

gretb

Bord Oideachais agus Oiliúna
na Gaillimhe agus Ros Comáin
*Galway and Roscommon
Education and Training Board*

Galway and Roscommon Education and Training Board

Service Plan

2020

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1. Foreword from CE

In line with legislative requirements, the Service Plan 2020 sets out the type and volume of education and training which will be provided by Galway and Roscommon Education and Training Board (GRETB) within the funding allocated by Government over the course of the year.

The Service Plan comprehends GRETB's Strategy Statement 2017-2021 that will guide our work until 2021. Our core values of leadership, accountability, innovation, collaboration and inclusivity, inspire the work of all staff to deliver on our vision to actively lead the provision of high-quality education and training programmes and services that respond to the changing needs of learners and society.

Our mission is to support individuals through learning, to achieve their full potential and contribute to social, cultural and economic development. To this end GRETB provide a wide range of education services across a very large region in the West of Ireland. We cater for a diverse population with different educational, social and cultural needs. We provide high quality, sustainable education and training opportunities to post-primary, Post-Leaving Certificate, 2nd Chance Education and Training, Apprenticeships, Traineeships, Community, Literacy and Outdoor Education, and many other programmes and services in the region. GRETB became the patron of a two Community National Schools in 2019 (one in Roscommon and one in Galway City) and hope to build on this in the future.

Whilst continuing our efforts to improve services and educational outcomes, we must also focus on the cost and sustainability of services and ensure that we are achieving the best value for money for both the public and our learners. GRETB fully acknowledges the requirement to operate within the limits of the funding provided. Given the scale of the geographical and demographical challenges involved, GRETB will strive to do the maximum we can with the resources provided.

I want to acknowledge the continuing commitment of all staff, who ensure through their daily endeavours that GRETB continues to grow and to be the educator of choice for the people of the region

David Leahy

Chief Executive

2. Background and Statistical Information

Galway and Roscommon Education and Training Board (GRETB), was established on 1st July 2013 under the Education and Training Boards Act, 2013, as an amalgamation of three Vocational Education Committees (Galway City, County Galway and County Roscommon). The former FAS Training Centre, Mervue, Galway, came under the auspices of GRETB in July 2014. GRETB has a corporate structure which is made up of a democratically appointed committee and a management (executive) team. Our Head Office is located in Athenry and sub-office in Roscommon town.

GRETB provide a wide range of education services across a very large region in the West of Ireland. We cater for a diverse population with different educational, social and cultural needs. We provide educational services to a population of over 324,000 (CSO 2016). These services include, community national schools, post-primary schools, further education and training, and community based education programmes and training. GRETB runs and manages Petersburg Outdoor Education Centre, a Centre in Castlerea Prison and an Education Centre for refugees in Ballaghaderreen. GRETB was appointed as the lead partner for three Music Generation projects (County Galway, Galway City and Roscommon). These programmes are currently being rolled out in the region. In accordance with the Education and Training Boards Act 2013, we are also responsible for supporting the provision, coordination, administration and assessment of youth work services in counties Galway and Roscommon.

GRETB's target clients are:

- Students and their parents/guardians
- Adult learners
- Communities
- Young people and volunteers
- Applicants and grant recipients under the various student support schemes administered directly by the ETB
- Employers seeking to address skills gaps
- Employed people wishing to upskill

Service	Locations	No of Participants 2019/20
Community National Schools	2	63
Second Level & Post Leaving Certificate	20	7493*
Evening Classes in Schools 2018/2019		2321**
		Total No of Beneficiaries 2019
Further Education and Training Centres	40	16363***
Music Generation (regular participants)		2017
Music Generation - taster courses, workshops		1880

*Post Leaving Certificate and Evening Classes in schools are recorded under Schools in this Service Plan.

** Evening class figures are for the 2018/2019 academic year.

*** Beneficiaries refer to the total number of participants on our programmes from the 1st January 2019 to the 31st of December 2019



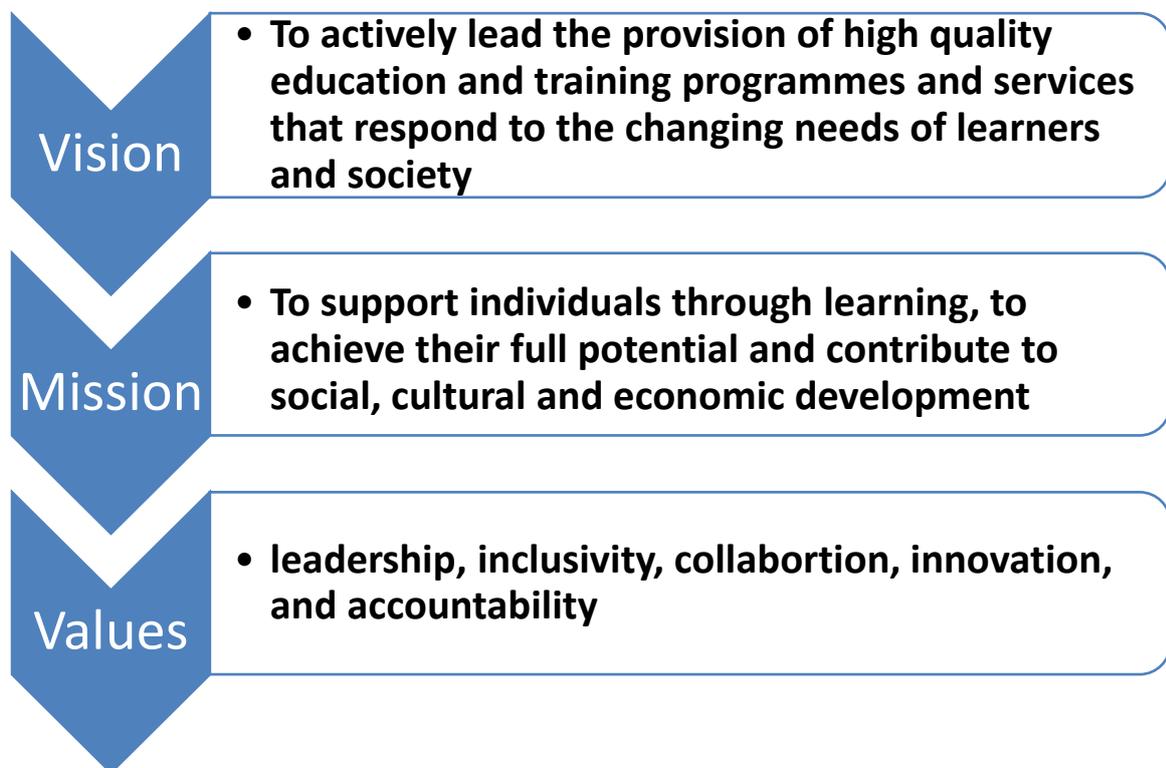
GRETB is the second largest ETB in the country, in terms of geographical area, and includes four islands. It extends from Boyle in Co Roscommon, to Connemara in the West, Galway City and to Portumna in the east of Galway. County Galway has the single largest and most populous Gaeltacht area in the country. Promoting Gaeilge is an essential element of GRETB’s core service. We have eight Coláistí Lán-Ghaeilge and a number of our Further Education and Training centres in Connemara, operate through Irish.

Population 2016	Galway	Roscommon
Population 2016	258,552	64,544
Population Change (2011-2016)	3.00%	0.70%
Population Density (2016)	42.04 persons per sq km	25.33 persons per sq km
Source: CSO Census of Population 2011		

3. Vision, Mission and Core Values

GRETB Strategy Statement 2017-2021 was approved by our Board in June 2017. In preparing this Strategy Statement, key national strategies, such as the DES's Action Plan for Education 2016–2019, the FET Strategy 2014-2019, and the other national strategies were considered. Common themes were identified, and these formed the basis for the development of GRETB's strategy. A collaborative cross-sectoral consultation process took place with key stakeholders. Arising from this, strategic goals and priorities were identified, and an action plan has been developed and time lined. These goals, priorities and actions will form the basis of implementation plans for each strand of the organisation. Progress on the actions will be monitored on an annual basis by the Senior Management Team.

Vision, Mission and Core Values



Strategic Goals

GRETB's Strategy Statement sets high level objectives for the organisation under four strategic goals, which are in line with national strategies on education:



Each goal has its own set of strategic priorities which will be met through a series of supporting actions. These goals and priorities have been designed to assist GRETB to avail of the opportunities which will arise and to meet the challenges it faces over the next five years.

4. 1 Statement of Service – Schools

Galway and Roscommon Education and Training Board is Patron to 20 post primary schools and 2 Community National Schools which offers a range of services and support to these schools including programme development, human resource, financial, building and maintenance as well as improving teaching and learning for the 2019-2020 academic year.

A multi-million capital funding project for GRETB commenced by Department for Education and Skills (DES) for the rebuild of Clarin College, Athenry, work begun in December 2018, this work is now complete. Schedule of proposed new accommodation for 400 pupil school for Coláiste an Eachrídih, Athenry has been received by GRETB, commented upon and returned to DES. Awaiting decision from DES to proceed.

Galway and Roscommon Education & Training Board's Community Colleges are an integral part of their local communities. They are inclusive and enable young people to meet their full potential in society. The ETB Community Colleges empower students, teachers and parents to achieve educational progress in a positive and encouraging atmosphere.

Programmes being offered in our Community Colleges include:

- Junior Certificate
- Junior Certificate Schools
- Transition Year
- Leaving Certificate
- Leaving Certificate Applied Programme
- Leaving Certificate Vocational Programme
- Post Leaving Certificate courses
- Fishing Skills Programme
- One academic year offshore island scholarship
- Adult Education & evening classes programme

A full range of subjects including languages, the humanities, arts, technology and science is offered at both junior and senior cycle. Students are encouraged to take part in all aspects of school life including extra-curricular activities such as drama, music, debating, sport, cultural, Leargas/Erasmus and Irish Language activities.

In order to ensure the highest quality of teaching and learning and the best possible educational experience for our students, supports will be offered by GRETB to all schools in:

- Special Education and Learning Support;
- CPD for teachers and support staff, Numeracy and Literacy, Technology Enhanced Teaching and Learning;
- CPD Child Protection (*on school request for existing teachers and as an integral part of GRETB new staff induction*);
- Oideachas trí mheán na Gaeilge chomh maith le hoideachas Gaeltachta, 8 GRETB schools provide Irish-Medium Education;
- Development programmes for GRETB's Principals, Deputy Principals and Middle Management post holders in conjunction with PDST, JCT, Teaching Council and other relevant agencies;
- Other key staff cohorts, including SNAs, administration and caretaking staff.

In addition to the above, support will also be offered in the areas of policy making and governance through ongoing work and training with schools and Boards of Managements (BOM). A nationally

agreed training programme for School Board of Managements will commence in February 2020, supported and coordinated by ETBI. Modules such as Governance, Child Protection and Finance will be explored. GRETB will organise 4 venues in GRETB schools across Galway and Roscommon to facilitate the training.

In the latter part of 2019, a GRETB wide Parents' Forum was established, its implementation will be initiated in 2020 as new members are elected following the establishment of new ETB/School Boards.

GRETB worked with Universities from which participants in Professional Masters in Education (PME's) programmes undertake teaching placements in GRETB schools and formalised an agreement with regard to Garda Vetting.

Tá 20 scoil ag GRETB agus 8 gcinn díobh seo ag múineadh trí mheán na Gaeilge, seacht (7) gcoláiste Gaeltachta ina measc. Is é GRETB an t-aon ETB sa tír le trí iarbhunscóil ar oileáin scoite amach ón gcósta. Tá fás leanúnach ar earnáil na scoileanna i GRETB le deich mbliana anuas agus leanfaidh an fás sin ar feadh roinnt bhlianta eile.

GRETB's island schools present a unique set of challenges regarding securing adequate and appropriate resources to support and sustain them. Notwithstanding the absence of any national education policy for island communities. GRETB has developed support strategies to resource our island schools.

GRETB has and will continue to engage with DES, other Government Departments and agencies to secure DES and Roinn Ealaíon, Oidhreacht, Gnóthaí Réigiúnacha, Tuaithe agus Gaeltachta assistance in sustaining vulnerable island post primary schools through the creation of national policy in this area.

As GRETB's pupil cohort has increased by approximately 25% since 2013, the Board will continue to engage with DES to have this growth fully comprehended within the financial resourcing model in use since 2012.

In addition, GRETB took over the Patronage of two Community National Schools, Lecarrow CNS, Roscommon (formally St. Johns National School) and Cuan na Gaillimhe Community National School (formally Galway Steiner School), Knocknacarra, Galway. Lecarrow CNS is the first Community National School in County Roscommon and also the first non-denominational school in the county. Cuan na Gaillimhe is the first Community National School in Galway.

Post-Primary Schools

School Name	Enrolment 2019/2020	PLC
Abbey Community College, Boyle	424	
Archbishop McHale College, Tuam	249	
Clarín College, Athenry	523	73
Coláiste an Chreagáin, Mountbellew	80	63
Coláiste an Eachréidh, Athenry	241	
Coláiste Bhaile Chláir, Claregalway	1158	
Coláiste Chilleáin Naofa, New Inn	165	
Coláiste Cholmcille, Indreabhán	114	
Coláiste Ghobnait, Inis Oírr, Oileáin Árann	24	
Coláiste Mhuirlinne/Merlin College, Galway City	621	
Coláiste na bPiarsach, Ros Muc	65	
Coláiste na Coiribe, Galway City	598	
Coláiste Naomh Éinne, Cill Rónáin, Oileáin Árann	55	
Coláiste Naomh Eoin, Inis Meáin	40	
Coláiste Naomh Feichín, Corr na Móna	78	
Elphin Community College, Roscommon	162	
Galway Community College, Galway City	266	317
Galway Technical Institute, Galway City		1059
Roscommon Community College	496	
St Brigids College, Loughrea	622	
Total	5981	1512

Adult Education/Evening Classes in schools 2018/19: **2321**

Community National Schools:

School Name	Enrolment 2019/2020
Lecarrow Community National School	8
Cuan na Gaillimhe Community National School	55
Total	63

4.2 Statement of Service – Further Education and Training

The SOLAS FET Strategy 2014-2019 reflected the principles articulated in the Action Plan for Jobs, National Skills Strategy 2025, Pathways to Work and broader education policy. The Strategy addressed the unique challenges faced in the sector and promoted targeted skills programmes to support job seekers to re-skill and up-skill in areas where suitable employment opportunities were emerging. In doing so, Further Education and Training developed and expanded to deliver higher quality, flexible, and progressive programmes of education and training. The 2020-2024 FET Strategy proposes to build on the previous initiatives taking into consideration the changed economic landscape with unemployment at a low level of 4.5%. The development of strategic performance agreements between SOLAS and ETBs identified six core aspects of further education and training, with associated FET system targets. These core areas are as follows: *Supporting Job Creation; Learning Pathways; Active Inclusion; Lifelong Learning and Workforce Upskilling, Meeting Skill Gaps and New Models of Delivery.*

GRETB completed and signed off on a Strategic Performance Agreement with SOLAS for the period 2018-2020 which identified sector specific targets and strategic priorities for GRETB. These priorities included an increase in Traineeship and Apprenticeship provision, integration of literacy across programmes, upskilling employees in the workforce and provision of programmes for those returning to the workforce. The targets included increases in certification, increased progression to employment and further education as well as increases in people accessing lifelong learning provision. Galway and Roscommon ETB specifically supports the principles of the FET Strategy in all planning and provision by continuing to align skills development and training with the enterprise needs of the region and by continuing to contribute to the primary objective of the Action Plan for Jobs in increasing employment in the region by 10-15% in the period up to 2020 (Action Plan for Jobs West 2015-2017).

GRETB will continue to maintain its leadership in FET provision in the region, across all sectors from basic education to specific skills and work-based training. As the provider of choice, GRETB will be at the heart of relevant and innovative partnerships with industry driving the development and delivery of quality programmes of education and training. This will be achieved whilst maintaining a community focus where the vulnerable and those on the margins of society are included. This will be the marker of the success of FET in the region.

GRETB has significant facilities infrastructure, skill, and competence for the delivery of Apprenticeship programmes and it will continue to deliver Craft Apprenticeships in line with increased demand. Apprenticeships in Electrical, Carpentry & Joinery, Metal Fabrication and Motor. In 2019 GRETB submitted an application to SOLAS to provide the Plumbing Apprenticeship here in Mervue and that capital bid was successful. The Plumbing Apprenticeship is scheduled to start in Q3 2020.

New models of apprenticeship and traineeships continue to be rolled out with targets for 31,000 and 13,900 registrations on these programmes nationally between 2016 and 2020. The delivery of new apprenticeships and traineeships is supported by coordination and collaboration with industry and other providers.

In 2019, GRETB rolled out the Auctioneering Apprenticeship in collaboration with CDETB, a second intake of apprentices is expected in September 2020. We are currently collaborating with LCETB on the Hairdressing Apprenticeship with an expected start date of September 2020 and with MSLETB on their Butchery and Sales Apprenticeships, both apprenticeships are expected to start in Q2 of 2020.

The Accounting Technician Apprenticeship in association with Accounting Technicians Ireland is being rolled out in GTI in Galway City with a second intake of apprentices scheduled for 2020.

GRETB is leading out on the development of a *National Apprenticeship in Arboriculture* and has submitted the Apprenticeship for validation to QQI with an expected roll-out date of September 2020, This Apprenticeship was developed in collaboration with industry.

Traineeships offer flexible, responsive, occupational skills development training programmes which are tailored to the identified needs of a specific industry sector or sub-sector. They lead to nationally recognised qualifications. In 2018 and 2019 GRETB began to roll out Traineeships in some of the FET centres throughout its region. A Traineeship in Childcare began in Galway City and in Ballinasloe and a Hospitality traineeship started in Ballinasloe. GRETB led out on the development of a skills-based traineeship in 2019 to meet the demand of the Audio-Visual industry in the West of Ireland in collaboration with Screen Training Ireland. This Traineeship is scheduled for a second intake in 2020.

In 2019 GRETB was represented on the Bia Innovator project in Athenry in collaboration with Teagasc and Galway Co. Council and plan to support the roll-out of a food innovation hub for food production. GRETB plans to roll-out programmes in early 2021. GRETB is also represented on the Udarás na Gaeltachta, Marine Park initiative in Cill-Chiaráin where skills development in the Aquaculture and Marine sector is identified as critical to the success of this industry led initiative.

In addition, technology-based education tools and programmes are becoming embedded in the FET sector as flexible learning opportunities are offered via online, blended, modular, semester and evening delivery. GRETB was successful in its bid for funding to develop TEL and virtual learning tools for the delivery of the Aquaculture programmes in collaboration with industry

GRETB has designed a range of TEL initiatives to upskill FET staff and have created a panel of TEL champions across FET centres to support on-line TEL based education and training. Different teaching methodologies can support learning styles and the diversity of learning modes and opportunities available to FET learners. We are currently developing TEL hubs across the GRETB region which will be based in our FET centres. These measures will impact positively on the outcomes and opportunities for learners and, provide flexibility in our reach to learners.

Throughout 2018 and into 2019 GRETB worked in partnership with MSLETB and WWETB to develop new awards in Agriculture at Level 5 and 6, these awards have been validated and are being rolled out in 2020.

The Skills to Advance Initiative introduced by the government in 2018 is designed to target employees in all parts of the workforce and prioritises employees whose skills level is below level 5 on the NFQ and who are classified as vulnerable. It will mean that for these learners Level 5 programmes are free and only a 30% contribution needs to be made by the learners for a Level 6 programme.

A Skills to Advance Coordinator is now in place in GRETB as part of the Employer Engagement Unit with a remit to support companies in developing the skills of their workforce. The Coordinator works closely with companies and bodies such as *Bord na Móna* where employees are displaced and require upskilling and reskilling.

The GRETB Community Education Service (CES) Plan for 2019 focused on engaging the most hard to reach learners in community settings to identify their learning needs, engage them in a short term and part-time programme and aid their progression into other accredited FET options. This will continue with a particular emphasis on areas of low employment such as recognised economic blackspots.

The CES provides grants and tuition hours to local community and voluntary groups. The main target groups across Galway and Roscommon for Community Education include; people who are long term unemployed; early school leavers; people with a disability; disadvantaged Men and Women; Traveller community; homeless groups; older people; Migrants/Refugees/Asylum Seekers.

The EROC (Emergency Reception and Orienteering Centre) opened in Ballaghaderreen, Co Roscommon in April 2017 and GRETB began the delivery of a range of education programmes to support the residents. Two dedicated primary classrooms were set up incorporating Junior and Senior classes, a Post Primary class to support teenagers and a range of adult and further education classes to support English language teaching. There are currently 4 primary teachers in the EROC as we have a Transition programme in place for children who are ready to enter mainstream classes in the local area, there are three local primary schools involved in the Transition programme and two 2nd level schools. In 2019 there were 142 residents in the centre, 37 children in Primary, 20 in Post Primary and 75 adults, most attending classes. 2020 will see a continuation of the education provision.

Throughout 2020 FET will:

- continue its work as an active member of the Regional Skills Forum
- maintain quarterly meetings with DSP throughout the region facilitating the identification of the training needs of the unemployed
- continue to work with Chamber of Commerce strengthening links with employers
- develop the programme for the Arborist Apprenticeship due for roll-out in 2020
- continue its work developing new apprenticeships in partnership with industry
- work with MSLETB on roll-out of a new Butchery and Sales Apprenticeship
- work with LCETB on roll-out of the new Hairdressing Apprenticeship
- rollout CDETBAuctioneering and Property Services Apprenticeship
- rollout of a Software Development Apprenticeship in collaboration with FIT
- rollout the new Agriculture awards at Level 5 and 6 in conjunction with MSLETB and WWETB
- increase provision in key skill areas including Tourism and Hospitality, Marine and manufacturing
- implement the TEL Action Plan
- implement the SOLAS CPD Strategy
- deliver on its Public Sector duty.

Youth Services

GRETB Youth Services will continue to administer the Department of Children and Youth Affairs funded Local Youth Club Grant Scheme to voluntary youth groups, and will continue to roll out the new VfM Youth projects. GRETB Youth Officers are also responsible for implementing the National Quality Standards Framework (NQS) with staff led Youth Services.

Western Regional Drugs Task Force.

The Community Liaison Officers will roll-out initiatives such as Planet Youth to support young people and communities to engage proactively in a positive lifestyle.

Traveller Interagency.

GRETB will support the work of the Traveller Interagency in the delivery of its strategy.

Other Supports

GRETB also co-operates with agencies engaged with vulnerable groups such as those physically or intellectually impaired; prison services, providing 53,400 teaching hours through co-operation to support their work.

FET provision 2019 figures		
Programme Category	Distinct Learner	Beneficiaries
Apprenticeship Training	930	930
Adult Literacy Groups	1,565	2,380
Blended Training	40	50
BTEI Groups	2,281	3,864
Community Education	2,214	3,030
Community Training Centres	51	63
ESOL	937	1,296
Evening Training in FET	791	889
FET Cooperation Hours	388	1,061
ITABE	88	132
Justice Workshop	86	90
Local Training Initiatives	163	200
Other Funding	58	87
PLC (recorded under schools in this Service Plan)*		
Refugee Resettlement	7	7
Skills for Work	170	200
Specialist Training Providers	161	181
Specific Skills Training	604	719
Traineeship Employed	14	14
Traineeship Training	181	192
Voluntary Literacy Tuition	29	33
VTOS Core	475	554
Youthreach	293	391
Distinct Learner v Activity:	10244	16363

*Beneficiaries refer to the total number of participants on programmes from the 1st January 2019 to the 31st of December 2019

*PLC and evening training in school enrolments are recorded under post-primary school in this service plan

In addition, GRETB had over 2000 regular participants on Music Generation programmes and over 10,000 beneficiaries from Youth Service, Adult Guidance Service and grants provided in the region.

4.3 Statement of Service – Organisational Support and Development

The Organisational Support and Development (OSD) team are located in GRETB's Head Office in Athenry and our sub-office in Roscommon Town. GRETB has an annual budget of over €110m, almost 2000 staff and over 23,000 learners/beneficiaries and students. The back office supports required to service this vast organisation are provided by the OSD team and cover the following administrative areas: HR, Finance, Corporate Services, IT and Buildings.

The OSD team's goals are to enhance the processes and procedures that underpin good corporate governance in GRETB and to ensure that human, financial and infrastructural resources, appropriate to the delivery of front-line services are deployed efficiently and effectively across GRETB.

The OSD team are committed to implementing GRETB's Strategy Statement 2017-2021 and the associated actions. Projects and initiatives planned for the coming year include:

- continue to rollout the implementing the new Code of Governance ETBs
- support GRETB's new Community National Schools
- provide training and support for GRETB's new Board and Committees
- continue to work with the ESBS on their shared services payroll project, to ensure the smooth transition of GRETB's payroll to shared services. This is currently scheduled for transfer in June 2020
- work with ESBS to ensure GRETB's operational and governance requirements are met as part of both the payroll and the financial shared services projects
- work with the DES and SOLAS on their project to transfer apprentice payments to a new shared services programme
- continue to embed good practice around GDPR
- provide on-going support on the rollout of Music Generation programmes in County Galway, Galway City and Roscommon
- assist with the implementation of the Digital Strategy for schools
- manage a significant capital programme (major projects include – the extension in Roscommon Community College, the new ASD unit in Abbey Community College, significant refurbishment works in the sub office in Roscommon, a new school for Coláiste an Eachréidh and works in the Training Centre Mervue to name a few)
- provide support for major devolved capital projects in non-ETB schools (as resources allow)
- provide administrative support for the new DEIS scholarship programme for the Gaeltacht
- rollout of purchasing cards in GRETB schools
- develop a new website for GRETB
- continue to work with ETBI and associated forums on national issues
- implement new circulars, relevant legislative changes and any new national policies and initiatives as applicable to the sector in 2020
- liaise with ETBI and the DES on the national Organisational Design Phase II process to ensure GRETB has the admin structure and expertise to meet GRETB's statutory obligations, to support schools and centres, and to implement both national strategies and GRETB's Strategy

5 Strategy Statement 2020

The following actions will be either commenced or delivered during 2020 in line with GRETB's Strategy Statement

<p>Strategic Goal 1: <i>Improve the learning experience and success of learners</i></p>
<p>Priority 1.1: Provide responsive and innovative programmes</p>
<ul style="list-style-type: none"> • Continue work in preparation for rollout of new arborist apprenticeship, as well as new hairdressing, software development, sales and butchery apprenticeships • Ongoing engagement with employers in the region to support programme development
<p>Priority 1.2: Provide relevant knowledge and skills for lifelong learning, personal development, progression and employment</p>
<ul style="list-style-type: none"> • Offer programmes with entrepreneurial and digital skills elements • Offer Microsoft exams to staff and students • Continue to rollout the National Guidance Strategy • Work with organisations across the region to develop new programmes and traineeships • Continue to rollout our new Music Generation programmes and take advantage of any opportunities which may arise as a result of Galway being the European Capital of Culture for 2020
<p>Priority 1.3: Promote positive learning experiences and environments</p>
<ul style="list-style-type: none"> • Assist with the development of a Plan for Outdoor Education Centres for the sector • Provide well-being workshops for staff and learners • Commence pilot of IBEC's Keep-Well Mark in HQ • Continue work on the Planet Youth Project • Work with the 8 schools who are participating in DES Gaeltacht School Recognition Scheme
<p>Priority 1.4: Provide technology enhanced learning environments</p>
<ul style="list-style-type: none"> • Expand blended learning options in FET • Continue to rollout TEL training for staff • Implement the digital strategy in schools • Develop further policies in ICT to improve security • Continue with project to rollout SharePoint in GRETB schools
<p>Strategic Goal 2: <i>Improve the progress of learners at risk of disadvantage, those with special needs or with language, cultural and social differences</i></p>
<p>Priority 2.1: Promote equality and active inclusion</p>
<ul style="list-style-type: none"> • Continue to support the EROC in Ballaghadereen • Continue to seek DEIS status for Merlin College and Island schools • Commence work on public sector duty plan • Continue work with ETBI on project regarding ETB's core values
<p>Priority 2.2 Provide accessible and flexible education and training programmes</p>
<ul style="list-style-type: none"> • Develop and promote online/ blended learning programmes • Progress capital projects which will improve accessibility e.g. Colaiste Colmcille, RCC, Inish Meain • Liaise with Galway City Council to identify a site for Cuan na Gaillimhe • Continue to raise nationally and at EU level, the need for a policy on island education
<p>Priority 2.3: Provide high quality inclusive education with improved learning outcomes</p>
<ul style="list-style-type: none"> • Extend GRETB's highly successful literacy and numeracy programme for apprentices to support learners on other FET programmes

- Continue to seek a dedicated disability fund for FET learners
- Implement the Quality Improvement Plan

Priority 2.4: Improve the transition of learners at critical stages in the education and training system

- Continue to support the Turas pilot programme for 12-15-year-olds who do not transition to 2nd level
- Continue to build relationships with third-level colleges through representation on the NUIG FE to HE Working Group, and collaborate with GMIT & NUIG on programmes and access pathways
- Research the challenges faced by students' transitions from primary to secondary schools, and identify agreed action areas for GRETB schools.

GRETB Strategic Goal 3:

Provide high quality education and training programmes

Priority 3.1: Promote quality assurances in our education and training programmes

- Implement the Quality Improvement Plan QIP and set up a QA Unit
- School to participate in self-evaluation (SSE) programmes and to ensure their "Know Your School" document is up to date

Priority 3.2: Support staff in the pursuit of quality teaching and learning standards

- Encourage ongoing collaboration in cluster groups of teachers which have been established in subjects across GRETB schools
- Develop expertise in child protection best practice through supporting CPD and establishing a collective coordinated approach across GRETB Schools.
- Develop expertise in SEN best practice through supporting CPD and establishing a collective, coordinated, and mentoring approach across GRETB Schools.
- Develop expertise in new teacher induction best practice, through supporting and resourcing CPD and establishing a collective coordinated approach to mentoring NQTs and PME placement teachers across Schools
- Develop strategic alliances with PME colleges to give best effect to the needs of GRETB
- Establish communities of practice in fields of learning across FET and share collaborations

Priority 3.3: Increase the use of quality data, analysis, research and evaluation to inform service delivery and identify emerging issues

- Continue to collate, review and measure state exam results against national norms
- Review MLL and WSE reports and schools to share WSE experience at PPF
- Continue to use PLSS and CSO data to track learners and plan programmes
- Work with Regional Skills Forum and IBEC to monitor economic trends
- Support the newly established Parents Forum for schools

Priority 3.4: Promote leadership, innovation, continuous improvement and sharing of knowledge

- Continue to collaborate with other ETB's in the development and rollout of new apprenticeship programmes e.g. hairdressing, auctioneering, accounting technician, butchery and sales
- Develop a new apprenticeship in arboriculture
- Actively engage in CE/Director forums and other ETBI forums such as PLC, Principals, Finance, HR, IT and Corporate Services

Strategic Goal 4:

Ensure our organisational infrastructure (people, processes and structure) is efficient and effective

Priority 4.1: Ensure GRETB has the capacity to successfully meet the current demands and to influence the future direction of the sector

- Assign a budget for CPD and invite and encourage applications from staff each year
- Continue to engage with the DES to ensure GRETB has the appropriate administrative structure to meet our clients' needs and legislative requirements, through the Organisation Design Phase II process

- Continue to engage with DES and Solas regarding funding to ensure it meets our increasing student /learner numbers and increasing costs e.g. insurance
- Work with ESBS to transfer GRETB's payroll to shared services as per ESBS current project plan
- Work with ESBS to ensure payroll and the financial shared services project meet GRETB needs in terms of operations, governance and business continuity
- Work with DES on transfer of apprentice payments to new shared services programme

Priority 4.2: Enhance our internal and external communication systems

- Establish a Communications Working Group
- Develop a new GRETB website
- Commence work on GRETB's customer charter and associated plan
- GRETB's representatives to actively engage on the LCDC in Galway City, County and Roscommon, Regional Skills Forum and Action Plan for Jobs West representation
- Enhance links with NUIG, GMIT, Bord Iascaigh Mhara, Údarás na Gaeltachta, GRD, Forum Connemara, Councils in the area

Priority 4.3: Provide the best possible teaching, learning and working environments while maximising resources

- Continue to seek funding for capital projects as needs arise
- Work with DES to progress a new school for the Coláiste an Eachréidh, as well as significant extensions for Archbishop Bishop McHale College Phase II, Roscommon Community College Phase II and Coláiste Colmcille
- Advance other capital projects already in progress e.g. sub-office Roscommon, Abbey ASD Unit, summer works and H&S related projects
- Explore potential facilities for NZEB and other new FET programmes
- Continue to seek to extend the high speed broadband available in schools to FET Centres
- Implement a number of projects to improve IT security

Priority 4.4: Ensure best practice in corporate governance throughout GRETB

- Continue to embed risk management across GRETB
- Provide training for new Board and Committees on the new Code of Governance
- Promote ETBI's online training tool on GDPR
- Provide training for new BOM
- Rollout purchasing cards in schools and commence closure of associated school bank accounts
- Review and update existing policies
- Continue to implement the new Code of Governance for ETB e.g. develop a customer charter and commence work on a related customer plan

6 Performance Delivery Goals and Priorities

GRETB's Service Plan for 2020 also includes relevant actions, performance indicators and targets in line with the goals and priorities identified by the Department of Education and Skills as part of ETB's Performance Delivery Agreements (see table below);

Goal	Priority	Action	Performance Indicator	Target
Optimise Student/Learner Experience	Provide a positive learning experience for all learners, including learners from marginalised groups	Identify the challenges and supports measures required for transferring from primary to post-primary school	Agreed action areas identified for all GRETB schools	Q3
	Provide a broad-based curriculum	Offer new NCCA subjects e.g. Politics /PE and short courses in schools	Subjects offered	Q3
	Implement Quality Assurance systems	Set up a FET Quality Council	Council established	Q2
	Support students/learners at risk of educational disadvantage in line with current national policy	Establish a group to support students transitioning from DEIS schools to FET programmes	Group established	Q3
	Provide guidance and counselling services	Combine GRETB's Course Recruitment Section with the Guidance Services to streamline services	Single line manager in place	Q4
	Provide high quality learning/training facilities	Explore facilities for NZEB and other new FET Programmes	Identify location	Q4
	Promote and develop outdoor education	Assist with the development of a Plan for Outdoor Education	Plan Published	Q2
	Plan for changing demographics	Utilise SLMRU and AIRO Maps for planning in Schools and FET	Raised awareness and training provided	Q3
	Engage effectively with employers	Set-up an Employer Engagement Unit	Unit established	Q1
	Provide and develop traineeship and apprenticeship programmes	Submit new arborist apprenticeship programme for validation	Validation process completed	Q3
	Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools	Continue to raise awareness and require all GRETB schools /centres to comply with Child Protection legislation	Reviewed DES inspections on the effectiveness of implementation, and followed up on any findings	Ongoing
	Priorities STEM/STEAM in schools	Assist with implementation of skype programme to encourage uptake in Physics	Increases in uptake for Physics	Q3
	Provide high quality ICT learning supports in schools/centres	Implement the Digital Strategy for schools and TEL Strategy for FET	Grant for same utilised in line with parameters	Q4

Staff Support	Recruitment and retention of staff	Agree appropriate OSD structure with DES	OSD Phase II agreed	Q4
	Support staff in ongoing professional development	Assign dedicated funding for CPD	Budget utilised	Q3
	Support and develop high quality leadership in the ETB	Appoint a PD Co-ordinator. Promote CSL opportunities in coaching and mentoring, and encourage and support staff to participate	Post filled	Q2
			Increased uptake rates by GRETB staff	Q4
	Promote awareness of health and safety	Assign a dedicated budget for increased awareness and training in H&S in GRETB	Budget committed	Q1
	Provide a positive and supportive work environment	Commence pilot on IBEC Keep-Well Mark in HQ	Register for programme with IBEC	Q1
Support staff wellbeing	Deliver wellbeing workshops	Workshops delivered	Ongoing	
Governance	Develop organisational structures and systems to meet the changing needs of the organisation	Establish and train new Boards/BOM and Committees	Training commenced	Ongoing
	Effectively manage finances and risks	Work with ESBS on implementation of the payroll shared services project	Payroll transferred to Shared Services	Q2
	Efficiently use resources	Rollout purchasing cards in GRETB schools, and continue to close school bank accounts	Purchasing cards being utilised in schools	Q4
	Communicate effectively	Establish a Communication Group	Group established	Q1
	Develop Service Level agreements with external stakeholders	Develop a register of SLA's with external stakeholders	Register in place	Q4
	Ensure effective data protection	Contribute to the national review of the existing data protection policy for ETB's Seek sanction for a dedicated DPO	Revised policy issued	Q2
			Sanction sought	Q2
	Engage effectively with stakeholders and develop partnerships	In terms of education provision, assist Udaras na Gaeltachta in implementing their development plan in tourism and marine	New associated programmes in place	Q4
	Follow best practice in procurement	Raise awareness and provide training on best practice in procurement	Updates and training provided	Ongoing
Ensure compliance with statutory and regulatory requirements	Establish formal vetting co-operation agreements with third level colleges supplying PME's	Agreements in place	Q3	
Protection Programmes	Assist the DES, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	Co-operate with DES as the need arises	Co-operated as required	Q4

GRETB Financial Summary

	Year Ended 31/12/2019 ¹	Estimated Year Ended 31/12/2020 ²
<u>RECEIPTS</u>		
Schools & Head Office	61,359,352	53,416,615 ³
Further Education & Training	37,120,894	46,504,474
Youth Services	2,348,928	2,500,000
Agencies	2,924,669	2,600,000
Self-Financing	2,556,859	2,840,000
Capital	4,462,184	7,000,000
	110,772,886	114,861,089

PAYMENTS

Schools & Head Office	59,921,611	53,416,615
Further Education & Training	37,265,833	46,504,474
Youth Services	2,323,056	2,500,000
Agencies	2,420,041	2,600,000
Self-Financing	3,137,166	2,840,000
Capital	5,335,145	7,000,000
	110,402,852	114,861,089

Important Changes regarding Post Leaving Certificate (PLC) 2020

The responsibility and administration for all budgets for the National Post Leaving Certificate (PLC) Programme and co-operation hours for further education and training was transferred from the Department of Education and Skills to SOLAS with effect from 01 Jan 2020. The final budget for PLC and FET co-operation hours for GRETB has yet be established and agreed with SOLAS

¹ 2019 Receipts & Payments are subject to change following completion and audit of the Financial Statements

² 2020 FET Estimates are subject to approval from SOLAS following submission of the FAR4

³ Funding for PLC's and co-operation hours FET is transferring from the DES (Schools) to SOLAS Further Education and Training from Jan 2020

GRETB SCHOOLS & HEAD OFFICE

	Year Ended 31/12/2019 ¹	Estimated Year Ended 31/12/2020
	Payments	
PAY		
Administrative	3,633,764	3,674,685
Instruction	49,541,296	43,087,414
Maintenance	1,279,703	1,385,224
	54,454,763	48,147,323
NON PAY	3,418,819	3,398,467
 ASSOCIATED PROGRAMMES ²		
Book Grant Needy Pupils	210,261	160,845
Bus Escort	47,718	50,000
DEIS Grant & Home School Liaison	52,480	57,000
Digital Strategies for Schools 2015-2020	63,748	287,030
Gaeltacht School Recognition 2018	316,935	440,744
Island Schools Additional Funding 2018	2,701	45,000
School Services Support Fund (SSSF) ³	1,013,777	673,715
Special Class Grant (Equipment)	31,415	3,629
Transition Year	160,284	76,285
Traveller Capitation	45,792	47,838
Other	102,920	28,739
	2,048,030	1,870,825
	59,921,613	53,416,615

¹ 2019 Payments are subject to change following completion and audit of the Financial Statements

² Expenditure may include funding from previous years

³ Funding for PLC's including (SSSF Grant for PLCs) is transferring from the DES (Schools) to SOLAS Further Education and Training from Jan 2020

GRETB FURTHER EDUCATION & TRAINING

	Payments Year Ended 31/12/2019 ¹	Estimated Year Ended 31/12/2020 ²
Adult Guidance	451,258	440,698
Adult Literacy	2,574,495	2,514,252
Advocacy	205,373	200,567
Apprenticeship	3,617,699	3,533,045
Apprenticeship 2016+	299,078	792,080
Back to Education Initiative	2,625,782	2,564,339
Blackspot Provision	220,021	214,872
Breacadh	184,321	180,008
Community Education	569,940	556,604
Community Training Centre	769,712	751,701
Evening Courses	279,999	273,447
Innovation	247,035	241,255
ITABE	91,414	89,275
Justice Workshops	161,779	157,993
Local Training Initiatives	1,149,544	1,122,644
On-Line/Blended	107,505	104,990
PLC (Enhanced Capitation, Rent, LDA's)	358,297	6,349,913
Refugee Programmes	591,907	578,056
Skills for Work	46,771	45,677
Skills to Advance	469,730	1,000,000
Skills Training	2,921,507	2,853,143
Specialist Training Providers	2,146,222	2,096,000
Technology Enhanced Learning	126,061	123,111
Traineeship	873,666	853,222
VTOS	5,355,274	5,229,960
Youthreach	5,427,605	5,300,599
Co-operation Hours		3,006,928
Salary Costs - Training	2,794,589	2,729,196
FE Buildings and Support Services	1,416,089	1,382,952
Overheads - Training	967,997	945,346
Quality Assurance	150,733	147,206
Management & Admin - FE	90,509	88,391
CPD	37,890	37,003
	37,329,802	46,504,474

¹ 2019 Payments are subject to change following completion and audit of Financial Statements

² 2020 FET Estimates are subject to approval from SOLAS following submission of the FAR4

