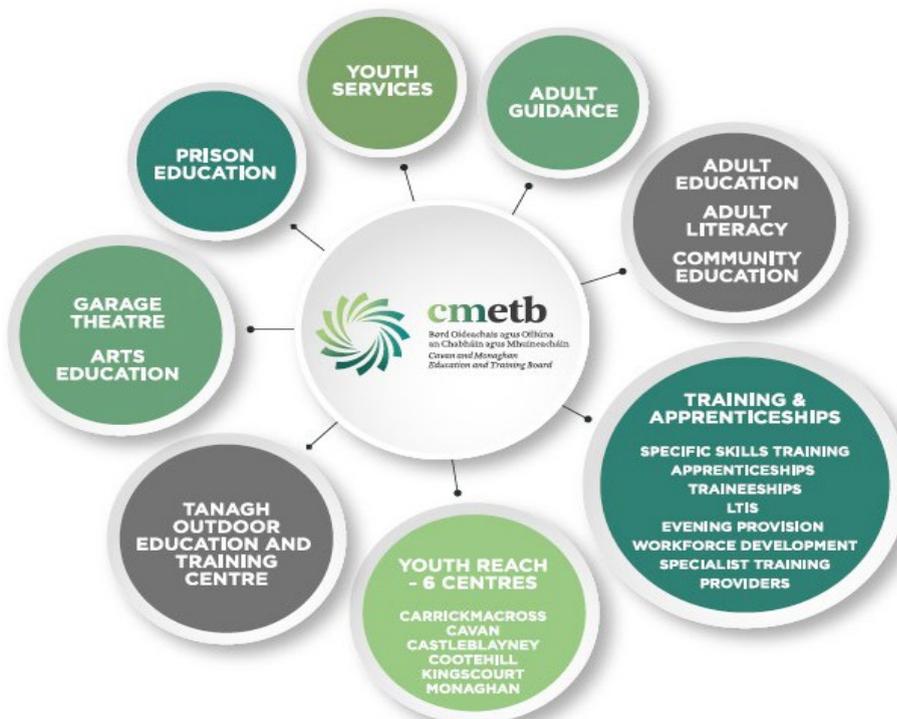


Figure 4: Further Education and Training and Ancillary Services

9.7 Legal and Compliance

Governance

The new Code of Practice for the Governance of ETBs (DES C/L 02/2019) is now in place. CMETB has reviewed and developed policies, systems and work practices to ensure compliance and enhance the internal control environment. In addition, CMETB will continue to engage in a self-audit process to ensure compliance with the Code.

The new ETB Board members were appointed in 2019 and receive initial governance training. The Board will receive further governance training in January 2021.

New School and Centre Boards of Management are now in place. These new Boards of Management received the first three in a series of four training modules over the course of 2020 and will receive the fourth module in Spring 2021.

Risk Management

CMETB will continue to engage with and further develop the risk management strategy. The three risk registers (Corporate, FET and Schools) will be reviewed quarterly and updated, incorporating new and emerging risks. The registers will be regularly presented to the Audit and Risk Committee for review and oversight. The Risk Management Plan for 2021 will be presented to the Audit and Risk Committee in February 2021.

Focus for 2020 and 2021 is on carrying out a Business Impact Analysis for the ETB with a view to developing a Business Continuity Plan, including a Disaster Recovery Plan. In March 2020 a Covid-19 Business Continuity Plan was put into place with administration and teaching and learning being carried out remotely. CMETB will continue to review and modify this plan as the Covid-19 restrictions continue into 2021. The experience will inform the overall CMETB BCP.

An emerging risk for 2020 and continuing into 2021 is the impact on the region of Britain's exit from the EU (Brexit). CMETB staff engaged with ETBI and other groups to prepare for the impact on procurement, contracts, data protection, qualification recognition, access to programmes etc. As the UK has now left the EU, we will continue to monitor the situation and identify relevant risks and management controls to mitigate the impact.

Data Protection

The General Data Protection Regulations took effect across all EU states, including Ireland, on 25 May 2018. While a great deal of work has been carried out in the years since in developing systems and practices, in 2021 CMETB will carry out a review of policies, procedures and practices to ensure compliance with the legislation including: training new staff and refresher training for existing staff, reviewing policies and practices, auditing services, dealing with data access requests, developing and maintaining data processing and data sharing agreements with third party organisations, ensuring that the personal data of all stakeholders is protected. In addition, CMETB is developing data protection manuals and operating procedures for schools, centres and administration, in order to ensure compliance with GDPR.

On exiting the EU, the UK (including Northern Ireland) became a ‘third country’, therefore transfers of personal data to the UK will be considered transfers outside of the EU/EEA and will require a mechanism to ensure an adequate level of data protection e.g. an Adequacy Decision by the EUDPB or Standard Contractual Clauses (SCCs). As part of the EU/UK exit Deal, a grace period of 6 months was agreed before the UK becomes a third country. CMETB will follow the guidance of the Data Protection Commission and ensure such mechanisms and agreements are in place before personal data is transferred.

Freedom of Information

In 2021 CMETB will continue processing an increasing number of requests for information under the FOI Act from journalists, interest groups and individual members of staff. We will continue to monitor trends and to proactively publish frequently requested material and further develop our FOI Publication Scheme.

Health and Safety at Work

During 2020 CMETB began work on supporting schools and centres in their compliance with the revised Guidelines for Management of Safety, Health and Welfare in Post-Primary Schools by providing training and standard templates. This work commenced in November 2020 and continues into 2021.

In 2021 CMETB will advance the procurement of engineering services in order to establish a preventative maintenance system for equipment in schools and centres.

Legal

CMETB will continue to monitor emerging legislation and to develop policies and procedures (along with ETBI) to ensure compliance.

During the period 2018 and 2020 CMETB procured legal services through national frameworks in the areas of employment law, freedom of information and data protection law, regulation law, child protection law, property law and corporate and commercial law. In 2021 procurement of employment law services will be tendered.

In 2020 CMETB joined Ibec and will continue to avail of its advisory services leading to savings on legal advice costs.

ETBI Project to Support and Enable ETBs to Implement Public Sector Equality and Human Rights Duty

Over the course of 2020 CMETB participated in the above project. This project seeks to build capacity across the ETBs to implement the public sector equality and human rights duty and to develop resources and supports for its ongoing implementation by the ETBs.

The project activities encompass the development of guidelines and tools, the provision of training, and convening a peer support network:

1. Prepare guidelines, based on IHREC guidance, for ETBs on gearing up to implement the duty; developing a values statement; and taking a values-based approach to the implementing the Duty.
2. Develop four tools for ETBs on: establishing an institutional structures for implementing the Duty; creating an Equality and Human Rights Values Statement; conducting an evidence-based assessment of equality and human rights issues; and implementing an equality and human rights impact assessment in planning.
3. Develop and deliver CPD training on the Duty and its implementation to 180 ETB leaders/managers in five regional locations.
4. Convene and support a Public Sector Duty Peer Support Network for ETBs to inform project implementation, stimulate ongoing implementation of the Duty, and enable peer support in this endeavour.

This work continues in 2021.

9.8 Corporate Services

Leases

CMETB continues to manage leases on various properties within its remit while adhering to relevant procedures and processes. The Board of an ETB is required to approve a lease in accordance with the Code of Practice for the Governance of ETBs.

In Quarter 4 2020, the Department of Education and Skills (DES) introduced a new Lease Application procedure. If an ETB proposes to renew or enter into a new lease, there is a two-step process comprising: seeking approval in principle firstly, followed by a detailed application when the ETB has identified a specific option.

Step 1: the ETB must approve the proposal to submit a Business Case on the appropriate application form along with supporting material to DES.

A decision by DES to approve an ETB application in principle allows an ETB to proceed to identify suitable properties on the open market and to explore options with property auctioneers and valuers. It does not, however, represent approval for an ETB to proceed to enter a lease agreement.

Step 2: On identifying a suitable property following an EOI process, it is brought to the ETB for approval following which the updated application form along with required supporting documentation is submitted to DES where it will be considered for approval by the ETB Property Oversight Group.

On receipt of DES sanction to enter a lease agreement, the lease document is drafted, reviewed, signed and sealed. The legalities are dealt with by CMETB's legal team.

Property Register

An internal CMETB working group was formed to manage the on-going process of acquiring historical information that is required to commence updating the Property Register. CMETB has acquired the new DCS Property Register software system which will greatly enhance the record-keeping of CMETB properties into the future.

Communications, Marketing and Branding

CMETB will endeavor, where possible, to co-ordinate PR & marketing campaigns to ensure the best outcome for the promotion Cavan and Monaghan ETB as a provider of education services for all age groups. In addition, CMETB will celebrate the achievements of learners at every opportunity.

CMETB will continue to enhance its approach to communications, marketing and branding with focus on both internal and external communication campaigns. In 2021 CMETB will continue to utilise a combination of traditional and digital media to maximise brand exposure within the region and further afield.

9.9 Land and Buildings

Capital Projects

The CMETB school building programme includes a wide range of both major and minor projects. In this regard 2020 was a very successful year with a number of new post- primary school projects sanctioned by the Department of Education and Skills. Major projects awaiting sanction because of increased enrolment are extensions to Breifne College and Coláiste Dún an Rí.

Significant construction works were also carried out in all schools and FET centres in 2020 to protect students and staff during the Covid-19 pandemic. Further works will be required in 2021.

CMETB is also progressing a number of Emergency Works Scheme and Summer Works Scheme projects to various schools in Cavan and Monaghan.

CMETB will continue to pursue investment to improve the quality of our schools and further education facilities for our staff and students to ensure we are providing a quality education and training in line with our mission statement.

CMETB will concentrate on the following Major Capital Projects in 2021:

- Inver College - Additional Accommodation

- Ballybay Community College - Additional Accommodation
- Beech Hill College - Additional Accommodation
- Virginia College - Additional Accommodation
- Castleblaney College - Additional Accommodation

Ballybay Community College will proceed to construction in 2021 with the other projects progressing through the Design Stages.

CMETB is overseeing the Capital Projects in the following Non-ETB Schools:

- Clones - Gaelscoil Éois
- Castleblaney - Gaelscoil Lorgan
- Rockcorry - Scoil Mhuire
- Redhills - St Brigid's National School
- Emyvale - Edenmore National School
- Monaghan Collegiate School
- Royal School Cavan

CMETB is also progressing projects for Further Education and Training with a number going to construction in early 2021 and programmed to be delivered for September 2021.

- Cavan Institute (FET) Additional Accommodation Modular Units.
- Tanagh Sports Hall and Climbing Wall.
- Ballyjamesduff Adult Education Centre

Energy Awareness Programme

The 2019 Climate Action Plan set out 2030 targets for the Public Sector to reduce CO2 equivalent emissions from the sector by 30% (which has recently been increased to 50%) and to improve energy efficiency by 50%. In response to this CMETB signed into the Public Sector Partnership with SEAI which demonstrates CMETB's commitment to work with SEAI to meet its legal obligation and achieve the above targets. CMETB is one of the first ETBs to develop an Energy Action Plan which incorporates running a three-year Energy Awareness Programme throughout the ETB. We have entered year two of this programme and we will continue to implement measures, including Energy in Education courses, to reduce the carbon footprint throughout our facilities.

In 2021 CMETB will explore the possibility of retrofitting the FET Campus including possible

transition to renewable energy due to its current significant energy usage in order to meet the 2030 greenhouse gas emissions target.

9.10 Procurement

Cavan and Monaghan ETB procurement unit are committed to utilising the national procurement model Office of Government Procurement (OGP) and their frameworks, where available, and appropriate for all our school and centres 'procurement' spend. We will continue to make use of the OGP Frameworks where appropriate and disseminate the required information on how to use these to our schools and centres.

Last year we worked with PSRU in ETBI and the Education Procurement Service to complete the second year of the Corporate Procurement Plan which set out the Board's future procurement requirements. Through the 3-year Multi-Annual Procurement Plan (MAPP) we have identified our top procurement priorities for 2021. We will continue to review the CPP annually and undertake procurements identified as being required particularly in areas of aggregated expenditure in the absence of a national, sectoral or other framework/contract in place.

The Education Procurement Service has completed a tender for The Provision of a Contract Management System for the Education Sector, and it is envisaged Cavan and Monaghan ETB will implement this system in 2021.

9.11 Information Communications Technology

The role of ICT continues to evolve across all facets of Cavan and Monaghan ETB's services. Its importance in underpinning administration and governance along with teaching and learning has grown significantly. The continued significance and development of ICT is reflected across our four strategic themes in our Strategy Statement and requires a strategic alignment with the National Context. Significant opportunities now exist to harvest the potential of ICT in teaching and learning as outlined by the Digital Strategy for Schools 2015-2020 and the Technology Enhanced Learning Strategy for Further Education.

Additional funding received in 2020 for the Covid pandemic was utilised to maintain teaching and learning to the highest standards in the remote environment with the purchase of suitable devices and software to support the needs of the individual schools and centres. A loan system was introduced to support the rollout of these devices to disadvantaged learners for Educators

delivering content on our digital platform.

Based on the announcement by Minister for Education Norma Foley TD (Monday 30 November) that €50 million in Information and Communications Technology (ICT) Grants for primary and post-primary schools were to be paid in early December 2020.

The €50 million payments involve: €40m ICT Grant funding issued to all eligible schools in line with previous years, to support the embedding of the use of digital technologies in teaching and learning

€10m for measures to provide for the continuity of teaching and learning using digital technology

This funding, including €10m for Covid-19 specific measures, will allow CMETB schools to put in place robust systems to enable the use of digital technologies within the school, and provide for remote learning. These measures will include the purchase of digital devices to loan to students and teachers, software, essential learning platforms and other ICT solutions as determined by the needs of the individual school.

The delivery of these strategies is predicated on our secure and reliable ICT infrastructure, one that can also deliver administrative efficiencies. The ICT priorities within the CMETB Service Plan for 2021 very much reflect the growing importance of ICT with focus on the development of a 4-year ICT Strategy, the delivery of a centre wide CMETB intranet for effective communication, collaboration and dissemination of and access to information along with the strategic development of our ICT Infrastructure to reflect a cloud-first, shared-services approach to ICT delivery.

9.12 Finance

The Board continues to operate in accordance with regulatory and legislative requirements as well as best practice.

CMETB moved to SUN/P2P, a new Financial Management System on 1 January 2021. This was part of a pilot project by DES/ESBS to migrate ETB's ESI users to the new platform. CMETB Finance staff will continue to develop their knowledge on the system's capabilities in order to further enhance the financial reporting to all schools and centres across the scheme.

A further roll out of the Purchasing Cards will take place in 2021.

CMETB will continue to expand the Financial Maturity Model that was developed in 2020

CMETB will be involved in the migration of their VTOS and Youthreach learner payments to Shared Services which is due to take place in Q3 2021.

9.13 Human Resources

Shared Services

The HR Department will continue to provide training and on-going support to staff in the use of the new CoreHR Portal (HR and Time and Attendance modules).

Business Continuity

An electronic filing and archiving system will be in place by the end of 2021 with all manual files backed up to a cloud-based SharePoint site.

Recruitment

HR will Investigate other online recruitment processes that could link in with the new Core HR system e.g. Core Recruitment module which will provide a better automated system for applicants and HR Team.

In order to attract and recruit staff for CMETB and to address areas where shortages exist, HR will continue to utilise alternative recruitment strategies, in addition to website and newspaper advertisements, e.g. social media campaigns, university recruitment fairs.

Training for selection board members will continue to ensure that interviews are carried out in an efficient and fair manner and that the best candidates are recruited for the organisation.

Superannuation/Pensions

Work is ongoing towards compliance with the requirement to issue Superannuation Annual Benefit Statements and supplying information for the SPSPS Databank.

10. Projected Receipts and Expenditure 2021

	Year ended 31/12/2021 €	Year ended 31/12/2020 €
RECEIPTS		
Post Primary Schools & Head Office Grants	38,951,995	40,378,949
Further Education and Training Grants	29,643,668	27,667,392
Student Support Services Grants	3,025	6,025
Youth Services Grants	970,000	932,546
Agencies & Self-Financing Projects	5,038,111	4,830,181
Capital	<u>3,766,200</u>	<u>2,899,146</u>
	<u>78,372,999</u>	<u>76,714,239</u>
PAYMENTS		
Post Primary Schools & Head Office	38,951,995	36,361,091
Further Education and Training	28,865,048	26,091,113
Student Support Services	0	2,017
Youth Services	963,255	952,552
Agencies & Self-Financing Projects	4,403,935	4,430,819
Capital	<u>2,650,735</u>	<u>2,071,734</u>
	<u>75,834,968</u>	<u>69,909,326</u>
Cash Surplus/(Deficit) for Period	2,538,031	6,804,913

11. Appendix 1

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Bord Oideachais agus Oiliúna
an Chabháin agus Mhuineacháin
*Cavan and Monaghan
Education and Training Board*