



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 2023

CUMHACHTÚ TRÍ FHOGHLAIM AGUS DUL CHUN CINN
DO CHÁCH

EMPOWERMENT THROUGH LEARNING AND
PROGRESSION FOR ALL

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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 CMETB 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 2023.

Our vision as an Education and Training Board is captured in our new Strategy Statement for 2022-2026 “Empowerment through Learning and Progression for All”. This Service Plan allows us to reflect on the key strategic goals and objectives of CMETB set out in our Strategy Statement and develop individual actions and Key Performance Indicators the implementation of the Strategy in 2023.

While our primary function is to deliver quality teaching and learning, we are conscious also of the key role CMETB plays as a major employer in Cavan and Monaghan. We employ in excess of 1,300 full-time and part-time staff across our schools and centres providing a service to 5,810 post-primary pupils and 10,264 learners across Further Education and Training and other programmes. The continued substantial growth in enrolment numbers, creates a need for new buildings, and this generates employment in the construction industry and related services. Through our strategic partnerships with local business, employers, the two County Councils and their associated committees, we are among the main drivers of economic growth in the region. It is essential that CMETB ensures the organisation can demonstrate its achievements of targets set out in this Service 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, 2022, presented all areas of our society with a challenge in embracing a new way of teaching, learning and working through the enhanced use of technology, the ever-present realities of living with COVID-19, the cost-of living challenges and the global uncertainties that impact our daily lives. 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. It will enable us to grow and develop as an organisation and 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 and its various committees. I want to commend the Chief Executive, Dr Fiona McGrath and all our staff, for their continuing hard work and commitment to the development and implementation of this Service Plan.



Cllr. Carmel Brady
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 Boards 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 2023 relates to the second year of our Strategy Statement 2022-2026 which guides the work of the CMETB organisation over the five-year period. The core values of Excellence, Learner-centred, Community, Respect, Integrity and Inclusive underpin the work of all CMETB staff in delivering the vision of our Strategy Statement. The Board oversees the implementation of this Service Plan 2023 and the Strategy Statement. Each school, centre and service in CMETB plans and evaluates within the context of the overarching goals of the Strategy Statement, the strategic priorities identified and the actions which flow from them.

The current budget of circa €109M enables the activities of CMETB for 2023 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 empowerment and benefit of pupils, learners and communities in both counties.

Cavan and Monaghan Education and Training Board has 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 highly professional staff who have their best interests at heart and who provide inclusive learning environments with an emphasis on respect and care for all. I thank everyone who contributed in any way to this plan and wish all staff, students and adult learners continued success in 2023.



Dr Fiona McGrath
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. CMETB 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 1,373. Some 870 members of staff are employed full-time with approximately 503 employed part-time.

CMETB services include:

Table 1: Overview of CMETB Services

11 post-primary schools	2 Institutes of Further Education and Training
6 Youthreach Centres	Outdoor Education and Training Centre
Theatre (incorporating the Arts in Education programme and Youth Theatre)	Prison Education Service
Youth Services	Music Generation Programme
Adult Education Guidance Service	Adult Literacy Service
Community Education	Back to Education Initiative
Skills for Work	Vocational Training Opportunities Scheme (VTOS)
English for Speakers of Other Languages (ESOL)	Evening Provision
Pathways to Future Education	Training Services
Apprenticeships	Traineeships
Specific Skills Training	Skills to Advance
Location Training Initiatives	Quality Assurance and Enhancement Service

Table 2: Education and Training Services provided by CMETB

Service	Number of Locations	Number of Participants	Number of Beneficiaries
Second Level	11	5810	
Further Education	18	7652	11128
Training	7	1561	1795
Part-time / Night Classes	3	1051	1131

4 National Overview of Education and Training Boards

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 Education and Training Boards in Ireland

5 Strategy Statement of CMETB 2022-2026



Figure 2: CMETB Vision, Mission and Values

OUR VALUES

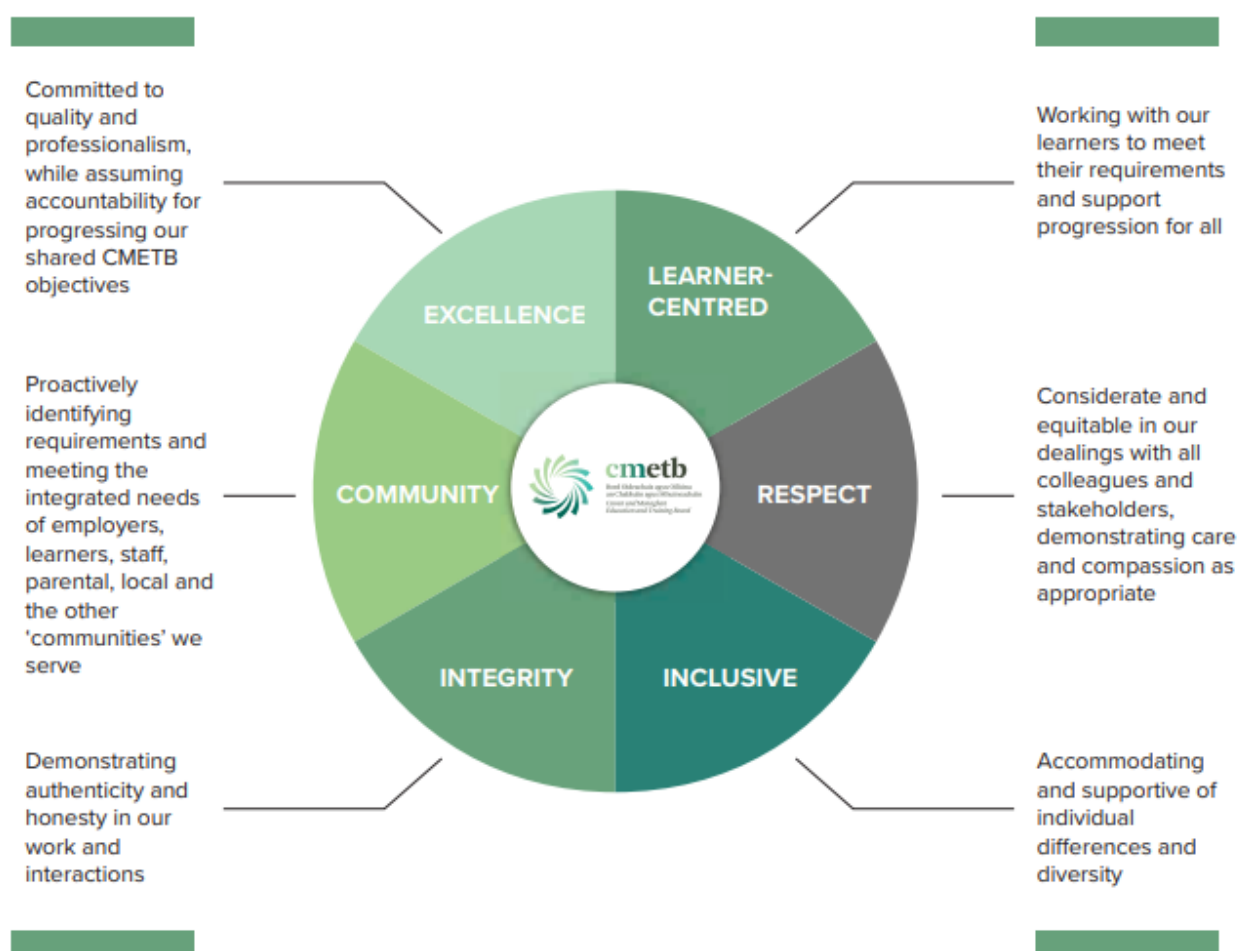


Figure 3: CMETB Values

5.1 Strategic Goals of CMETB

The following diagram illustrates CMETB's four strategic goals which have their foundation in the first core goal, that is, Teaching, Learning and Engagement:

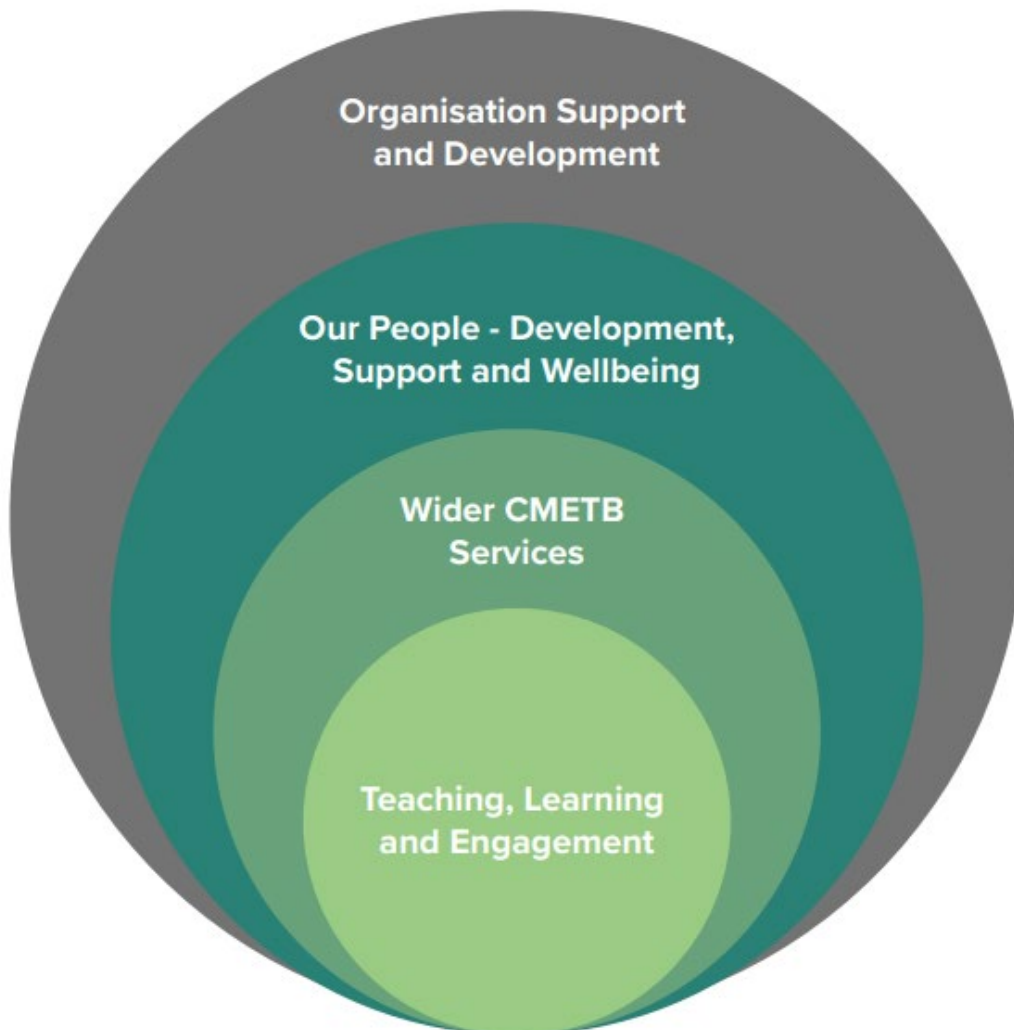


Figure 4: CMETB Strategic Goals

Teaching Learning and Engagement: To promote high quality teaching, learning, wellbeing, engagement and progression in an inclusive, learner-centred environment.

Wider CMETB Services: To work collaboratively to enhance and further develop services that respond in an inclusive manner to the needs of our community.

Our People – Development, Support and Wellbeing: To work collaboratively as a CMETB team to promote leadership and best practice, deliver excellence and support equality within a progressive workplace culture.

Organisation Support and Development: To consolidate our position as a learner-centred, responsive, equality-focused organisation by driving excellence, innovation and best practice in governance.

6 Implementation and Monitoring Provisions

This Service Plan is developed to support the implementation of CMETB Strategy Statement 2022-2026. While the Strategy Statement sets out our priorities and aims over a five-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 Strategy Statement 2022-2026.

The consultation process also ensures that the outcomes set out for 2023 are achievable and are owned by the Senior Managers and Principals in their respective areas of service 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 commenced its work in 2021. This entity is comprised of representatives from CMETB Board, Local Industry, Local Development Companies, Local Authorities, Community and Voluntary sector and the Department of Social Protection (DSP).

The FET Board operates as a committee of the ETB under Section (a) of the Education and Training Boards Act, 2013. This Board has responsibility for the FET provision under its remit and is a composite committee for all FET Programmes and Centres in counties Cavan and Monaghan.

The functions of the FET 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 FET
- to act as a link between the FET Service, the community and the ETB
- to make recommendations to the ETB as appropriate

In addition, the FET Strategy and Operations Management Committee was established at the end of 2021 and began meeting in 2022. This comprises senior FET management and its role includes:

1. Supporting and overseeing the implementation of the actions outlined in FET Strategy
2. Acting as the Working Group for the FET College of the Future
3. Acting as a communication forum for the exchange of information, updates and best practice
4. Planning – strategic and operational

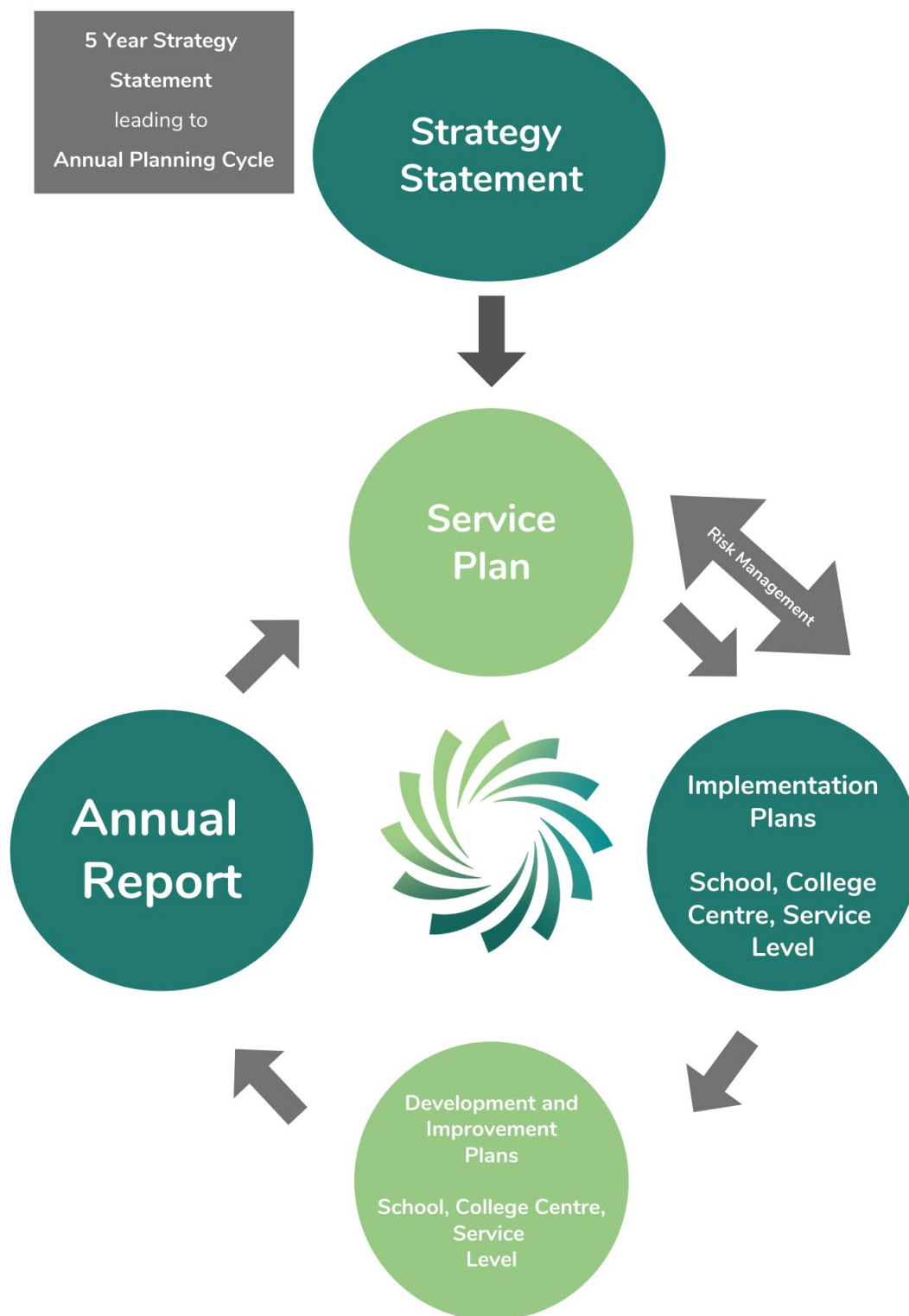
6.2 Organisation Support and Development (OSD)

Working across all four goals and in collaboration with Schools and FET Directorates, the OSD function aims to ensure best practice in terms of corporate governance and to deliver increased value to CMETB. Working groups have been established and meet regularly ensuring that progress is on track and to help resolve open issues and to ensure that the expected benefits from completing the actions are realised.

6.3 Schools

Schools working 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 2023

Details of relevant actions, performance indicators and targets to meet the CMETB Goals and Priorities identified in the CMETB Strategy Statement 2022-2026 are set out below. In addition, under the terms of the Performance Delivery Agreement (PDA) between the Department of Education (DE) and CMETB, a number of specific 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:

CMETB Strategic Goals				
Teaching, Learning and Engagement				
Goal	Priority	Action	Performance Indicator	Target
Goal: To promote high quality teaching, learning, wellbeing, engagement and progression in an inclusive, learner-centred environment	1. Undertake review of CMETB curriculum / learning opportunities to identify innovative programmes and strategies for adoption – placing particular emphasis on STEM subjects	<ul style="list-style-type: none"> Curriculum design workshop and consultation for 11 schools Gaps identified and solutions proposed 	<ul style="list-style-type: none"> Completion of curriculum review Gaps identified and solutions proposed 	Q1 2023 Q1 2023
	2. Establish the FET College of the Future model in CMETB, leading to consolidated and integrated provision, flexible learning opportunities, access pathways and consistent learner supports	<ul style="list-style-type: none"> Develop an action plan for the FET College of the Future in CMETB Work to resource and implement this plan 	<ul style="list-style-type: none"> Plan developed and positive engagement with funder re associated resource requirements 	Q1 - review of branding consultation and planning for next steps Ongoing development of consistent Learner Support
	3. Identify requirements necessary to meet learners integrated/diverse support needs ¹ , work to secure necessary resources and develop effective mechanisms for provision of these learner supports	<ul style="list-style-type: none"> Learner Support Officer Role to be established Learner Support Working Group to be established Work to develop a centralised learner support system that will enable learners to access the equipment and assistance they require to engage in and complete their programme of study 	<ul style="list-style-type: none"> Centralised Learner Support System developed and operational 	Learner Support Role established - continued growth and development of this in 2023

¹ Psychological, wellbeing, career guidance, disability, Special Educational Needs (SEN), Autism Spectrum Disorder (ASD), and so forth

Goal	Priority	Action	Performance Indicator	Target
Goal: To promote high quality teaching, learning, wellbeing, engagement and progression in an inclusive, learner-centred environment.	4. Continue to offer inclusive learning while expanding targeted provision and enriching the experience / pedagogy for those with specific learning, physical and emotional needs	<ul style="list-style-type: none"> • Completion of provision mapping of SEN in two CMETB Schools • CPD for all Schools in provision mapping • Establish online support network of SEN Teachers • Expansion of the provision of ASD Classes in CMETB Schools • Provision of enhanced buildings and facilities for ASD Classes 	<ul style="list-style-type: none"> • Initial provision maps completed • Dissemination of learning and future planning for provision mapping • SEN Network supported • Detailed plan of need and provision of ASD Classes in CMETB Schools • Additional facilities in 2 CMETB Schools 	Ongoing 2023
	5. Develop and implement integrated approaches to enhance student and parent voice mechanisms in our schools and centres, while ensuring that periodic reviews are undertaken to optimise effectiveness	<ul style="list-style-type: none"> • Review of student voice initiatives and practices in CMETB Schools • Schools supported to integrate student voice in wide range of schools' activities • Ongoing development of FET Learner Voice Initiatives, to include: <ul style="list-style-type: none"> ▪ Conduct an annual learner survey ▪ Host an annual learner forum ▪ Establish a Learner Advisory Network (LAN) with four meetings per year ▪ Pilot learner participation on governance structures ▪ Utilise the inputs of the LAN in self-evaluation, monitoring and review activities • Facilitate leadership programme for members of the LAN to assist them with learner advocacy 	<ul style="list-style-type: none"> • Working Group to review best practices on student voice • Specific CPD for student voice for school leaders • LAN established and operating effectively • Learners empowered and assisted to advocate 	<p>Report Q2 2023</p> <p>Learner Survey extended into Q1 2023</p> <p>LAN to be established and Learner Forum and Learner Connects Week to take place in Q1 2023</p>

Goal	Priority	Action	Performance Indicator	Target
Goal: To promote high quality teaching, learning, wellbeing, engagement and progression in an inclusive, learner-centred environment	6. Develop and promote initiatives to support alternative opportunities / pathways for learners moving into and beyond Senior Cycle education, placing particular emphasis on those experience disadvantage or at risk of not completing courses / programmes	<ul style="list-style-type: none"> • Provision of integrated FET / Schools activities to minimise early school leaving and to offer alternative learning pathways to those at risk of leaving education • Provision of summer courses for students experiencing disadvantage • Continued delivery and development of Alternative Learning Programme (ALP) • Work to develop Employability Programme 	<ul style="list-style-type: none"> • ETB wide symposium for school leaders, teachers, centre leaders and Youthreach leaders • Launch with initial cohort of students • ALP operating effectively • Employability programme developed 	Q1 2023 Continued roll out and expansion of programmes / initiatives throughout 2023
	7. Continue to enhance and expand the range of programmes available to school leavers, jobseekers, those returning to education, employers and the employed	<ul style="list-style-type: none"> • Continue to develop and expand industry engagement and provision of Traineeship, Skills to Advance and Skills for Work programmes • Offer flexible range of upskilling programmes to enable employees to progress in their career • Expansion of Evening Provision across Cavan and Monaghan • Offer mixed provision (post COVID-19), that is, blended / online / classroom delivery to facilitate learners • Develop / access a range of alternative/additional programmes and certifying options • Development of additional Craft apprenticeships in CMETB • Continued operation and expansion of Post 2016 Apprenticeships 	<ul style="list-style-type: none"> • Increased levels and range of provision delivered across both counties • Increased engagement with industry • Development of blended learning policy and procedures (post COVID-19) • Expansion of apprenticeships offered by CMETB 	Ongoing during 2023

Goal	Priority	Action	Performance Indicator	Target
Goal: To promote high quality teaching, learning, wellbeing, engagement and progression in an inclusive, learner- centred environment	8. Augment the CMETB offering within the region to include the provision of Community National Schools (CNS) in accordance with identified local needs and demographic requirements	<ul style="list-style-type: none"> Exploring the feasibility of one CNS in Co. Cavan and Co. Monaghan 	<ul style="list-style-type: none"> Feasibility reviewed and recommendations acted upon 	<p>Review complete Q3 2022.</p> <p>To be pursued in 2023 and beyond</p>
	9. Develop the identity and ethos of CMETB schools in conjunction with ETBI, to incorporate the development of a Patron's Framework for curricular implementation	<ul style="list-style-type: none"> Expansion of Ethos Development programme to all CMETB Schools Planning and support for Ethos leaders and school leaders Awareness raising of ETB Ethos with CMETB Staff and Board Promotion of ETB Day and week in March 2023 	<ul style="list-style-type: none"> Programme completed in one school. CPD delivered 	Ongoing throughout 2023
	10. Identify and implement integrated / effective responses to support student and staff wellbeing generally, and in response to pandemic-related challenges	<ul style="list-style-type: none"> Review of Wellbeing programme in CMETB schools Identification of relevant strategies and initiatives to enhance student and staff wellbeing. Commencement of implementation of initiatives 	<ul style="list-style-type: none"> Review completed by Working Group Strategies and support implemented 	Ongoing throughout 2023
	11. Ensure adherence to the public sector equality and human rights duty in the planning, development, and review of the initiatives set out under this strategic goal	<ul style="list-style-type: none"> In planning and implementation of programmes and initiatives consideration will be given to equality, inclusion and diversity issues 	<ul style="list-style-type: none"> Assessment of Public Sector Duty completed Working groups established for implementation Equality of access to inclusive range of education and training programmes and activities 	Programmes, training and initiatives to be rolled out throughout 2023

Goals Identified in PDA

Optimise Student/Learner Experience

Goal	Priority	Action	Performance Indicator	Target
Optimise Student/Learner Experience	1. Provide a positive learning experience for all learners, including learners from marginalised groups	<ul style="list-style-type: none"> Commencement of Alternative Learning Programme (ALP) for those under 16 not attending or excluded from school and Service established in two sites 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 <ol style="list-style-type: none"> Wide range of FET programmes offered and delivered 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 Programmes provided on full and part basis in venues throughout both counties and some with allowances / supports for travel / meals /childcare Increased enrolments and strong retention Development of Centralised Learner Support System Provision of Polish Leaving Certificate online in partnership with PPLI. CMETB learner events to support online learners of Polish language 	<ul style="list-style-type: none"> Ongoing engagement with education by students Enrolment Levels reverting to those pre-Covid-19 and meeting the targets set out in the new Strategic Performance Agreement with SOLAS Polish Leaving Certificate candidates for June 2023 exams and future years 	<p>Total of 24 users</p> <p>Enrolment Levels meeting the targets set out in the new Strategic Performance Agreement with SOLAS</p> <p>Increased participation in Polish Leaving Certificate</p>

Goal	Priority	Action	Performance Indicator	Target
Optimise Student/Learner Experience	2. Support students / learners at risk of educational disadvantage in line with current national policy	<ul style="list-style-type: none"> Engagement with Mary Immaculate College to develop a system of mapping and monitoring provision for SEN students Planning for and opening new ASD classes where relevant Formal review of SEN supports across all CMETB schools, supported by ETBI national initiative Director of Schools and National Council for Special Education (NCSE) to develop detailed plan of SEN-special class need across Cavan and Monaghan Further two planned ASD classes for 2023 Continued support of learners to access, complete and progress from FET programmes Work to provide range of supports necessary to enhance learner wellbeing and ability to adapt and engage post COVID-19 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 third year of Post-Leaving Certificate (PLC) Access programme for Youthreach learners to support and facilitate their progression, and commencement of fourth cohort Development of Local Training Initiative (LTI) Programme for Syrian refugee group resettled in Monaghan Establishment of LAN Establishment of Learner Support System for all Services and Centres Continued expansion of evening provision to support those in and out of employment to access certified training at low / no cost Expanded provision and increased enrolments 	<ul style="list-style-type: none"> Inclusion coaches to receive CPD and lead the review process Ongoing partnership with NCSE Comprehensive suite of learner supports available for all which facilitate and enhance access, retention and progression 	<p>Q4 2023</p> <p>CPD for all schools in planning for SEN</p> <p>September 2023</p> <p>Ongoing</p> <p>Ongoing</p>

Goal	Priority	Action	Performance Indicator	Target
Optimise Student/Learner Experience	2. Support students / learners at risk of educational disadvantage in line with current national policy	<ul style="list-style-type: none"> Continued and co-ordinated provision of learner supports across all FET provision Learning Support Officer appointed and service developed Development of initiatives under Mitigating Against Educational Disadvantage Fund (MAEDF), subject to funding availability Continue to build on this initiative through Learner Assistance Fund and a range of community-based projects 	<ul style="list-style-type: none"> Learner Support Service expanded Support for learners at risk of educational disadvantage engaging with national policy and initiatives 	<p>Ongoing</p> <p>Similar funding levels to be allocated to projects in 2023 with earlier call for applications in Q1 - and possibility of a second call later in 2023 (if demand)</p>
	<p>3. Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017</p> <p>4. Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017</p>	<ul style="list-style-type: none"> Necessary procedures and processes in place and adhered to in Schools, Youthreach Centres, Tanagh Outdoor Education and Training Centre (OETC), Garage Theatre, Youth Services and FET Services Ongoing compliance and safeguarding Spot checks that all DLP² and DDLPs have done CPD All DLPs and DDLPs to avail of appropriate CPD and support Child Protection Oversight Report (CPOR) is provided at every Board of Management (BOM) meeting. BOMs carry out annual review of Child Safeguarding Dedicated Support available from Director of Schools and Compliance Officer BOM Minutes reviewed by Director of Schools Formal Notification of annual review is received by CMETB 	<ul style="list-style-type: none"> All schools and services have necessary child safeguarding measures and staff are fully trained Appropriate oversight of Child Protection Procedures occurs Positive Inspectorate Reports 	<p>Ongoing</p> <p>Annually</p> <p>Every BOM meeting</p> <p>Ongoing</p> <p>Annual</p>

² Designated Liaison Person (DLP), Deputy Designated Liaison Person (DDLDP)

Goal	Priority	Action	Performance Indicator	Target
Protection Programmes	1. Assist the Department of Education, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	<ul style="list-style-type: none"> • Participation in and responding to Refugee Protection Programmes for Cavan and Monaghan • Continuation and expansion of REALT³ service to provide guidance and support to refugee families, schools, host centres and other stakeholders in relation to school places for refugee children • Develop a plan documenting available school places for all age groups in Cavan and Monaghan • REALT to work with other stakeholders and service providers to provide refugee families with optimum information and services • That all appropriately classified children and young people seeking a school place in Cavan and Monaghan receive a place • Refugee families are supported in accessing school transport 	<ul style="list-style-type: none"> • REALT team has developed and provided rich communication to target group • Plan of available school places is available to inform planning • Ongoing communication network among service providers • No student seeking a school placement left unplaced • All students seeking school transport are offered appropriate support from REALT 	<p>Second level students requiring places secure place in ETB school</p> <p>Appropriate support provided</p>
		<ul style="list-style-type: none"> • Effective refugee resettlement programme in Cavan with a high level of provision by adult education. • Syrian refugees are currently participating in classes in Cavan, Baileboro and Virginia • Widespread ESOL provision for Ukrainians 	<ul style="list-style-type: none"> • Ongoing and expanded provision to meet needs of new communities and displaced persons 	<p>Delivery of timely and required ESOL provision to meet demand</p>
		<ul style="list-style-type: none"> • Development of an LTI for refugee resettlement group in Monaghan who have completed intensive ESOL training but require further training and supports • Effective engagement by Syrian groups in Cavan and Monaghan with CMETB FET Services 	<ul style="list-style-type: none"> • LTI established 	<p>Commencement of LTI for Monaghan group</p>

³ Regional Education and Language Teams for Ukraine (REALT)

CMETB Strategic Goals				
Wider CMETB Services				
Goal	Priority	Action	Performance Indicator	Target
	1. Review, plan and expand the current Music Generation project to provide performance music education to young people from early years' setting to 18 years of age	<ul style="list-style-type: none"> New strategic plan to be developed for music generation Mobile recording studio with professional support to be made available to young musicians in Cavan and Monaghan Development of Music Generation Youth orchestra 	<ul style="list-style-type: none"> Strategic plan completed Mobile recording studio kitted and operational Orchestra established and initial performances completed 	Q2 2023 Q1 2023 Q4 2023
Goal: To work collaboratively to enhance and further develop services that respond in an inclusive manner to the needs of our community	2. Collaborate with partners and stakeholders to coordinate opportunities for young people in all areas of the arts through engagement with artists at local and national level	<ul style="list-style-type: none"> Local Arts in Education Partnership (LAEP), Creative Cavan and Creative Monaghan teams Cruinniú na nÓg collaborative planning and programming Arts Van programme development for 2023 Arts Van Music on Wheels programme for schools with Music Generation 	<ul style="list-style-type: none"> Initiatives planned and completed Engagement completed 	Q4 2023
	3. Engage with the community to provide a range of dramatic performances for local audiences and nurture local artists through a wide and varied youth theatre offering	<ul style="list-style-type: none"> Planning and delivering ambitious theatre programme at Garage Theatre Provision of youth theatre development programme to cater for a target of 150 young people 	<ul style="list-style-type: none"> Programme completed. Programme completed - youth theatre members to exceed 150 	Q4 2023 Q4 2023
	4. Continue to work in collaboration with communities to develop and support initiatives aimed at mitigating against educational disadvantage	<ul style="list-style-type: none"> Continue to build on this initiative in 2023 through Learner Assistance Fund and a range of community-based projects 	<ul style="list-style-type: none"> Operate 2 calls for projects and work to secure funding for allocation to projects in 2023 	Q2 and Q4 2023

CMETB Strategic Goals				
Wider CMETB Services				
Goal	Priority	Action	Performance Indicator	Target
Goal: To work collaboratively to enhance and further develop services that respond in an inclusive manner to the needs of our community	5. Continue to expand CMETB's Youth Work Function ensuring services are developed, supported and enhanced in line with youth work principles and vision	<ul style="list-style-type: none"> Continue operation of existing Youth projects 	<ul style="list-style-type: none"> Successful operation of existing projects Continuation of Planet Youth cycle and implementation of the Planet Youth Leisure Time Initiative 	Ongoing
	6. Review and assess emerging issues / challenges for young people and collaborate with relevant partners and stakeholders to ensure needs are advocated for and addressed in a collective and inclusive manner	<ul style="list-style-type: none"> Work to identify needs and issues and proposals to address these Seek to secure resources for these proposals 	<ul style="list-style-type: none"> Project proposals developed and progressed UBU Your Place Your Space Area Profile Tool to be implemented to review emerging needs and issues Ongoing consultation with stakeholders regarding Peace V funding 	Q4 2023 Q2 2023 Q4 2023
	7. Develop a diverse and progressive Outdoor Education programme into Schools, Centres and Services that provides equality of access as well as the personal, physical and mental well-being benefits of Outdoor Education	<ul style="list-style-type: none"> Continued development and delivery of programmes at Tanagh OETC Ongoing integration of outdoor education and CMETB schools and centres 	<ul style="list-style-type: none"> Increased range of programmes on offer and wider participation 	Ongoing

Goal	Priority	Action	Performance Indicator	Target
Goal: To work collaboratively as a CMETB team to promote leadership and best practice, deliver excellence and support equality within a progressive workplace culture	2. Establish dedicated CPD team to develop and implement an over-arching professional development strategy integrating management, teaching, administrative and ancillary staff development	<ul style="list-style-type: none"> • Support all staff in identifying (personal and professional) development pathways, and that relevant supports are provided to meet related needs • Establish shared learning networks⁵ and protocols for the promotion of excellence and best professional practice across our schools and learning centres • eLearning Programmes for Data Security and ICT Security through dedicated software systems. • Induction programme to be delivered for new staff in schools and FET staff (teachers, Special Needs Assistants, tutors, other FET staff) 	<ul style="list-style-type: none"> • CPD in new areas, for example, environmental awareness / protection • Development of badging system for CPD undertaken • Delivery of four hybrid induction modules • Refresher modules to run throughout the year 	Ongoing Q4 2023 Q4 2023 Ongoing Q3 2023

⁵ On interrelated topics from, for example, pedagogy to youth leadership and social media to resilience

Goal	Priority	Action	Performance Indicator	Target
Goal: To work collaboratively as a CMETB team to promote leadership and best practice, deliver excellence and support equality within a progressive workplace culture	3. Actively promote / embed our CMETB values and enhance our workplace culture by engaging with staff in the development and pursuit of continuous improvement	<ul style="list-style-type: none"> Embed CMETB values throughout the organisation through communicating with all staff through various channels, for example website, staff briefings, SharePoint, email signatures Management to communicate with staff to capture their inputs and identify scope for continuous improvement 	<ul style="list-style-type: none"> All CMETB staff know and understand our values All staff contribute to CMETB's continuous improvement agenda CMETB Hub SharePoint as repository for shared resources rolled out 	Ongoing Ongoing Q2 2023
	4. Revise and update our HR practices and procedures to provide for the progressive development of our workplace environment	<ul style="list-style-type: none"> Continually develop initiatives/run training courses to encourage a positive work environment with clear lines of communication Hybrid Working and alternative workplace attendance arrangements introduced Ensure that CMETB has a succession plan in place, including Standard Operating Procedures (SOPs) for all functions and that retirement planning programmes are made available to all relevant staff 	<ul style="list-style-type: none"> HR practices and procedures reflect a progressive organisation with the ability to manage change / development Manage Hybrid Working and alternative workplace attendance arrangements in line with Government guidelines All managers have an identified 'Number 2' and SOPs available for all functions Staff due to retire offered a place on retirement programme 	Q4 2023 Policies and procedure to be reviewed when legislation enacted Ongoing Ongoing

Goal	Priority	Action	Performance Indicator	Target
Goal: To work collaboratively as a CMETB team to promote leadership and best practice, deliver excellence and support equality within a progressive workplace culture	5. Develop initiatives to embed the culture and promotion of health and wellbeing in the work environment	<ul style="list-style-type: none"> • Recognition of wellbeing as a key element of CPD provision • Employee Assistance Service is in place for all staff including 24/7 phone service and wellbeing app • Social events for staff organised throughout the year 	<ul style="list-style-type: none"> • Wellbeing component in all CPD • All staff have access to 24/7 support • Staff feel valued and supported 	Ongoing
	6. Ensure leadership, systems, and structures are in place and functioning effectively, to address relevant equality and human rights issues and comply with the public sector equality and human rights duty	<ul style="list-style-type: none"> • Establish group to assess new plans, programmes and activities to ensure public sector duty is accounted for, with social committee 	<ul style="list-style-type: none"> • Development of an inclusive organisation. • Obligations under the Public Sector duty are fulfilled 	Q4 2023

CMETB Strategic Goals				
Organisation, Support and Development				
Goal	Priority	Action	Performance Indicator	Target
Goal: To consolidate our position as a learner-centred, responsive, equality-focused organisation by driving excellence, innovation and good governance	1. Develop integrated ICT strategy, implementation plan and policies ⁴ to meet identified requirements and promote the adoption of 21 st century digital skills	<ul style="list-style-type: none"> • Systematically identify scope for further digital transformation to increase: (i) learner/course access, (ii) course/learning delivery options⁶ and (iii) innovation/collaboration across all CMETB activities • Complete review of CMETB's physical and ICT infrastructure⁷, identify enhancement requirements, and secure funding to meet future needs and digital transformation objectives • Optimise efficiencies by reducing duplication in service delivery and course offerings, while ensuring that accessibility to learning is maintained / increased through innovation and digital transformation • 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 • Increased usage of Technology Enhanced Learning (TEL) tools across all FET centres and schools in CMETB • Expansion of hybrid teaching and learning activities across CMETB Schools, for example, Polish Leaving Cert Programme • Expansion of Microsoft Office Specialism for students in Years 1 to 4 in CMETB Schools 	<ul style="list-style-type: none"> • CMETB has a comprehensive ICT Strategy and Implementation Plan and relevant Policies in place. 	Q4 2023
			<ul style="list-style-type: none"> • Progression achieved on the actions in the current ICT Action Plan 	Q4 2023
				Ongoing
				Ongoing
			<ul style="list-style-type: none"> • Continue to increase the numbers of Students engaging in hybrid learning subjects and courses. • Programme active in all CMETB Schools with relevant exams completed by participating Transition Year Students 	Ongoing

⁶ Conventional, blended and remote learning

⁷ Extending to include facilities and energy usage

Goal	Priority	Action	Performance Indicator	Target
Goal: To consolidate our position as a learner-centred, responsive, equality-focused organisation by driving excellence, innovation and good governance	2. Identify scope to streamline governance, administrative, procurement and related processes to optimise efficiencies and continue to meet CMETB Board requirements	<ul style="list-style-type: none"> Continue roll-out of SharePoint across the ETB. 	<ul style="list-style-type: none"> Automated systems in place to optimise work process efficiencies and streamline the workload of staff 	Ongoing
		<ul style="list-style-type: none"> Procure appropriate cloud-based document management system for OSD. 	<ul style="list-style-type: none"> All documentation and information accessible from secure cloud-based services and systems 	Q4 2023
		<ul style="list-style-type: none"> Prioritise the work of implementing robust governance across the organisation to achieve compliance with legislation, regulations and Circulars to ensure transparency and accountability and to meet audit and reporting requirements 	<ul style="list-style-type: none"> Governance and Compliance obligations fulfilled in relation to Procurement, Risk Management, Compliance, HR, Finance, Land and Buildings, and ICT 	Ongoing
		<ul style="list-style-type: none"> The Executive will continue to work with the Board to ensure that members of the board, Finance Committee and Audit and Risk Committee (ARC) have sufficient information, documentation and training to make informed reserved function decisions. 	<ul style="list-style-type: none"> Information and documentation provided through dedicated SharePoint site / Meetings as per the Code of Practice for Governance of ETBs 	Ongoing
		<ul style="list-style-type: none"> Produce a procurement plan and a database of all contracts plus implementation of a contract management system to ensure value for money and compliance with national procurement guidelines 	<ul style="list-style-type: none"> All contracts managed through the contract management system 	Q4 2023
		<ul style="list-style-type: none"> Implementation of a database of policies for reviewing, updating and approving on a systematic and rotational basis, with emphasis on consultation and implementation phases to support good governance 	<ul style="list-style-type: none"> Policy management is streamlined 	Ongoing
		<ul style="list-style-type: none"> Enhance the property management database (the property register) for the management of all properties being used by CMETB 	<ul style="list-style-type: none"> CMETB has a comprehensive schedule of all property 	Q4 2023
		<ul style="list-style-type: none"> Continue the implementation of the Asset Management System 	<ul style="list-style-type: none"> CMETB assets are properly recorded and accounted for 	Q4 2023

Goal	Priority	Action	Performance Indicator	Target
Goal: To consolidate our position as a learner-centred, responsive, equality-focused organisation by driving excellence, innovation and good governance	3. Continue to lead and support selected ETB pilot programmes to deliver further sectoral improvements and consolidate CMETB's position in driving innovation	<ul style="list-style-type: none"> Ongoing participation at national forums and working groups with ETBI to share resources and ensure best practice and up to date knowledge Active participation in national shared service projects: Financial management 	<ul style="list-style-type: none"> CMETB's involvement and commitment at national level contributes to the development of all ETBs and ensures the delivery of pilot projects 	Ongoing Q4 2023
	4. Develop and implement CMETB's Communications Strategy, to promote a shared identity within the organisation and to enhance awareness of our brand and services	<ul style="list-style-type: none"> 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. Communicate effectively - Internal Communication: Foster a positive, supportive and 'connected' work environment through targeted workplace communications, wellbeing initiatives and creation of a staff directory. Increase staff awareness of organisational goals and objectives through the use of information campaigns to communicate organisational news and successes 	<ul style="list-style-type: none"> CMETB has a comprehensive Communication Strategy Our community are aware of CMETB and our services 	Ongoing

Goals Identified in the PDA				
Goal	Priority	Action	Performance Indicator	Target
Governance Actions	1. Attendance rates at board meetings	<ul style="list-style-type: none"> Individual boards should re- emphasise the requirement for attendance at all board meetings as per the Code of Practice for Governance of ETBs Record of absence or apologies Follow up on absence without apology 	Maximum attendance at Board and Committee meetings	Ongoing
	2. Board Self Assessments	<ul style="list-style-type: none"> All boards should carry out self- assessments, using the questionnaire included in the Code of Practice, to identify areas where improvements are required 	<ul style="list-style-type: none"> Board Self-Assessment carried out, required improvements noted and training support organised if appropriate 	Q1 2023
	3. Financial expertise on audit and finance committees	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Committees have been appointed and external members have the necessary financial experience and expertise 	Committees established Expertise to be maintained
	4. Board appraisal of work carried out by Finance and Audit and Risk Committees	<ul style="list-style-type: none"> The Chair of each board should ensure that Board members are provided with written reports on the work carried out by Finance and Audit and Risk committees as required under the Code of Practice for Governance of ETBs 	<ul style="list-style-type: none"> Report from the Finance Committee and Audit and Risk Committee presented to the Board 	Ongoing following each Committee meeting 5 per year.
	5. Self-Assessment by Finance and Audit and Risk Committees	<ul style="list-style-type: none"> The Chairs of both the ARC and the Finance Committee should ensure that a self-assessment exercise is completed annually as required under the Code of Practice for the Governance of ETBs 	<ul style="list-style-type: none"> Committees carry out self-assessment 	Q4 2023

Goals Identified in the PDA				
Goal	Priority	Action	Performance Indicator	Target
Governance Actions	Staff Development ⁸	<ul style="list-style-type: none"> The Chief Executive should ensure that; <ul style="list-style-type: none"> - a member of staff is appointed as the training manager - training needs analysis in financial management is carried out on an annual basis a training programme on financial management is developed and implemented 	<ul style="list-style-type: none"> Staff member assigned and cross-sectional Professional Development Team to be assembled to identify and assess training needs and develop a Training Plan in line with the Professional Development policy and the Financial Maturity Model Staff engagement in range of CPD provision, including certified programmes Induction programme delivered to new school and FET staff CPD in new areas, for example, environmental awareness / protection Development of badging system for CPD undertaken eLearning Programmes for Data Security and ICT Security through dedicated software system. 	Ongoing

⁸ This refers to an ETB ensuring that a member of its existing staff is assigned overall responsibility for the oversight and implementation of training across the ETB with the objective of ensuring a strategic, coherent and efficient approach to training across all functional areas. Such a role can fit in with existing structures and arrangements across the ETB and it is not a requirement that it be a fulltime role. The key issue is to have a member of staff that has overall responsibility and oversight for the training programme.

Goals Identified in the PDA				
Goal	Priority	Action	Performance Indicator	Target
Governance Actions	Departmental reporting deadlines	<ul style="list-style-type: none"> Reporting deadlines set by the Department should be adhered to. Governance and Compliance calendar implemented to ensure on time returns 	<ul style="list-style-type: none"> Reports are submitted on time or before the deadline. Returns submitted on time with no penalties incurred 	Ongoing
	Risk Management Policy	<ul style="list-style-type: none"> The Board of each ETB should ensure that there is an ongoing process designed to identify and address significant risks involved in achieving an entity's outcomes. The ARC should support the Board in this role 	<ul style="list-style-type: none"> 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 New Corporate Risk Register introduced for High Level risks Reviewed quarterly by Senior Management Team and presented to the Board 	Risk registers and internal controls reviewed quarterly and actioned accordingly
	Internal Controls	<ul style="list-style-type: none"> The Board of each ETB should ensure that it receives adequate assurance that specified controls are operating as intended 	<ul style="list-style-type: none"> Statements of Internal control (SIC) are completed by schools and centres and administrative departments. These are reviewed by Directors and presented to Chief Executive They in turn present the SIC to the ARC who reports to the Board 	Q1 2023

Goals Identified in the PDA				
Goal	Priority	Action	Performance Indicator	Target
Governance Actions	Compliance		<ul style="list-style-type: none">Spot checks are carried out under the direction of the Compliance Working Group.	Ongoing throughout 2023

9 Overview of Services 2023 (CMETB Specific)

9.1 Overview of Services – Schools

CMETB provides post-primary education for students in 11 different schools. All schools seek to be inclusive and equitable, providing junior and senior cycle subjects as per Department of Education (DE) requirements. Schools are guided by the values documented in the Ethos Framework for ETB schools.

In the current year, all of 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 Delivering Equality of Opportunity in Schools (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 through Irish for students from five counties.

The majority of CMETB schools are reporting a projected increase in enrolments, with a further increase projected for 2023. The schools collaborate in a most significant way with supports advanced by the CMETB Youth Development and Wellbeing Officer, linking with local youth services and others to provide additional, out of schools therapeutic and support services for young people. This includes collaboration with non-ETB schools in both counties.

CMETB 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 Certificate, resulting in progression to further or higher education in most cases. The period 2020-2022 has presented the education sector with fresh challenges arising from the experiences associated with COVID-19 and related restrictions, including the lockdown of schools for prolonged periods and the effect of staff and student absences due to the virus.

Schools collaborate in the provision of services. An example of this is Polish language being taught in a hybrid way between six CMETB schools to Leaving Certificate level. Many facets of school life and school activity have been digitised, including parent-teacher meetings, aspects of assessments and regular meetings with parents and year groups. In addition to this, all schools have demonstrated an ability to provide accredited grades and alternative assessments for students in traditional examination years.

9.2 Overview of Services – Arts Education

9.2.1 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 Theatre

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. The theatre has also collaborated with the Arts Council to access support for residencies for local artists to collaborate with community and youth groups in developing and performing theatrical pieces.

A dynamic Youth Theatre has more than doubled its membership to over 170 participating members in three cohorts., while the LAEP supports a wider range of artistic forms in both counties. This partnership includes both County Councils, CMETB and local providers, artists and representative groups for young people.

9.2.2 Music Generation

The CMETB Music Generation Programme has prevailed through the challenges of restrictions and lockdown to produce a dynamic programme of support to schools and young people.

Music Generation Cavan and Monaghan is undertaking a range of dynamic projects in 2023 including the development of a Harping programme, development of a youth orchestra and a customised mobile recording studio.

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, for example, childcare, healthcare, engineering, ICT thus providing clear routes into employment. Likewise, there are a number of progression opportunities from FET programmes into Higher Education (for example, University and Technological University / Institutes of Technology programmes).

CMETB FET comprises five distinct services:

- (i) Two PLC Colleges – Cavan Institute and Monaghan Institute – delivering full time vocational skills programmes at Levels 5 and 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 Services – this includes apprenticeship service, contracted training programmes, traineeships, evening provision, LTIs and Specialist Training Providers
- (iv) Supply Chain Logistics and Procurement (SCLP) Centre of Excellence – this is a new addition to CMETB's FET portfolio providing training a range of SCLP areas, utilizing latest technologies and innovative processes
- (v) Youthreach – Six Youthreach Centres that provide a broad ranging certified programme for early school leavers

- (vi) Prison Education at Loughan House Open Prison, Cavan
- (vii) Tanagh Outdoor Education and Training Centre – this residential centre provides a myriad of activities and programmes for visiting groups and a full time Traineeship in Outdoor Education Activity Leadership, and part time certified FET programmes

CMETB FET Services has developed 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 also feeds into the overall CMETB Strategy for 2022-2026. It has three key strategic priorities:

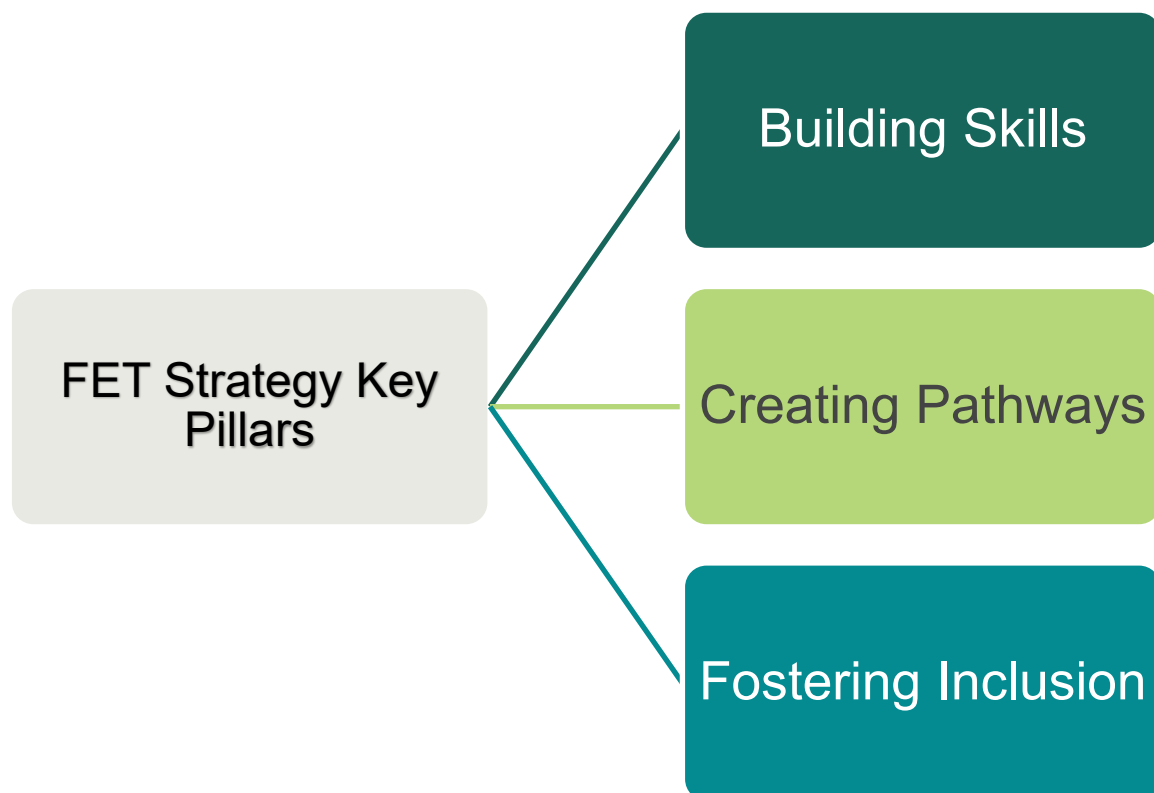


Figure 5: FET Strategy Key Pillars

And is underpinned by 4 enabling themes:



Figure 6: FET Strategy Enabling Themes

In addition, CMETB underwent an Inaugural Review by QQI in 2021. A key element in this review was the preparation of a Self-Evaluation report. This report sets out clear actions for CMETB FET Services to progress over the coming 5 years.

9.4 Overview of Services – Youth Services

The Youth Service team in CMETB plays a pivotal role in the development and expansion of the statutory Youth Work Function across the region. We ensure youth work partners who avail of Department of Children, Equality, Disability, Integration and Youth (DCEDIY) funding Scheme are supported and developed, so that our youth work sector expands to meet the identified local need. In 2023, 1 Youth and Wellbeing Development 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 will be deployed and

these actions will form the core body of work.

In 2023 CMETB Youth Service will:

- Administer over €1million in DCEDIY funding to 6 existing 90 staff led youth work projects via the UBU/YIC schemes in Cavan and Monaghan, 108 Volunteer Led Youth Groups and Youth Capital Call under the DCEDIY.
- Co-ordinate and implement the Planet Youth (Icelandic Model), Drug and Alcohol Evidence based model to Cavan-Monaghan.
- Continue to support the employment and rollout of the ALP in partnership with Foróige for Cavan and Monaghan.
- Review and assess emerging needs and issues for young people (10 years to 24 years) across Cavan and Monaghan. Collaborate with relevant partners and stakeholders to ensure needs are advocated for, identified, addressed and actioned on a positive and collective basis.
- Ensure transparency and accountability in the management of Public Funding, in line with economy, efficiency, and effectiveness for the benefit for young people, CMETB will enhance verification checks during 2023 on DCEDIY 'UBU Scheme Youth projects and on Volunteer-led groups' that are funded / co-funded / administered by CMETB. This is to ensure that programmes provided are:
 - positive and are enshrined on the evidenced informed outcomes for children and young people, so that they are at the centre of service delivery.
 - financed in accordance with relevant Acts, Statutory Instruments, Directives and Circulars.
- 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 DCEDIY 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)).
- With relevant partners, apply for Special EU Programmes Body (SEUPB) PEACE PLUS funding to implement personal development programmes which focus on supporting our most at risk young people to remain or return to education and who will become more employable through good relations, citizenship and the improvement of their soft and employability skills.

9.5 Overview of Services – Organisation Support and Development Services

Central to the delivery of CMETB's services is the Organisation Support and Development (OSD) division which plays a critical role in the delivery of CMETB's non-teaching / learning services. CMETB's Administrative Centres are located at its head office in Monaghan and its sub-office in Cavan, both of which play a critical role in allowing educators and trainers to focus on the delivery of direct educational services to students throughout the North-East region.

This division of services ensures that all stakeholders / students have a high-quality learning experience and that CMETB remains innovative, reactive and to the forefront of education and training provision.

The administrative centres provide a full range of services and supports which are delivered under three key pillars, comprising:

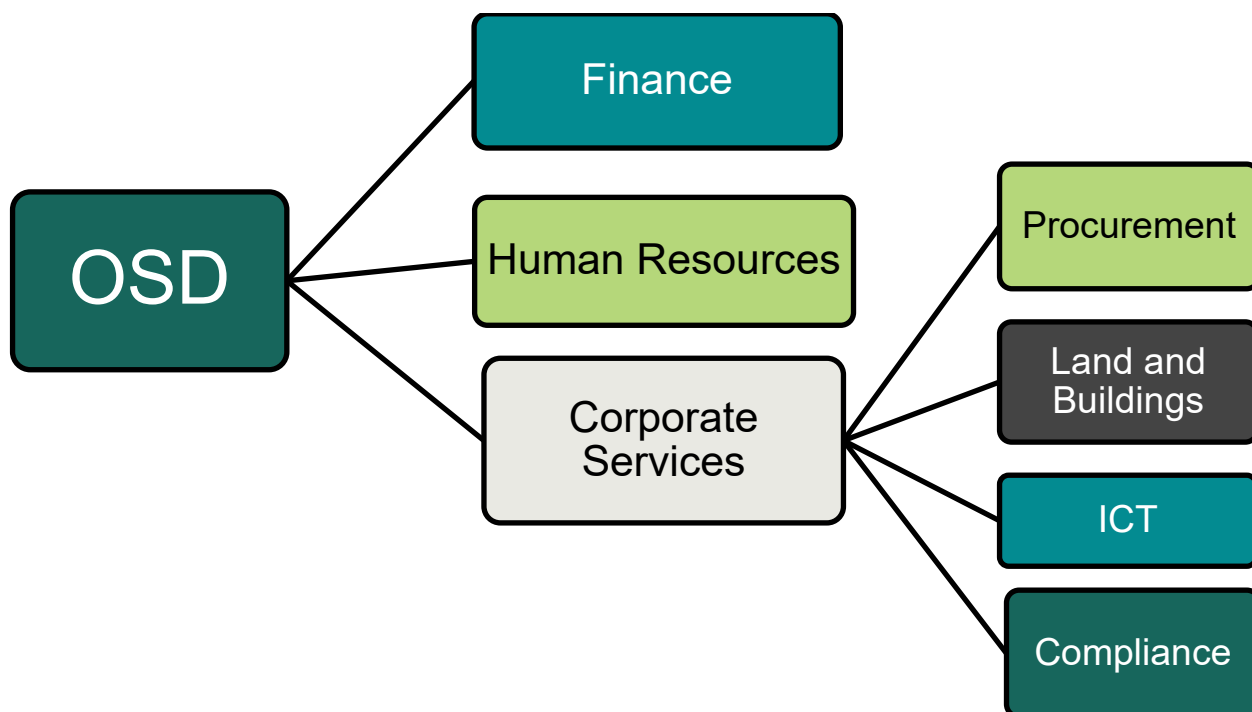


Figure 7: OSD Pillars

1. Human Resources
2. Finance
3. Corporate Services, which also includes Land and Buildings, Compliance, Procurement and ICT.

A key function of the OSD Division is to ensure the organisation applies best practice in relation to Corporate Governance and fulfils its requirements under the extensive range of legislation that impact on the organisation.

The OSD Division works in close collaboration with the Director of Schools and the Director of FET, to ensure that the very best supports are provided to our Schools, Institutes, Centres and Programmes. This structure enables clear areas of responsibility and ensures clarity in terms of accountability and reporting relationships.

The organisation chart sets out clear areas of responsibility and ensures clarity in terms of accountability, reporting relationships and so forth. (See Organisation structure on page 42).

The Chief Executive is responsible for executive management of the ETB and has overall responsibility for the performance of schools, programmes and training services. The Principals, Directors, Co-ordinators 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 2023.

The continued significance and development of ICT is reflected in our Strategy Statement. In 2023 CMETB 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. In 2023 we will continue to ensure that security is to the forefront and will utilise all the appropriate safeguards to protect the organisation.

For the past number of years CMETB has worked with Education Shared Business Services (ESBS) on a number of pilot projects and will continue to engage positively. We are about to commence the Financial Share Services project which is expected to be completed by Q4 2023. CMETB is working with ESBS on a number of other pilot projects which are expected to go live during 2023.

CMETB has an extensive building programme planned for 2023 with multiple projects at various stages, from design to construction stage.

CMETB with responsibilities as a public sector body, must achieve the target of a 51% decrease in Greenhouse Gas Emissions by 2030. Work to improve the energy performance of CMETB in support of our Energy Efficiency Strategy and the Government Climate Action agenda will continue in 2023 demonstrating our commitment to meet our legal obligations and achieve these targets.

CMETB recognises the importance of the wellbeing of its staff and a number of initiatives to staff in this regard are planned for 2023. In addition, CMETB has developed a support Equality and Human Rights Value Statement and an Implementation Plan which will rolled out in 2023, in compliance with the Public Sector Duty.

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 8: CMETB Organisational Structure



9.6.2 CMETB Schools and Institutes

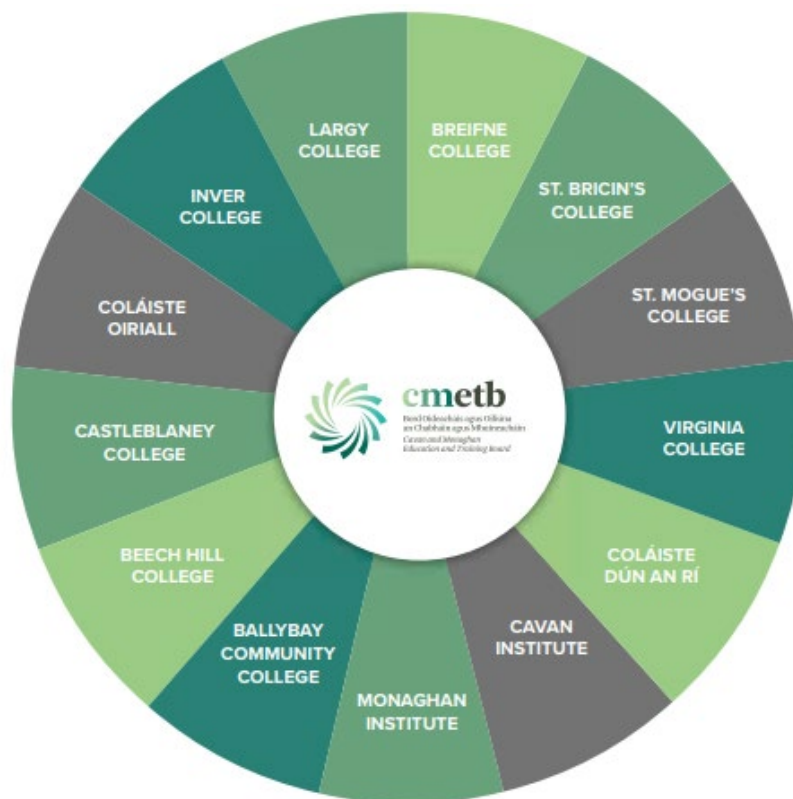


Figure 9: CMETB Schools and Institutes

9.6.3 CMETB Further Education and Training and Ancillary Services

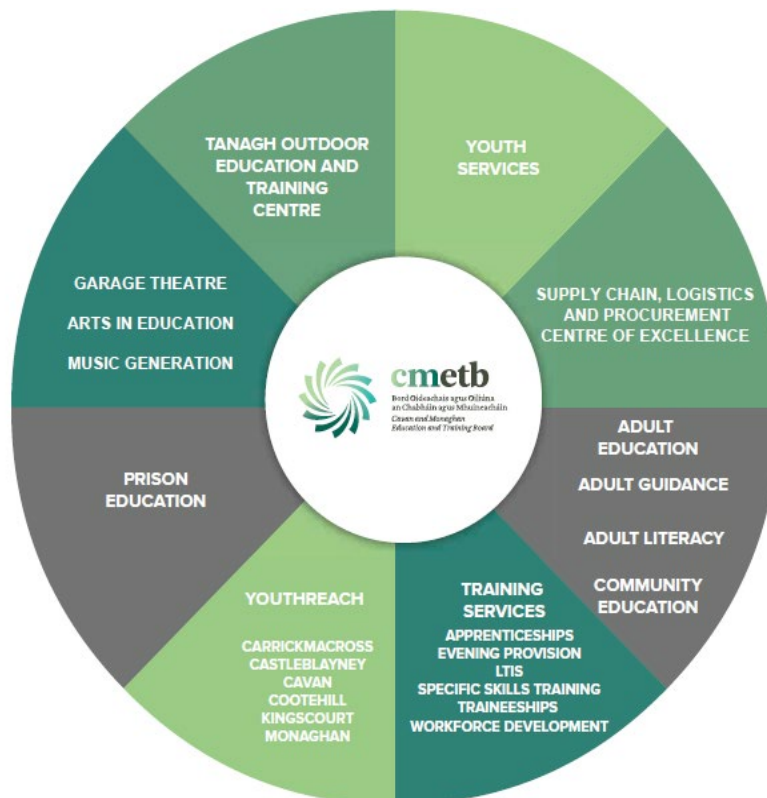


Figure 10: CMETB Further Education and Training and Ancillary Services

9.7 Legal and Compliance

9.7.1 Governance

The Code of Practice for the Governance of ETBs (DES C/L 002/2019) has been in place since 2019 and is well embedded. 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 continued compliance with the Code.

The current ETB Board members were appointed in 2019 and received governance training in 2020 and 2021. The Board will receive further governance training in 2023.

School and Centre BOMs are in place. These BOMs received of the first three in a series of four training modules over the course of 2020 and 2021 and received the fourth module in March 2022. Further training for Boards, Chairpersons and secretaries is planned for Q2 2023.

CMETB is registered with the Charities Regulator. The 21 Board members are registered as Trustees and an annual return is submitted in October each year. CMETB has completed and maintains a Charity Compliance Record, as required under the Charities Governance Code.

9.7.2 Risk Management

CMETB will continue to engage with and further develop the risk management strategy. The three risk registers (OSD, FET and Schools) are reviewed quarterly and updated, incorporating new and emerging risks. A further Corporate Risk Register was developed in 2021 to incorporate the High-Level Risks from the operational risk registers. This register is formally reviewed by the Senior Management Team (Chief Executive and Directors) every quarter. The registers are regularly presented to the ARC for review and oversight. The Risk Management Plan and Risk Appetite Statement was approved by the ARC in 2022 and will be reviewed, in line with the strategic planning cycle, in 2026.

Work is ongoing on carrying out a Business Impact Analysis for the ETB with a view to developing a Business Continuity Plans (BCP). An ICT Disaster Recovery Plan was developed in 2021. This is incorporated into the overall BCP. A BCP for the Administrative Centres has been completed and work on individual school and centre BCPs will be progressed in 2023. In March 2020 a COVID-19 BCP was put into place with administration and teaching and learning being carried out remotely. The experience gained will inform the BCP for schools and centres.

CMETB continues to experience the effects of the risk emerging in 2021, that is the impact on the region of Britain's exit from the EU (Brexit). As the UK has now left the EU, the consequential disruption to supply chains is having an impact on the supply of building materials leading to delays and an increase in costs. We will continue to monitor the situation and identify relevant risks and management controls to mitigate the impact.

9.7.3 Data Protection

The General Data Protection Regulations (GDPR) 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 2022 CMETB led and contributed to a review of national template policies, procedures and practices to ensure compliance with the legislation.

CMETB procured a software system to assist with the management of data protection processes 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 has developed data protection manuals and operating procedures for schools, centres, and administration, in order to ensure compliance with GDPR and will monitor the effectiveness of these in 2023.

On exiting the EU in 2021, 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. The European Data Protection Board (EDPB) issued an Adequacy Decision whereby the protections provided by UK legislation were deemed to be adequate and therefore a transfer of personal data to the UK could be treated as if it were a transfer to an EEA country, however this decision is to be reviewed by the EDPB. The EDPB also issued new Standard Contractual Clauses (SCCs) to be used for transfers outside the EEA and the UK. CMETB will continue follow the guidance of the Data Protection Commission and ensure such mechanisms and agreements are in place before personal data is transferred.

9.7.4 Freedom of Information (FOI)

In 2023 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. In addition, CMETB will contribute to the consultation process for the review of the FOI Act being conducted by the Department of Public Expenditure and Reform in 2022/3.

9.7.5 Health and Safety at Work

During 2023 CMETB administrative staff will continued to support schools and centres in their compliance with the revised the agreed sectoral Safety Statement and Risk Assessments under the Health and Safety Authority Guidelines for Management of Safety, Health and Welfare in Post-Primary Schools. A member of staff was assigned to co-ordinate this process and support schools and centres by organising training and providing guidance.

9.7.6 Legal

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

CMETB has procured multi-disciplinary 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.

CMETB is a member of Ibec and continues to avail of its advisory services leading to savings on legal advice, training and consultancy costs.

9.7.7 Implementing the Public Sector Equality and Human Rights Duty

In 2022, the CMETB Equality and Human Rights Steering Group, which is comprised of the Directors and representatives from the three operational areas, completed the process of developing an Equality and Human Rights Values Statement; conducting an evidence-based assessment of equality and human rights issues; and developing an implementation plan. This work will help inform the Goals and Objectives of the new five-year Strategy Statement. Two working groups have been established to advance the development of Action Plans to ensure equality, diversity, and inclusion across all CMETB services and to review plans and programme ensuring that Equality, Diversity, and Inclusion is properly considered and to report on the achievement of action plans, as required under the Public Sector Duty. CMETB will report on compliance with the Public Service Duty in the Annual Report for 2022.

9.8 Corporate Services

The Corporate Services department comprises the oversight of the following CMETB functions:

- Land and Buildings
- Procurement
- Compliance
- ICT department

A detailed overview of the service plans for these individual functions are outlined in this report. The synchronisation of the above CMETB functions works to ensure a coordinated response and delivery, arising from requests from CMETB schools and centres and CMETB funding agencies, whilst ensuring compliance with all relevant policies, procedures, guidelines, legislation and departmental circulars.

The following activities will also be carried out within the Corporate Services department in 2023:

9.8.1 Leases

- Manage leases on various properties within CMETB property portfolio while adhering to relevant procedures and processes.
- Ensure the appropriate approvals are obtained from the CMETB Board and Department (including SOLAS and Department Further and Higher Education, Research, Innovation and Science (DFHERIS)) at the following lease stages for all new leases and current lease renewals:
 - Initial Business Case stage to lease a property

- Market review stage to seek appropriate leased properties
- Final Business Case stage when specific property is identified
- On receipt of DE sanction to enter a lease agreement, the lease document is drafted, reviewed, signed and sealed. The legalities are dealt with by CMETB's legal advisers.

9.8.2 Property Register

CMETB has implemented the DCS Property Register software system. Work is ongoing with regards to collating and uploading all information for CMETB owned, leased and licensed properties to include:

- Property details
- Utilities linked with the property
- Insurance details
- Legal data incorporating Property Registration and Folio numbers
- Fire cert information
- Security data including CCTV information

A review of the reporting module is currently underway with DCS to ensure that the data entered into the Property Register can be extracted within accessible and coherent reports.

9.8.3 Insurance

- Provide ongoing support to Schools and Centres relating to insurance queries arising throughout 2023.
- Manage and monitor all updates and amendments to the CMETB insurance policies provided by IPB and manage the payment of insurance invoices in 2023.
- Support the implementation of the IPB Student Personal Accident Cover policy which will provide 24-hour insurance cover to all CMETB students in 2023.
- Ensure insurance and motor tax is in place for all CMETB vehicles in 2023.
- Collate all accident and incident reports from schools and centres and communicate to IPB and Health and Safety Authority (where appropriate).

9.8.4 Health and Safety

A dedicated CMETB Health and Safety coordinator position has responsibility to support schools and centres in their compliance with Health and Safety legislation. In addition, Health and Safety training will be coordinated as required.

- Internal reviews will be conducted to assess and ensure Health and Safety processes and procedures are appropriate at selected school or centre level.
- Continuous interaction with all schools and centres throughout 2023 to ensure that centre specific Safety Statement and Risk Assessments are in place.

9.8.5 Communications, Marketing and Branding

CMETB will endeavour, where possible, to co-ordinate PR and marketing activities to ensure the best outcome for the promotion of CMETB as a provider of education and training services for all. CMETB will continue to enhance its approach to communications, marketing

and branding with focus on both internal and external communication campaigns.

In 2023, CMETB will develop and implement a Communications Strategy, to promote a shared identity within the organisation and to enhance awareness of the CMETB brand and services externally. Communications actions and initiatives will be centred around promoting CMETB values, improving visibility, recognition and appeal of the CMETB brand and the services it provides to learners.

CMETB will actively celebrate and promote the achievements of learners and employees at every opportunity.

9.8.6 Official Languages (Amendment) Act 2021

Corporate Services department are assigned responsibility to oversee the performance and reporting of obligations under the Act and to ensure that summary of performance and reporting will be included in the CMETB Annual Report.

The aim of the Official Languages (Amendment) Act is to increase, in an organised manner over a period of time, the quantity and quality of services provided for the public through Irish by public bodies. CMETB plan, in line with legislation requirements, that at least 20% of annual advertising is done through Irish and 5% of the advertising budget will be spent on Irish language advertising in Irish language media.

Continuous interaction and communication with CMETB schools and centres throughout 2023 will be conducted to ensure CMETB compliance with the Official Languages (Amendment) Act 2021.

9.8.7 Garda Vetting

CMETB ensure compliance with the National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016 by nominating a CMETB Garda Vetting Liaison Person with responsibility to manage and coordinate the mandatory vetting of persons who wish to undertake certain work or activities relating to children or vulnerable persons or to provide certain services to children or vulnerable persons.

9.9 Land and Buildings

9.9.1 Capital Projects

CMETBs school building programme includes a wide range of both major and minor projects. In this regard, 2022 was another successful year with a number of additional and temporary accommodation school projects sanctioned by the DE which will progress into 2023. Further projects awaiting sanction in 2023 include additional modular units at Inver College and Beech Hill College. CMETB is also progressing a number of EWS and SWS projects to various schools throughout Cavan and Monaghan.

CMETB will continue to pursue funding in order to improve the quality of our schools and further education facilities for our staff and students. This will support CMETB provide quality education and training in line with our mission statement.

The following Major Capital Projects will be progressed in 2023:

- Inver College - Additional Accommodation and Additional Modular Accommodation
- Ballybay Community College - Additional Accommodation which is almost at completion
- Beech Hill College - Additional Accommodation and Additional Modular Accommodation
- Virginia College - Additional Accommodation and Additional Modular Accommodation
- Castleblayney College - Additional Accommodation and Additional Modular Accommodation
- Breifne College - Additional Accommodation and Additional Modular Accommodation
- Coláiste Dún an Rí - Additional Accommodation
- St Bricin's College - Additional Modular Accommodation
- St Mogue's College - Additional Modular Accommodation

Ballybay Community College is almost complete with a handover date expected in January 2023.

CMETB will complete the modular temporary accommodation units at Breifne College in Q1 2023, Castleblayney College in Q3 2023, St Bricin's College in Q2 2023 and St Mogue's College in Q3 2023.

CMETB is continuing to oversee Capital Projects in the following non-ETB schools:

- Gaelscoil Éois, Clones, Co Monaghan
- Gaelscoil Lorgan, Castleblayney, Co Monaghan
- Scoil Mhuire, Rockcorry, Co Monaghan
- Edenmore National School, Emyvale, Co Monaghan
- Doohamlet National School, Doohamlet, Co Monaghan
- Monaghan Collegiate School, Monaghan
- Royal School, Cavan

In the FET area, CMETB have almost completed a significant modular unit development for Cavan Institute with handover expected in January 2023. Plans for an extension to Monaghan Institute and for a SCLP Centre have been submitted for funding to SOLAS. It has also been confirmed that circa €40 million funding has been specifically earmarked to deliver a major new state-of-the-art Education Campus for Cavan Institute.

The following are a schedule of major projects which will be progressed in 2023:

- Cavan Institute Modular Unit - To be completed in January 2023
- Tanagh OETC - Feasibility study ongoing for a purpose-built centre at Dartrey Forest
- Further Education and Training Centre Cavan - Construction and Joinery

- Apprenticeship Preliminary Design ongoing for funding application to SOLAS
- Tanagh OETC- Construct a Bike Trail
- Tanagh OETC - Electrical Periodic Inspection of the Centre
- Supply Chain, Logistics and Procurement - Temporary accommodation to be fitted out for Forklift training courses
- FET Monaghan - Temporary accommodation to be located and equipped for Original Equipment Manufacturing, Electrical and Upholstery Apprenticeships

9.9.2 Energy Awareness Programme

The 2019 Climate Action Plan originally set out 2030 targets for the Public Sector to reduce their Greenhouse Gas emissions from the sector by 30%, this target has been extended to an absolute reduction of 51% by 2030 and net zero by 2050. In 2023, CMETB will renew its Public Sector Partnership with SEAI and continue to demonstrate our commitment to work to meet our legal obligations and achieve these targets.

CMETB is one of the first ETBs to develop an Energy Action Plan which incorporates running an Energy Awareness Programme throughout the ETB and this foresight will continue throughout 2023. CMETB has newly appointed a Grade VI officer to oversee this area demonstrating our commitment to the green agenda. In 2022, we undertook energy audits in five of our centres in line with SI426 obligations. In 2023, CMETB will explore the results of these audits, investigating the possibility of retrofitting and using renewable energy in order to help meet the 2030 greenhouse gas emissions target.

9.10 Procurement

CMETB Procurement Unit is 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.

We will continue to work with the Public Sector Reform Unit (PSRU) in ETBI and the Education Procurement Service to complete the annual 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 2023. We will continue to review the Corporate Procurement Plan (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.

CMETB implemented the ESBS Contract Management system in 2022 and will manage each contract within this system in 2023.

9.11 Information Communications Technology

The role of ICT continues to evolve across all facets of CMETB's services. Its importance in underpinning administration and governance along with teaching and learning has grown

substantially. Significant opportunities now exist to harvest the potential of ICT in teaching and learning as outlined by the Digital Strategy for Schools and the Technology Enhanced Learning Strategy for Further Education. The Digital Strategy for Schools to 2027 builds on the achievements and ambition of the previous strategy and aims to further support the school system to ensure that all learners have the opportunity to gain the knowledge and skills they need to successfully navigate an ever-evolving digital world. This Strategy builds on the achievements and ambitions brought about by the previous one by reinforcing and building on the importance of many of the actions.

The Minister for Education in 2022 announced the payment of €50 million in grant funding for digital technology infrastructure to all recognised primary and post-primary schools. Through continued investment CMETB will continue to invest in supporting schools to build their own capacity and digital technology infrastructure in 2023.

Security is now in the forefront of our decision making around ICT delivery. In 2023 we will continue to ensure that our estate is fit for purpose utilising robust market recommended applications and processes to test its possible vulnerabilities. These mechanisms would include quarterly penetration testing, a certificate of insurance for Cyber Essentials, staff awareness and cyber security training on an ongoing basis. CMETB will continue to utilize SOC/SIEM for 24/7 monitoring of our estate. The Office 365 remediation project was completed in 2022, this will ensure we that are compliant with industry standards for Microsoft applications in 2023 and beyond. The delivery of these strategies is predicated on our secure and reliable ICT infrastructure, one that can also deliver administrative efficiencies. To facilitate the importance of security and the future scalability of our infrastructure we are utilising cloud to support our Office 365 estate. This platform based on Microsoft is supporting our business-critical applications.

The ICT priorities within the CMETB Service Plan for 2023 very much reflect the growing importance of ICT with focus on the development of a new 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 have agreed to be part of Wave 1 for ETB Finance Shared Services in 2023. Work is due to commence on this project in Q2 2023 with a proposed go-live date in July 2023.

The Finance Department will continue to provide on-going support to staff in CMETB on the use of P2P throughout 2023.

9.13 Human Resources

9.13.1 Shared Services

The HR Department will continue to provide on-going support to staff in the use of the People XD portal (HR and Time and Attendance modules).

9.13.2 Business Continuity

Hardcopy Personnel files have been scanned and backed up to a cloud-based SharePoint site.

Specifications for a Document Management System is being developed, with a view to procurement in 2023.

9.13.3 Recruitment

HR are represented on national working group which is developing Core recruitment module which will provide a better automated system for applicants and HR Team. HR is also liaising with EducationPosts.ie re increased capabilities on its platform and will also continue to advertise teaching posts there to attract maximum applicants for our vacancies.

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, for example, social media campaigns.

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.

10 Projected Receipts and Expenditure 2023

	Year ended 31/12/2023 €	Year ended 31/12/2022 €
RECEIPTS		
Post Primary Schools & Head Office Grants	45,876,270	46,504,687
Further Education and Training Grants	32,871,981	30,779,049
Student Support Services Grants	-	-
Youth Services Grants	1,194,500	1,169,657
Agencies & Self-Financing Projects	5,912,273	5,796,346
Capital	23,000,000	19,089,772
	108,855,024	103,339,511
PAYMENTS		
Post Primary Schools & Head Office	45,776,270	46,102,695
Further Education and Training	32,671,900	31,112,838
Student Support Services	-	-
Youth Services	1,180,499	1,168,378
Agencies & Self-Financing Projects	5,321,373	5,204,084
Capital	21,600,400	16,453,060
	106,550,442	100,041,055
 Cash Surplus/(Deficit) for Period	 2,304,582	 3,298,456

Appendix 1: List of Abbreviations

ALP	Alternative Learning Programmes
ARC	Audit and Risk Committee
ASD	Autism Spectrum Disorder
BCP	Business Continuity Plan
BOM	Board of Management
CMETB	Cavan and Monaghan Education and Training Board
CNS	Community National School
CPD	Continuing Professional Development
CPOR	Child Protection Oversight Report
DCEDIY	Department of Children, Equality, Disability, Integration and Youth
DDLp	Deputy Designated Liaison Person
DE	Department of Education
DEIS	Delivering Equality of Opportunity in Schools
DFHERIS	Department Further and Higher Education, Research, Innovation and Science
DLP	Designated Liaison Person
DSP	Department of Social Protection
EDPB	European Data Protection Board
ETB	Education and Training Board
ETBI	Education and Training Boards Ireland
ESBS	Education Shared Business Services
ESOL	English for Speakers of Other Languages
EWS	Emergency Works Scheme
FET	Further Education and Training
FOI	Freedom of Information
GDPR	General Data Protection Regulations
ICT	Information and Communication Technology
LAN	Learner Advisory Network
LAEP	Local Arts in Education Partnership
LTI	Local Training Initiative
MAEDF	Mitigating Against Education Disadvantage Fund
MAPP	Multi-Annual Procurement Plan
NCSE	National Council for Special Education

OETC	Outdoor Education and Training Centre
OGP	Office of Government Procurement
OSD	Organisation Support and Development
PDA	Performance Delivery Agreement
PLC	Post-Leaving Certificate
PSRU	Public Sector Reform Unit
QQI	Quality and Qualifications Ireland
REALT	Regional Education and Language Teams
SCC	Standard Contractual Clauses
SCLP	Supply Chain Logistics and Procurement
SEN	Special Educational Needs
SEUPB	Special EU Programmes Body
SIC	Statement of Internal Control
SOP	Standard Operating Procedure
STEM	Science, Technology, Engineering and Mathematics
SWS	Summer Works Scheme
TEL	Technology Enhanced Learning
VTOS	Vocational Training Opportunities Scheme



cmetb

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

CUMHACHTÚ TRÍ FHOGHLAIM AGUS DUL CHUN
CINN DO CHÁCH

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