

Waterford and Wexford Education and Training Board

Annual Report 2023

Contents

1.	Message from the Chairperson of Waterford and Wexford Education and Training Board4
2.	Message from the Chief Executive of WWETB5
3.	Background and Governance6
	3.1 Official Languages Act
	3.2 WWETB Public Sector Equality & Human Rights Duty 10
	3.3 Members of Waterford and Wexford Education and Training Board \dots 11
	3.4 Board Meeting Attendance
	3.5 WWETB Committees – 2023
	3.6 WWETB Senior Management Team15
4.	Overview of Services - 202316
5.	Primary & Second Level Education20
6.	Further Education & Training21
7.	Implementation of Strategic Goals - 202322

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



As Chairperson of WWETB, I am delighted to present the 2023 Annual Report for WWETB.

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

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

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

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

As the current Board reaches the end of its terms, I wish to express my deeply felt gratitude to my colleagues and members of the Waterford and Wexford Education and Training Board, to our staff and the multitude of stakeholders who have contributed to our organisation over the past 12 months. This Annual Report gives us an opportunity to look back and to reflect on our achievements. However, we are also very much looking forward and we welcome the opportunities that will come our way over the next 12 months.

Le gach dea ghuí

Cllr. Barbara-Anne Murphy Chairperson, WWETB

2. Message from the Chief Executive of WWETB



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

2023 also marked the inaugural year of the WWETB Strategy Statement 2023 – 2027. The strategy was approved by the Board in

May 2023 and the implementation of the plan by numerous Steering Groups and Working Groups commenced in the latter part of the year. The 2023 Annual Report uses the six strategic goals to set out the priorities and actions achieved in 2023. These strategic goals are:

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

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

We continue to value and invest in our relationships with our stakeholders – including our staff, our students and learners and their families, local/regional authorities, state agencies, higher education, community and voluntary groups, the business sector, youthwork groups to list but some. We know that this collaboration will work to the benefit of our students/adult learners, and we strive to continually improve and strengthen these relationships.

We are grateful to our main funders including the Department of Education, SOLAS, Department of Further and Higher Education, Research, Innovation and Science and Department of Children, Equality, Disability, Innovation and Youth who have worked hard to ensure that we had the resources to implement national policy at local level.

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

Le gach dea ghuí

Kanne Daly

Dr Karina Daly

Chief Executive, WWETB

3. Background and Governance

Our Vision and Mission



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



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

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



Strategy Statement

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

Governance Structures of WWETB

WWETB Education and Training Board Statement

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

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

Functions of the WWETB Board

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

Responsibilities of the Board

The Board is responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the Board and which enable it to ensure that the Financial Statements comply with section 51 of the Education and Training Boards Act 2013. The Board is also responsible for safeguarding its assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Board considers that the Annual Financial Statements properly present the income and expenditure of the Board and the state of affairs of the Board.

In preparing those accounts, the Board is required to:

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

During 2023, the Board approved the following documentation;

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

Risk Management

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

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

Details of the principal risks and associated mitigation measures or strategies have been included in the SIC as part of the audited financial statements which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report.

System of internal controls

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

Procurement Policy and Procedures

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

Taxation:

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

Financial Statements 2023

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

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

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

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

3.1 Official Languages Act

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

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

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

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

3.2 WWETB Public Sector Equality & Human Rights Duty

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

3.3 Members of Waterford and Wexford Education and Training Board

WWETB MEMBERS

Elected by Waterford City and County Council

Cllr. Lola O'Sullivan [Deputy Chairperson] Cllr. Pat Nugent Cllr. Frank Quinlan Cllr. Tom Cronin

Cllr. Cristiona Kiely (to June 2023)

Cllr. Joeanne Bailey (from September 2023)

Elected by Wexford County Council

Cllr. Barbara-Anne Murphy [Chairperson] Cllr. Aidan Browne

Cllr. Kathleen Codd-Nolan Cllr. Leonard Kelly (to November 2023)

Cllr. Mary Farrell Cllr. Garry Laffan

Cllr. Fionntán Ó'Súilleabháin

Staff Members

Ms. Sandra Fogarty Mr. Richard Byrnes

Parent Members

Vacant Vacant

Nominated from Bodies Specified

Ms. Mary Ryan ACCS/JMB AMCSS/NAPD

Mr. Pat Rath Disability Federation Ireland - AHEAD

Mr. Senan Lillis ICTU
Ms. Kate Miskella ICTU

Ms. Margaret Darrer Irish Hotels Federation

3.4 Board Meeting Attendance

Register o	of Attendan	ce & Fre	quency	of Meet	ings of t	he Boar	d - 2023	
Board Member	Meetings Held/Attended						Total Meetings	
	10.01.23	28.02.23	28.03.23	09.05.23	27.06.23	26.09.23	14.11.23	Attended
Cllr. Kathleen Codd-Nolan	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr. Mary Farrell	✓	х	х	✓	✓	х	✓	4/7
Cllr. Barbara Anne Murphy	Х	✓	√	✓	х	✓	✓	5/7
Cllr. Pat Nugent	✓	✓	√	✓	✓	✓	✓	7/7
Cllr. Fionntán O'Súilleabháin	Х	✓	х	✓	х	х	✓	3/7
Cllr. Lola O'Sullivan	✓	√	х	✓	✓	х	✓	5/7
Ms. Mary Ryan	✓	х	√	х	✓	✓	✓	5/7
Cllr. Aidan Browne	Х	✓	√	х	√	х	х	3/7
Mr. Richard Byrnes	✓	✓	✓	✓	✓	✓	✓	7/7
Ms. Sandra Fogarty	Х	✓	х	х	✓	✓	х	3/7
Cllr. Leonard Kelly	✓	✓	✓	✓	✓	✓	х	6/7
Cllr. Gary Laffan	Х	✓	✓	✓	х	√	х	4/7
Mr. Senan Lillis	✓	✓	√	х	х	✓	✓	5/7
Ms. Kate Miskella	✓	х	✓	✓	✓	✓	✓	6/7
Mr. Pat Rath	✓	✓	✓	✓	х	✓	✓	6/7
Cllr. Frank Quinlan	✓	х	✓	х	✓	✓	х	4/7
Ms. Margaret Darrer	√	✓	х	✓	√	х	√	5/7
Cllr. Tom Cronin	✓	х	х	√	х	✓	х	3/7
Cllr. Cristiona Kiely	Х	х	х	х	√	-	-	1/5
Cllr. Joeanne Bailey						✓	х	1/2
	.							

[✓] to indicate attendance

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

3.5 WWETB Committees - 2023

Finance Committee Membership

Mr. Michael Veale (Chairperson)

Mr. Denis McCarthy

External Member

Mr. David Doyle

Mr. John Murphy

External Member

Ms. Anita Power

Ms. Lynda Lacey

Cllr. Pat Nugent

External Member

External Member

EXTERNAL Member

		Meetings Held/Attended				Total
Committee Member	15.02.23	22.03.23	24.05.23	27.09.23	14.12.23	Meetings Attended
	External Committee	: Members:	<u>i</u>	<u>i</u>	<u>i</u>	
Mr. Michael Veale (Chairperson)	✓	✓	✓	✓	✓	5/5
Mr. Denis McCarthy	✓	✓	✓	✓	✓	5/5
Mr. David Doyle	✓	✓	✓	✓	✓	5/5
Mr. John Murphy	✓	✓	X	✓	✓	4/5
Ms. Anita Power	Х	√	√	X	✓	3/5
Ms. Lynda Lacey	√	✓	√	✓	✓	5/5
	ETB Committee N	1embers:			<u></u>	
Cllr. Pat Nugent	✓	✓	✓	✓	Х	4/5

Audit & Risk Committee Membership

Cllr. Jim Moore (Chairperson)

Mr. Michael J O'Ryan

Mr. John Cuddihy

Ms. Susan Green

Cllr. Kathleen Codd-Nolan

Cllr. Lola O'Sullivan

External Member

External Member

External Member

ETB Member

	Meetings Held/Attended				Total	
Committee Member	15.02.23	22.03.23	07.06.23	20.09.23	22.11.23	Meetings Attended
	External Committe	e Members:				
Cllr. Jim Moore (Chairperson)	✓	✓	✓	✓	✓	5/5
Mr. Michael J O'Ryan	✓	✓	✓	X	✓	4/5
Mr. John Cuddihy	✓	✓	✓	✓	✓	5/5
Ms. Susan Green	✓	✓	✓	✓	✓	5/5
	ETB Committee	Members:		±		
Cllr. Kathleen Codd-Nolan	✓	✓	✓	✓	X	4/5
Cllr. Lola O'Sullivan	✓	X	X	X	X	1/5

Membership of other WWETB Committees

Youthreach Committee

Cllr Pat Nugent (Chairperson)

Cllr Aidan Browne Mr Michael Wall
Mr Brian Mulvihill Ms Ann Ryan
Parent Rep. vacant (female) Mr Brian Owens
Ms Kate Miskella Cllr Frank Quinlan

Youth Work Committee

Cllr Aidan Browne Cllr Garry Laffan

Cllr Pat Nugent Ms Julie Somers (to June 2023)

Ms Alison Parle
Mr Ollie Breslin
Mr Kieran Donohoe
Ms Majella Finnegan
Mr Conor Carberry
Ms Sarah Dunleavy
Ms Megan Keating
Ms Margaret Collins (from June 2023)
Ms Eilis Maher

Ms Mara Matuit (to September 2023)

WWETB Area Committees

WWETB's 3 Area Committees are supported by

Senior Management Team Representative Principals of Post Primary Schools

members of the executive team:

Further Education & Training Representatives

Youth Service Representative

Waterford City & County Area Committee

Cllr Lola O'Sullivan Cllr Pat Nugent Cllr Frank Quinlan Ms Mary Ryan

Ms Sandra Fogarty Cllr Tom Cronin

Ms Margaret Darrer

Cllr Cristiona Kiely (to June 2023)

Cllr Joeanne Bailey (from September 2023)

North Wexford Area Committee

Cllr Mary Farrell Cllr Barbara-Anne Murphy
Cllr Kathleen Codd-Nolan Cllr Fionntán Ó'Súilleabháin

Cllr Aidan Browne Mr Senan Lillis

Mr Pat Rath

South Wexford Area Committee

Cllr Garry Laffan Cllr Leonard Kelly (to November 2023)

Mr Richard Byrnes Ms Kate Miskella

3.6 WWETB Senior Management Team

Chief Executive Mr Kevin Lewis (retired October 2023)

Chief Executive (Acting) Dr Karina Daly (from October 2023)

Director of Organisation Support and Dr Karina Daly (to October 2023)

Development

Director of Schools Ms Eimear Ryan

Director of Further Education and Training Ms Lindsay Malone

Director of Further Education and Training Mr Alan O'Gorman (to 24.04.2023)

(Acting)

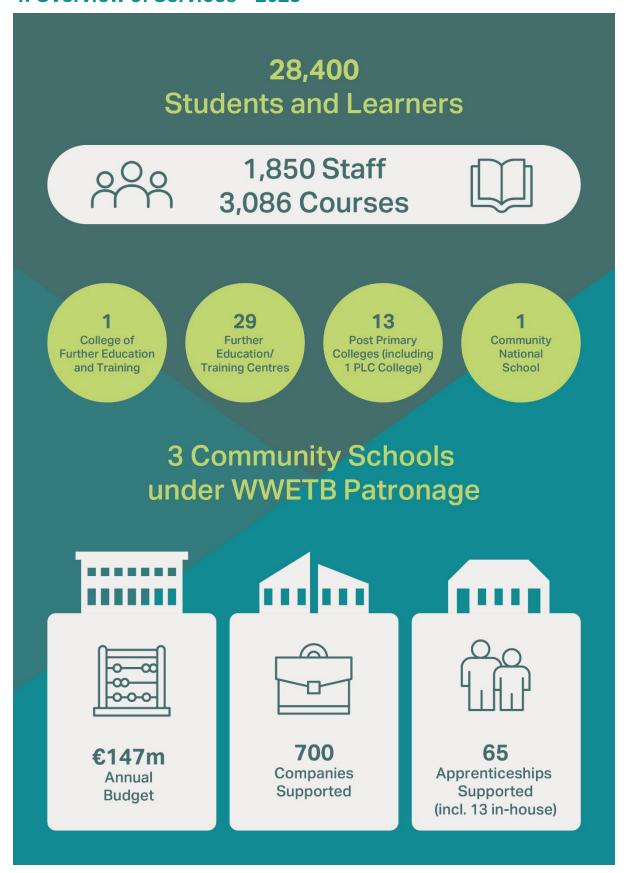
Innovation and Development Manager Mr Michael O'Brien Human Resources Manager (Culture and Ms Anne-Marie Jones

Engagement)

Human Resources Manager (Operations) Ms Sandra Murphy
Corporate Services Manager Mr Fintan O'Reilly

Finance Manager Mr Owen O'Mahony

4. Overview of Services - 2023



Location of Centres within WWETB



WWETB Locations 2023

Community National School

Kilnamanagh Community National School, Wexford

Post Primary and PLC Education

Bridgetown College, Co. Wexford

Bunclody Vocational College, Co. Wexford

Coláiste Abbáin, Adamstown, Co. Wexford

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

Creagh College, Gorey, Co. Wexford

Dungarvan College - Coláiste Dhún Garbhán (incl. PLC)

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

Kennedy College, New Ross, Co. Wexford

Meánscoil San Nioclás

Selskar College, Wexford Town (incl. PLC)

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

St Paul's Community College, Waterford

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

Further Education and Training Centres

Bunclody FETC, Wexford

Cappoquin FETC, Waterford

Dungarvan FETC, Waterford

Durands Court, Waterford

Enniscorthy FETC, Wexford

Gorey FETC, Wexford

FabLab Enniscorthy, Wexford

FabLab New Ross, Wexford

Kilmacthomas FETC, Waterford

New Ross FETC, Wexford

NZEB (Nearly Zero Energy Building) Enniscorthy, Wexford

Ozanam Street FETC, Waterford

Railway Square FETC, Waterford

FETC New Ross (located at St Michaels Primary School), Wexford

Tramore FETC, Waterford

Wexford (FET, Adult Education)

Whitemills FETC, Wexford

College of Further Education and Training

Wexford College of Further Education and Training

Training Centres

Kilcohan Training Centre

Waterford Training Centre Wexford Training Centre

Outdoor Education and Training

Shielbaggan Outdoor Education and Training, Wexford

Youthreach Centres

Dungarvan Youthreach, Waterford

Enniscorthy Youthreach, Wexford

Gorey Youthreach, Wexford

New Ross Youthreach, Wexford

Subla Youthreach, Waterford City

Tramore Youthreach

Waterford Youthreach

Wexford Youthreach

Administrative Offices

Ardcavan, Wexford Dungarvan, Waterford Waterford Training Centre

Community Schools (where WWETB are joint patrons)

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

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

5. Primary & Second Level Education

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

2023 Night Classes

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

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

6. Further Education & Training

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

7. Implementation of Strategic Goals – 2023



WWETB Strategic Goals

Implementation 2023

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

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

Secure approval for St Declan's Community College 1000 pupil school. Deliver/complete the Temporary Accommodation projects for Coláiste Abbáin, Selskar College and St Pauls Community College. Progress the already sanctioned 1000 pupil school to replace Selskar College. Deliver submissions to SOLAS/DFHERIS on Tramore, High Performance Building Alliance in Enniscorthy and FET College in Gorey.

It is expected that the modular building in St Paul's Community College will be available for use early in 2024. Modular Accommodation for St Declan's CC approved and progressed during 2023 following lengthy consideration and design process. The design team for the replacement school for Selskar College was appointed and undertook some preliminary work. Additional accommodation applications submitted for Kennedy College, Coláiste an Átha, Coláiste Abbáin are progressing in consultation with DoE.

Bridgetown college has passed Stage 2a approval. Bunclody Vocational college has also passed stage 2A approval. Dungarvan College submitted stage 2b for approval.

Support students/learners at risk of educational disadvantage in line with current national policy Special Educational Needs **Coordinators Community** of Practice – development of shared templates for Student Support Plans. Continued input from Digital Learning Team around accessibility tools in the MS Suite. Further CPD/Training on screening and diagnostic testing. Roll out of Phase 2 of ETBIs **Provision mapping** Initiative to the remaining schools. Continued development of the **Inclusion Coach Pilot** Group. Continued collaboration with the Digital Learning

Team to embed

accessibility tools within

Practice, as requested.

our Communities of

Shared templates developed and are in use in schools.

Digital learning team continued its work in support of accessibility.

Peer-to-peer support from within and across colleges from SENCOs at key points in the year when specific diagnostic tests were needed.

10 WWTEB post-primary schools began participation in a second cycle of Provision Mapping which began in September 2023 . 2 schools were involved in the pilot initiative and continue to review and evaluate their provision. A bespoke set of workshops was delivered by Education Coordinator and Dr Johanna Fitzgerald to support both pilot and existing schools.

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

Financial expertise on audit and finance committees	Appointments to audit and finance committees made by the board in consultation with committee chairs. External members of committees selected in order to bring the required audit and financial skills and experience to the role.	The Finance and Audit Subcommittees are populated with external personnel with the requisite expertise to perform the role.
Board appraisal of work carried out by Finance and Audit & Risk Committees Self-Assessment	Board members provided with written reports on the work carried out by Finance and Audit & Risk committees as required under the Code of Practice for Governance of ETBs. Self-assessment exercise	Regular reports circulated by Finance and Audit and Risk Committees to the Board. Chairs of Committees met with the Chair of the Board to discuss any issues arising. Chair of Audit and Risk Committee attended Board meeting to give verbal report In 2023. Self-assessment exercises completed
by Finance and Audit & Risk Committees	completed annually by the Finance and Audit and Risk Committees as required under the Code of Practice for the Governance of ETBs.	by Finance Committee and Audit and Risk Committee,
Staff Development	Appointment of Finance Manager as the training manager for Finance team. Training needs analysis in financial management is carried out on an annual basis. Training programme on financial management developed and implemented. Following successful completion of Gaelchultúr courses, Levels4-6, by 4 members of WWETB's senior management team, this course to be made available to additional staff members. WWETB to continue to support teaching staff in Meánscoil San Nioclás by providing financial support in pursuit of courses pertinent to teaching subjects through Irish.	Financial supports available to staff to undertake courses through Irish.

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

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

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

Strategic Goal 1 Quality

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

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

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

	Strategic Actions	2023 Outcomes
1.1.20	Achieve the consolidation of financial	Implementation of SUN system for
	systems and automation of processes	financial management.
	to improve financial management,	
	budgeting and reporting.	
1.1.21	Deliver and maintain the shared	Successful implementation of the
	service delivery model for staff and	Department of Education Shared Services
	learner payroll in co-operation with	for employee and learner payroll.
	Dept. of Education Business Shared	
	Services teams.	
1.1.22	Collaborate with Education Business	WWETB CE chaired the Finance Shared
	Shared Services to assist and plan for	Services Committee.
	the future delivery of a shared service	
4 4 00	model solution for finance operations.	
1.1.23	Expand the capability and use of the	Finance dashboard reporting available to
	finance dashboard reporting to give	senior management.
	senior management the up-to-date	
	financial information to aid decision-	
1.1.24	making. Implement centralised budgeting for	WWETB engaged with SOLAS during 2023
1.1.24	FET which is aligned to the new SOLAS	to prepare for implementation of the
	funding model funding requirements to	centralised budgeting for FET. This
	adequately resource programmes,	engagement involved attending
	meet the needs of learners and provide	information sessions regarding the new
	improved budgeting and management	model and submitting the 2024 financial
	reporting for FET.	bid to SOLAS using the new funding model
		template which will be operational for
		2024.
1.1.28	Promotion of WWETB Schools ethos	Each school has an Ethos Leadership
	across all schools.	Team who are supported by the WWETB
		Ethos Coordinator who in return is guided
		by ETBI. Schools engaged in a self-
		evaluation process around the patron's
		framework to identify areas for
		improvement in relation to ethos. Selskar
		College is the pilot school in WWETB for
		the patron's curriculum Identity, Multi-
		Belief and Values Education
		which was introduced in September 2023. It is expected that this will be added to the
		curriculum in all WWETB on a phased
		basis.
		pasis.
1.1.29	Promote STEAM/STEM across our	WWETB schools were encouraged to
	schools – strive to increase	participate in engineering and science
	participation.	weeks 2023 and provided with funding for
	•	a science research grant. Students in St
		Paul's CC and Bunclody VC undertook
		research in preparation for the BT Young
		Scientist competition.

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

1.2 Strategic Priority: Quality in Teaching and Learning

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

	Strategic Actions	2023 Outcomes
		10 WWTEB post-primary schools
		participated in a second cycle of
		Provision Mapping which ran from
		September 2023.
		2 schools were involved in the pilot
		initiative and continue to review and
		evaluate their provision. This is
		supporting schools to develop data-
		informed, systematic, and
		collaborative approaches to meeting a
		diverse range of students' needs across
		the Continuum of Support. In addition,
		SENCOs are provided with training for
		up-to-date accessibility tools by the
		Digital Learning Team. Information on
		EAL teaching strategies and supports
		were also provided to schools.
		Student Support Plan suite of
		templates developed, supported by Dr
		Johanna Fitzgerald.
		Peer-to-peer support and training on
		screening tests delivered within the
		SENCO team.
1.2.3	Develop structure to support the	Preliminary work on subject planning
	analysis of academic achievement	processes started in 2023.
	across WWETB schools	
1.2.4	Develop an institutional policy with	WWETB continued to use the working
	regard to Blended Learning across	policy that was in place during the
	WWETB FET programmes.	emergency response to provision
		during 2023.
1.2.5	Embed modern and progressive	FET Teaching, Learning and
1.2.5	teaching, learning, instruction, and	Assessment network established in
	assessment methods, included	2023 with six meetings held.
	blended learning methodologies and	2020 With Six Mootings Note.
	technologies.	Continued engagement of 11 post-
		primary schools with the Magenta
		Principles programme.
		Communities of Practice operating
		effectively in the areas of Guidance,
		SEN, Art, Home Economics and Music.
1.2.6	Increase female participation across	WWETB continued to implement the
	WWETB traineeship and	WWETB female apprenticeship
	apprenticeship programmes.	scholarship programme with 3
		awardees in 2023.
1.2.7	Develop and implement appropriate	WWETB continued to implement the
	policies and procedures to support	WWETB female apprenticeship
	academic integrity across all	scholarship programme with 3
	programmes.	awardees in 2023.

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

1.3 Strategic Priority: Recruitment and Onboarding

	Strategic Actions	2023 Outcomes
1.3.1	Standardise all recruitment	Review of key recruitment
	processes and documentation in line	documentation; advert templates, job
	with best practice in the public	descriptions, interview packs,
	sector.	application forms etc, ensuring all
		documentation is available in Irish.
1.3.4	Through the recruitment process,	Competency based interviewing in
	ensure that staff have the capacity	place. Competency based interview
	and flexibility to carry out tasks in a	training provided to all interview panel
	modern workplace (e.g. IT skills,	members.
	transversal skills) and that recruited	
	staff respect the WWETB values	
	highlighted in the Strategy Statement.	
1.3.5	Broaden pool of Interview panel	Competency based interview training
	members, to ensure a wide area of	for all interview board members
	expertise. Interview training in place	implemented in 2023.
	for staff involved in interview Panels –	
	areas to include competency-based	
	training, Equality, Diversity and	
	Inclusion training, Unconscious Bias	
	and Access training.	

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

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

Strategic Goal 2 Schools and FET Colleges of the Future

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

2.1 Strategic Priority: Facilities

Strategic Actions 2.1.1 Deliver on planned schools and centres, through proactive engagement with DoE and SOLAS, DFHERIS regarding approved infrastructural projects. Priority projects in FET include: Wexford town FET College of the Future (Whitemills), Waterford Training Centre (Techniform project), Waterford City FET College of the Future/SETU College Street facility, High Performance Building Alliance/NZEB Centre in Enniscorthy, Further Education and Training Centre in Tramore and FabLab Centre in Lismore, Waterford. Priority projects in schools include: New 1,000 student school for St. Declan's Community College, Kilmacthomas, Co. Waterford; Large extension and reconfiguration of St Paul's Community College, Waterford City to cater for 1,000 students; Extensions to Dungarvan College-Coláiste Dhún Garbhán and Meánscoil San Nioclás, An Rinn, Waterford; Wexford town Education campus including 1,000 student replacement school for Selskar College; Large extensions to post-primary schools to cater for increased enrolment in Bridgetown College, Bunclody Vocational College and Coláiste an Átha, Kilmuckridge, Wexford; Extension to Kilnamanagh Community National School to cater for increased enrolments.

2023 Outcomes

Wexford College of Further Education and Training was officially opened by Minister for Further and Higher Education, Research, Innovation and Science, Simon Harris in October 2023. This college is a state-of-the-art facility which will offer huge educational and training opportunities for learners in Wexford. The opening of the college will provide fulltime and part-time provision for over 300 learners across a range of further education and training provision. The facility will be used to deliver a wide and diverse breadth of programmes from electrical apprenticeships to PLC courses in reception and customer care to a parttime BTEI course in healthcare. This is a 52,000 sq ft college in the centre of Wexford town which reflects the college of the future model as set out in the SOLAS Future FET: Transforming Learning Strategy.

The 52,000 sq ft extension to the Waterford Training Centre advanced significantly in 2023 with the official opening scheduled for May 2024. This extension will provide additional apprenticeship workshops which will enable WWETB to expand its apprenticeship provision to provide opportunities for over 1,000 phase 2 apprentices annually.

WWETB expanded its FabLab provision to West Waterford with the opening of its FabLab Centre in Lismore, Co. Waterford. This county-wide initiative provides a small scale workshop that offers (personal) digital fabrication which aims to enable learners to make 'almost anything'.

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

2.2 Strategic Priority: Green Agenda

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

Strategic Goal 3 Communications and Marketing

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

3.1 Strategic Priority: Foundations

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

Strategic Goal 4 Health and Wellbeing

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

4.1 Strategic Priority: Foundation - Culture, Systems and Procedures

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

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

Strategic Goal 5 Climate Action and Sustainability

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

5.1 Strategic Priority: Foundations/Structure

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

5.2 Strategic Priority: Renewable Energy

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

5.3 Strategic Priority: Energy Efficiency

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

5.4 Strategic Priority: Travel

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

5.6 Strategic Priority: Waste Reduction

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

5.7 Strategic Priority: Circular Economy

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

Strategic Goal 6 Technology Enhanced Learning/Digital Learning

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

6.1 Strategic Priority: Governance

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

6.2 Strategic Priority: Organisation Structure

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

6.4 Strategic Priority: Capabilities

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

Implementation Appendix 1: Acronyms

BTEI: Back to Education Initiative

CFSNs: Child and Family Services Networks **CPD:** Continual Professional development

CYPSC: Children and Young People's Services Committees

DFHERIS: Department of Further and Higher Education, research, Innovation and Science

DCEDIY: Department of Children, Equality, Disability, Integration and Youth

DOE: Department of Education

EROC: Emergency Reception and Orientation Centre **ESOL**: English for Speakers of Another Language

FET: Further Education and Training

FETC: Further Education and Training Centre

LCDC: Local Community Development Committees

NZEB: Nearly Zero Energy Buildings

PLC: Post Leaving Certificate

PLD: Professional Learning and Development

QQI: Quality & Qualifications Ireland

REALT: Regional Education and Language Teams **SEAI:** Sustainable Energy Authority of Ireland

SEN: Special Educational Needs

SENCO: Special Educational Needs Coordinator

SMT: Senior Management Team

STEM: Science, Technology, Engineering and Mathematics

STEAM: Science, Technology, Engineering, Arts & Architecture and Mathematics

VTOS: Vocational Training Opportunities Scheme

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