

Donegal ETB Annual Report

2023



etb

Bord Oideachais agus
Oiliúna Dhún na nGall
Donegal Education and
Training Board

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Our Vision

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Donegal ETB - transforming learning, changing lives

By 2026, we will have improved the life chances of people in Donegal, by helping them to achieve successes in education and training.

Our Mission Statement

Donegal ETB offers education and training opportunities that help students to achieve their full potential and to contribute to the social, cultural and economic life of their communities.

Our Values

We are a learning organisation. We place students at the centre of our work. Everything we do to serve the best interests of our students is based on our core values: excellence, equality, care, community and respect.



Excellence

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We strive for excellence in all aspects of our work. We are committed to achieving the highest quality standards of teaching, learning and assessment in all our programmes. We value innovation and seek to achieve continuous improvement, supporting our staff to engage in professional development opportunities.

Equality

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We strive to ensure that all students are afforded equal opportunity to participate in our education and training programmes that are based on respect for human rights and diversity. Our learning and work communities are inclusive of race, gender, religion or belief, age, family status, civil status, membership of the Traveller community, sexual orientation, ability and socioeconomic status. As an employer, we value diversity, and we aim to be fully inclusive in our staff teams.

Care

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We care for the well-being of our students and our staff by creating safe and welcoming environments for learning and working. We have a culture that recognises and celebrates the achievements of students and staff. At the same time, we support people who are experiencing challenges in their lives.

Community

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Our Donegal ETB community includes our staff, our students and our partners, working together to achieve our collective goals. We are closely linked to communities throughout Donegal. We value the partnerships that we have developed with other groups and organisations to bring social, cultural and economic benefits to the county.

Respect

--

We treat every person with respect. Our relationships with students, staff and communities are based on openness and trust. We respect the laws and rules that govern all aspects of our work: we operate within a culture of accountability, fairness, honesty and inclusion.





Foreword

Donegal Education and Training
Board Chairperson,
Cllr Michael McBride

**This report has been compiled
as per the provisions of Section
28 of the Education and Training
Boards Act, 2013.**

As Chairperson of Donegal Education and Training Board, it is my privilege to present the Annual Report for 2023. This report encapsulates our collective efforts, achievements, and the progress we've made throughout the past year in delivering quality education and training services to the people of Donegal.

In an ever-evolving educational landscape where our learners progress, our commitment to excellence remains unwavering. Through the dedication and hard work of our staff, the support of our partners, and the engagement of our learners, we have continued to enhance educational opportunities and empower individuals to reach their full potential.

Our Annual Report highlights the breadth and depth of our educational provision. It showcases the diverse range of programmes and initiatives that enrich the lives of our community members and contribute to the socio-economic development of the region.

We remain committed to continuous enhancement and innovation, ensuring that our educational services remain relevant, accessible, and of the highest quality.

I would like to extend my sincere gratitude to all those who have contributed to the success of Donegal Education and Training Board over the past year – our dedicated staff, committed learners, supportive partners, and the broader community. Your collective efforts have enabled us to overcome challenges, seize opportunities, and make a positive difference in the lives of individuals and the prosperity of our region.

As we continue to implement the Statement of Strategy 2022-2026 we look to the future, let us reaffirm our shared commitment to education as a catalyst for individual empowerment, social inclusion, and economic prosperity.

Cllr Michael McBride

Chairperson



Introduction

Donegal Education and Training
Board Chief Executive,

Anne McHugh

As Chief Executive of Donegal Education and Training Board, it is with pleasure that I now present our annual report which has been compiled as per the provisions of Section 28 of the Education and Training Boards (ETB) Act 2013.

It encapsulates our endeavours, achievements, and the journey we've undertaken in the past year as we continue to grow and develop. Throughout these pages, you'll discover the commitment, innovation, and resilience that define our organisation as we strive to achieve the identified objectives in our Strategy Statement 2022–2026.

In a landscape of constant change, we've remained steadfast in our mission to provide high-quality education, training, and youth services to the communities of County Donegal. Our dedication to excellence has driven us to adapt and evolve, ensuring that we meet the diverse needs of our learners and stakeholders.

Our achievements are a testament to the dedication of our staff, the support of our partners, and the resilience of our learners. Together, we've achieved remarkable outcomes, empowering individuals to reach their full potential and contributing to the social and economic development of our region.

Anne McHugh,
Chief Executive



- 1.1** Functions of the Board
- 1.2** Responsibilities of the Board
- 1.3** Donegal ETB Membership and Chairpersons 2023
- 1.4** Board Composition
- 1.5** Board Members Meeting Attendance Record 2023

01

Donegal Education and Training Board Statement

Donegal Education and Training Board (ETB) 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 Donegal local authority area.

Donegal Education and Training Board 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 Donegal Education and Training Board.

1.1 Functions of the Board

Decisions taken by the Board are reserved functions and are set out in Section 12 (2) of the Education and Training Boards 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 Boards Act, 2013.

1.2 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 ETB 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 Annual Service Plan
- Authorised attendance of members at conferences
- Approved the acquisition, holding and disposal of land or interest in accordance with Department of Education regulations
- Ensured accurate records were kept of meetings and decisions

1.3 Donegal ETB Membership and Chairpersons 2023

Chief Executive: Ms Anne McHugh

Donegal Education and Training Board

Name	Designation	Nominating Body
Cllr Michael McBride	Chairperson	Donegal County Council
Mr Patsy McVicar	Deputy Chairperson	National Association of Principals and Deputy Principals

Audit and Risk Committee

Name	Designation	Nominating Body
Mr Francis Coyle	Chairperson	External Member

Finance Committee

Name	Designation	Nominating Body
Mr Patsy McVicar	Chairperson	National Association of Principals and Deputy Principals (NAPD)

Representation and Meetings

- The term of office of Donegal ETB is five years (2019–2024).
- The Board meets regularly - around once every six weeks. In 2023, the Board met seven times and in addition, with Members of the Oireachtas
- The Chairperson and Deputy Chairperson are usually elected annually.
- Donegal ETB appoints four of its Board Members or representatives to each Board of Management of Donegal ETB schools and colleges for the five-year term of office of the Board.
- Members also sit on various committees of the Board, mainly the Youth, Audit and Risk, and Finance Committees.

1.4 Board Composition

The Board is comprised of 21 members elected under the provisions of Section 30 of the Education and Training Boards Act, 2013 as follows:

Donegal Education and Training Board has 21 Members, twelve of whom are elected following the local authority elections, two members of elected staff, two elected parent representatives and the five remaining members are appointed arising from nominations from bodies and organisations of special interest or knowledge of education as specified by the Minister for Education. The Board meets on a regular basis to carry out its reserved functions under the Education and Training Boards Act, 2013.

Main ETB Board

12 Members elected by Local Authority Elections under Donegal County Council
Section 30 (I) (a) Donegal Education and Training Boards, Act 2013

	Title	Name	Surname	Category	Nominating Body
1	Cllr	Albert	Doherty		Donegal County Council
2	Cllr	Barry	Sweeny		Donegal County Council
3	Cllr	Donal	Coyle		Donegal County Council
4	Cllr	Gary	Doherty		Donegal County Council
5	Cllr	John	O'Donnell		Donegal County Council
6	Cllr	John Sheamais	O'Fearraigh		Donegal County Council
7	Cllr	Martin	Harley		Donegal County Council
8	Cllr	Martin	Farren		Donegal County Council
9	Cllr	Michael	McBride		Donegal County Council
10	Cllr	Noel	Jordan		Donegal County Council
11	Cllr	Noreen	McGarvey		Donegal County Council
12	Cllr	Rena	Donaghey		Donegal County Council

2 Members who are members of staff. Section 30 (I) (b) Members of Staff elected

13	Ms	Joanne	Donaghy	Staff Representative	Elected by Staff
14	Mr	Barry	Molloy	Staff Representative	Elected by Staff

2 Members of Parent Representatives. Section 30 (I) (c) nominated by Parents Association

15	Mr	Geoffrey	Browne	Parent Representative	Nominated by Parent Body
16	Ms	Lorraine	Doherty	Parent Representative	Nominated by Parent Body

1.4 Board Composition cont.

Main ETB Board

5 Members appointed in accordance with Section 30 (l) (d) subsection (11)
From Nominated Bodies with specialist interests/areas as specified by the Minister

17	Ms	Lorraine	Thompson	Youth Work Ireland	Nominating bodies/Special Interest
18	Mr	Patsy	McVicar	NAPD	Nominating bodies/Special Interest
19	Mr	Gerard	Grant	IBEC	Nominating bodies/Special Interest
20	Ms	Regina	Grant	Disability Federation of Ireland	Nominating bodies/Special Interest
21	Mr	Brian	McDermott	Irish Hospitality Institute	Nominating bodies/Special Interest
	Dr	Conor	McTiernan	Irish Hospitality Institute	Nominating bodies/Special Interest

1.5 Board Members Meeting Attendance Record 2023

During the year the Board met on seven occasions, with details of attendance outlined in the table below.

Board Members Meeting Attendance Record 2023

Date of meetings:		24/02/23	30/03/23	15/05/23	26/06/23	11/09/23	06/11/23 <i>Oireachtas</i>	11/12/23	Total
Name of Member	Nominating Body								
12 Members elected by Local Authority Elections under Donegal County Council Section 30 (l) (a) Education and Training Boards, Act 2013									
Cllr Albert Doherty	DCC	✓	✓	✓		✓	✓		5/7
Cllr Gary Doherty	DCC			✓	✓	✓	✓		4/7
Cllr Rena Donaghey	DCC	✓	✓	✓	✓		✓	✓	6/7
Cllr Martin Farren	DCC		✓		✓	✓	✓	✓	5/7
*Cllr Noreen McGarvey RIP	DCC		✓	✓	✓	✓			4/7
Cllr Martin Harley	DCC		✓		✓		✓	✓	4/7
Cllr Donal Coyle	DCC	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr Michael McBride	DCC	✓		✓	✓	✓	✓	✓	6/7
Cllr Noel Jordan	DCC					n/a	n/a	n/a	0/7
**Cllr Terry Crossan	DCC	n/a	n/a	n/a	n/a	n/a	n/a	0	0/7
Cllr John O'Donnell	DCC		✓						1/7
Cllr Barry Sweeny	DCC	✓	✓	✓	✓	✓	✓	✓	7/7
Cllr John Seamus Ó Fearraigh	DCC		✓	✓	✓		✓	✓	5/7
2 Members who are members of staff. Section 30 (l) (b) Members of Staff elected									
Mr Barry Molloy	Staff Nominee	✓	✓	✓	✓	✓	✓	✓	7/7
Ms Joanne Donaghy	Staff Nominee	✓	✓	✓	✓	✓	✓	✓	7/7
2 Members of Parent Representatives. Section 30 (l) (c) nominated by Parents Association									
Mr Geoffrey Browne	Parent Nominee	✓	✓	✓	✓	✓	✓	✓	7/7
Ms Lorraine Doherty	Parent Nominee	✓		✓					2/7

1.5 Board Members Meeting Attendance Record 2023 cont.

Board Members Meeting Attendance Record 2023

Date of meetings:		24/02/23	30/03/23	15/05/23	26/06/23	11/09/23	Oireachtas 06/11/23	11/12/23	Total
Name of Member	Nominating Body								
5 Members appointed in accordance with Section 30 (l) (d) subsection (11) From Nominated Bodies with specialist interests/areas as specified by the Minister									
Mr Patsy McVicar	National Association of Principals and Deputy Principals	✓	✓	✓	✓	✓	✓		6/7
Ms Lorraine Thompson	Youth Work Ireland	✓	✓	✓	✓	✓	✓	✓	7/7
Mr Gerard Grant	IBEC	✓					✓		2/7
Mr Brian McDermott	Irish Hospitality					n/a	n/a	n/a	0/7
Ms Regina Grant	Disability Federation of Ireland		✓	✓	✓	✓	✓		5/7
***Dr Conor McTiernan	Irish Hospitality Institute	n/a	n/a	n/a	n/a	n/a	n/a	✓	1/7

* Cllr Noreen McGarvey, RIP served as a Member of the Board of Donegal ETB and Member of the Board of Management of Gairmscoil Mhic Diarmada, Árainn Mhór since her election to Donegal County Council in 2019 to 28th December 2023.

**Cllr Terry Crossan: Replaced Cllr Noel Jordan, Local Authority DCC 11 December 2023

***Dr Conor McTiernan: Replaced Mr Brian McDermott, Irish Hospitality Institute 11 December 2023

- 2.1 Audit and Risk Committee
- 2.2 Finance Committee
- 2.3 Youth Work Committee

02

Committees

2.1 Audit and Risk Committee

Audit and Risk Committee Membership 2023

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1. Mr Francis Coyle (Chairperson)
(external member)
2. Mr Gabriel O'Donnell (external member)
3. Mr Kevin Huston (external member)
4. Cllr Michael McBride (internal member)
5. Ms Lorraine Thompson (internal member)
6. Mr Gerard Grant (internal member)
7. Ms Kathleen Bonner (external member)
8. Mr Eunan Cunningham (external member)

During the year the Audit and Risk Committee met on four occasions, with details of attendance outlined in the table below.

Member		21 Feb 2023	20 Mar 2023	11 Oct 2023	5 Dec 2023	Total Meetings Attended
Mr Francis Coyle (Chairperson)	External Member	✓	✓	✓	✓	4/4
Mr Gabriel O'Donnell	External Member	✓		✓	✓	3/4
Mr Kevin Huston	External Member	✓	✓	✓	✓	4/4
Cllr Michael McBride	Internal Member		✓		✓	2/4
Ms Lorraine Thompson	Internal Member	✓	✓	✓		3/4
Mr Gerard Grant	Internal Member	✓	✓		✓	3/4
Ms Kathleen Bonner	External Member	✓	✓	✓	✓	4/4
Mr Eunan Cunningham	External Member			✓	✓	2/4

2.2 Finance Committee

Finance Committee Membership 2023

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1. Mr Patsy McVicar, Chairperson
(internal member)
2. Mr Conall Dunne (external member)
3. Mr Seamus Bradley (external member)
4. Ms Regina Grant (internal member)
5. Cllr Gary Doherty (internal member)
6. Cllr Martin Harley (internal member)
7. Ms Mary Doogan (external member)

During the year the Finance Committee met on four occasions, with details of attendance outlined in the table below.

Member		23 February 2023	20 March 2023	19 September 2023	18 December 2023	Total Meetings Attended
Mr Patsy McVicar (Chairperson)	Internal Member	✓	✓	✓		3/4
Mr Conall Dunne	External Member	✓	✓	✓	✓	4/4
Mr Seamus Bradley	External Member			✓	✓	2/4
Ms Regina Grant	Internal Member	✓		✓	✓	3/4
Cllr Gary Doherty	Internal Member			✓		1/4
Cllr Martin Harley	Internal Member		✓		✓	2/4
Ms Mary Doogan	External Member	✓	✓		✓	3/4

2.3 Youth Work Committee

Donegal Education and Training Board Youth Work Committee, established for the duration of the Term of Office of the Board under Section 10 of the Education and Training Boards Act 2013 ('the Act'), sets out the functions of each Education and Training Board ('ETB'). The youth work function for an ETB is provided for in subsection (j), namely to: "support the provision, co-ordination, administration and assessment of youth work services in its functional area and provide such information as may be requested by the Minister for Children and Youth Affairs in relation to such support."

The establishment of a Youth Work Committee facilitates the accounting of all executive functions carried out in relation to youth work to be reported to the Youth Work Committee. Accordingly, the only function of a Youth Work Committee set up in line with the Act is to take account of the functions carried out by the staff of the ETB in relation to youth work.

Donegal ETB Youth Committee met twice in 2023.

Name of Member	Internal/External Membership
Geoffrey Browne, Chairperson	Donegal ETB
Gina Grant	Donegal ETB
Cllr Donal Coyle	Donegal ETB
Lorraine Thompson, Deputy Chairperson	Donegal Youth Service
Claire Gavigan	Foróige
Two students appointed annually	Donegal Youth Council
Kevin Ferguson	Scouting Ireland
Inspector Seamus McGonigle	An Garda Síochána
Martin Keeney	TUSLA
Donal McBride	Muintearas
Martin Mongan	Involve CLG (Youth Service for Young Travellers)

- 3.1** Systems of internal control
- 3.2** Procurement policy and procedures
- 3.3** Taxation
- 3.4** Financial Statement for the year ending 31 December 2023

03

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.

3.1 Systems of internal control

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement on Internal Control, which is subject to change until the external audit is completed, has been included in the Annual Financial Statements for the year ended 31 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 Chairperson's Comprehensive Report that has been submitted to the Minister.

3.2 Procurement policy and procedures

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

3.3 Taxation

The Board confirms that Donegal ETB has complied with its obligations under tax law.

3.4 Financial Statement for the year ending 31 December 2023

The Annual Financial Statement for the year ended the 31st of December 2023 is subject to audit by the Office of the Comptroller and Auditor General at the time of publication of the Annual Report 2023. Donegal ETB will publish the audited financial statements within one month of receipt from the Office of the Comptroller and Auditor General.

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

- Details of non-salary related fees paid in respect of Board Members analysed by category of fees
- Aggregate details of compensation of key management analysed by the following categories including management compensation in total;
 - Salaries and short-term employee benefits
 - Post-employment benefits
 - Termination benefits
- Key management compensation if any;
- Details of the number of employees whose total employee benefits (excluding employer pension cost) for the reporting period fell between €0 and €59,999 and within each pay band of €10,000 and €60,000 upwards and an overall figure for total employer pension contributions.

Cllr Michael McBride

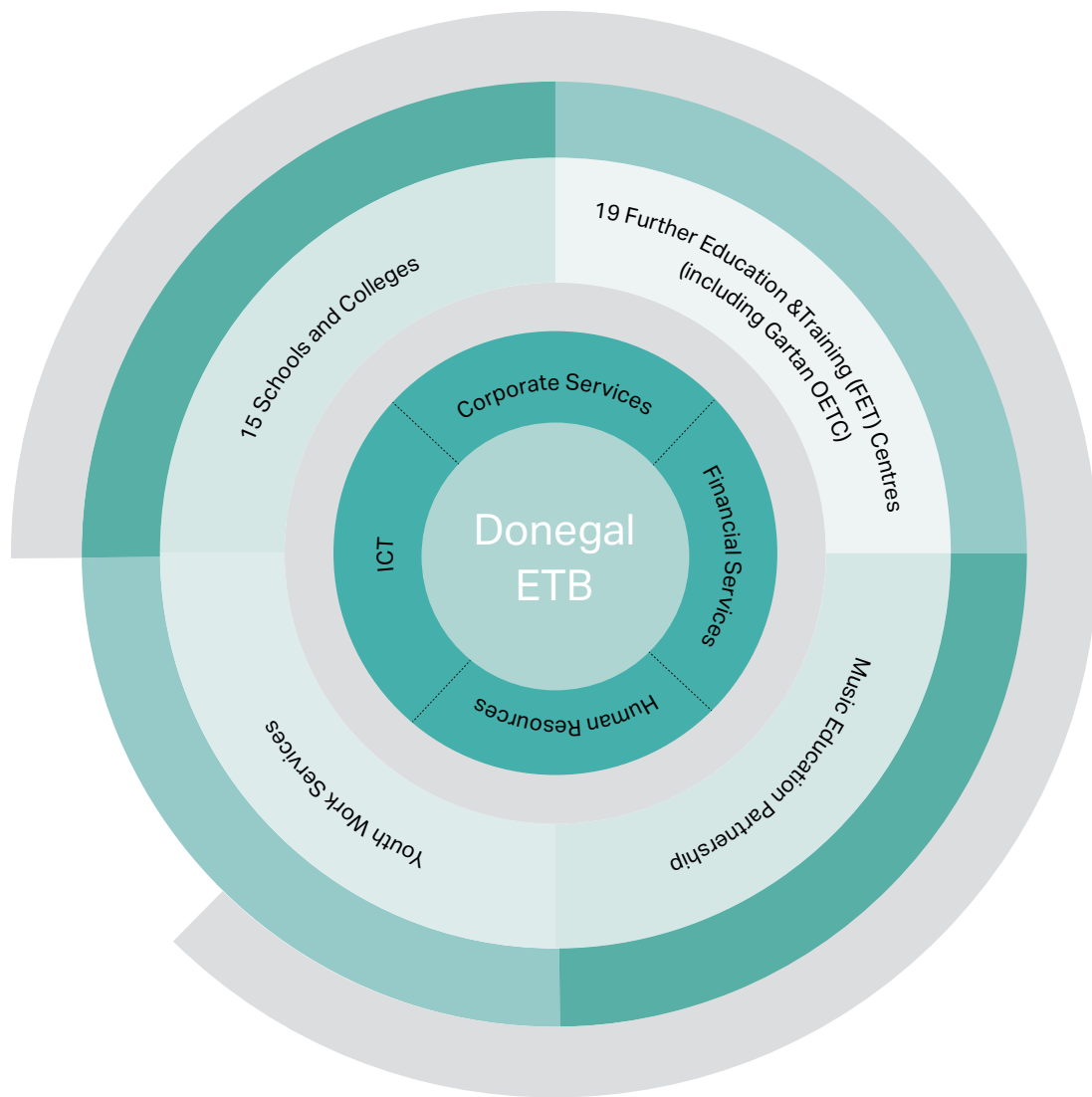
Chairperson

Donegal Education and Training Board

04

Overview of Services





Donegal ETB has signed an Oversight Agreement and Performance Delivery Agreement with the Department of Education which governs the administration and schools' operations.

Post-primary education is served by fifteen schools and colleges (four of which are Gaeltacht schools and two of which are Gaelcholáistí, and eleven of which are designated under the Delivering Equality of Opportunity in Schools (DEIS) scheme).

The Further Education and Training (FET) Service is directed by a Strategic Performance Agreement with SOLAS. FET have nineteen dedicated Centres, located in Gort an Choirce, Gaoth Dobhair, Bunrana, Glengad (Youthreach), Donegal Town (Ardscoil and Drumcliff), Letterkenny (Ballyraine, Kilmacrennan Road (Youthreach), Business Park Road and Port Road), Ballyshannon, Milford, Lifford Youthreach, Bunrana Youthreach and Stranorlar. Post Leaving Certificate programmes are delivered in three ETB Schools: Errigal College (Letterkenny), St Catherine's Vocational School (Killybegs) and Finn Valley College (Stranorlar).

The FET Service delivers Apprenticeships, Traineeships, and also works collaboratively with 140+ community, voluntary, statutory and private bodies to deliver its programmes and services across the county, including extensive engagement with local industry. Outdoor Education and Training is provided by Gartan Outdoor Education and Training Centre on its extensive facilities and 87-acre estate.

The Adult Guidance and Information Service offers impartial and confidential information, advice, guidance and counselling to adults on education and training options that are available both within Donegal ETB and elsewhere.

The Youth Work Services Programmes are provided throughout the County in line with the ETB's obligations and responsibilities under the Youth Work Act, 2001 led by the Youth Development Officer.

Donegal Music Education Partnership (DMEP) offers music tuition, vocal tuition and instrumental provision to both primary and post-primary students across the county. DMEP also has performing groups, including the Donegal Youth Orchestra, Donegal Youth Chamber Orchestra and the Donegal Junior Strings Orchestra performing at local and national level. Donegal ETB has one of the largest school's Ukulele Programmes in the country with a membership of over 1,000 primary pupils.

The Drugs and Alcohol education and training programme provides training courses to Counties Donegal, Leitrim and Sligo delivered by its Coordinator.

There are five School Completion Programmes under the aegis of TUSLA, to which Donegal ETB provides administrative support.

Donegal ETB works in partnership with various bodies including Donegal County Council, Donegal Sports Partnership, the Children and Young People's Services Committee (CYPSC) and the Local Community Development Committee, Atlantic Technological University (ATU), Údarás na Gaeltachta in the development of strategies at regional level.



Schools and Music



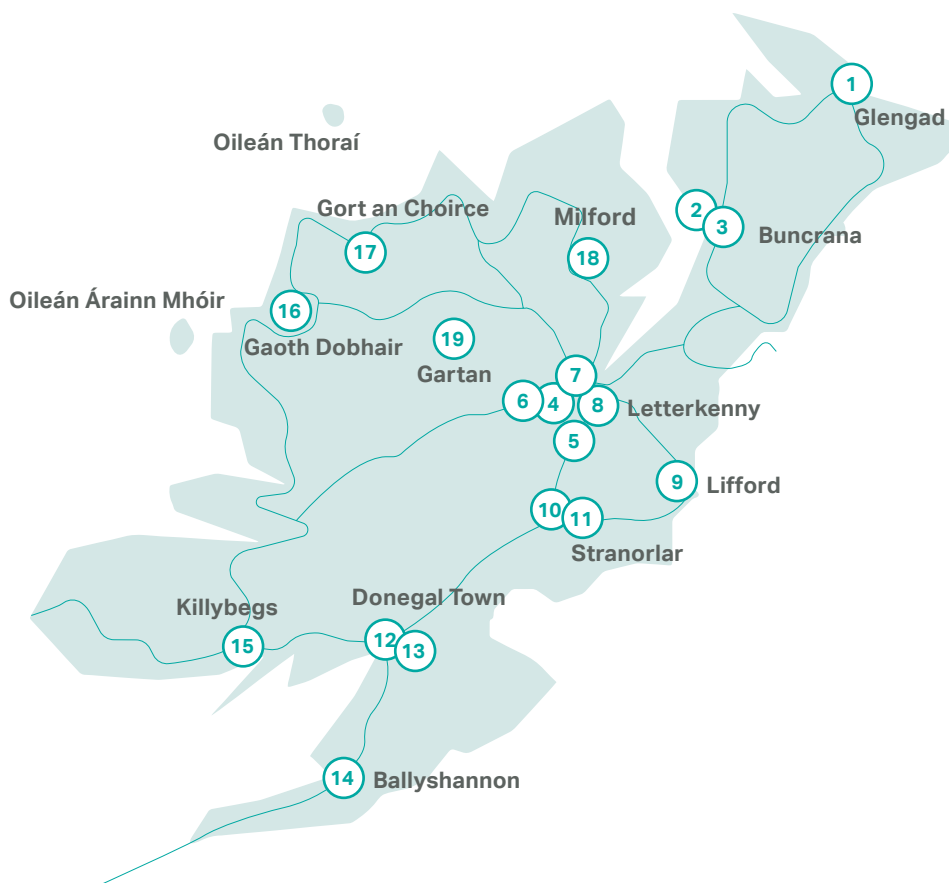
School Map - Clockwise from Merville

1	Merville Community College	Merville
2	Crana College	Buncrana
3	Coláiste Chineál Eoghain	Buncrana
4	Coláiste Ailigh	Letterkenny
5	Errigal College	Letterkenny
6	Deele College	Raphoe
7	Finn Valley College	Stranorlar
8	Gairmscoil Chú Uladh	Béal anÁtha Móir
9	Abbey Vocational School	Donegal Town
10	Magh Éne College	Bundoran
11	St. Catherine's Vocational School	Killybegs
12	Coláiste na Carraige	An Charraig
13	Gairmscoil Mhic Diarmada	Oileán Árann Mhóir
14	Coláiste Phobail Cholmcille	Oileán Thoraí
15	Mulroy College	Milford

Music Education

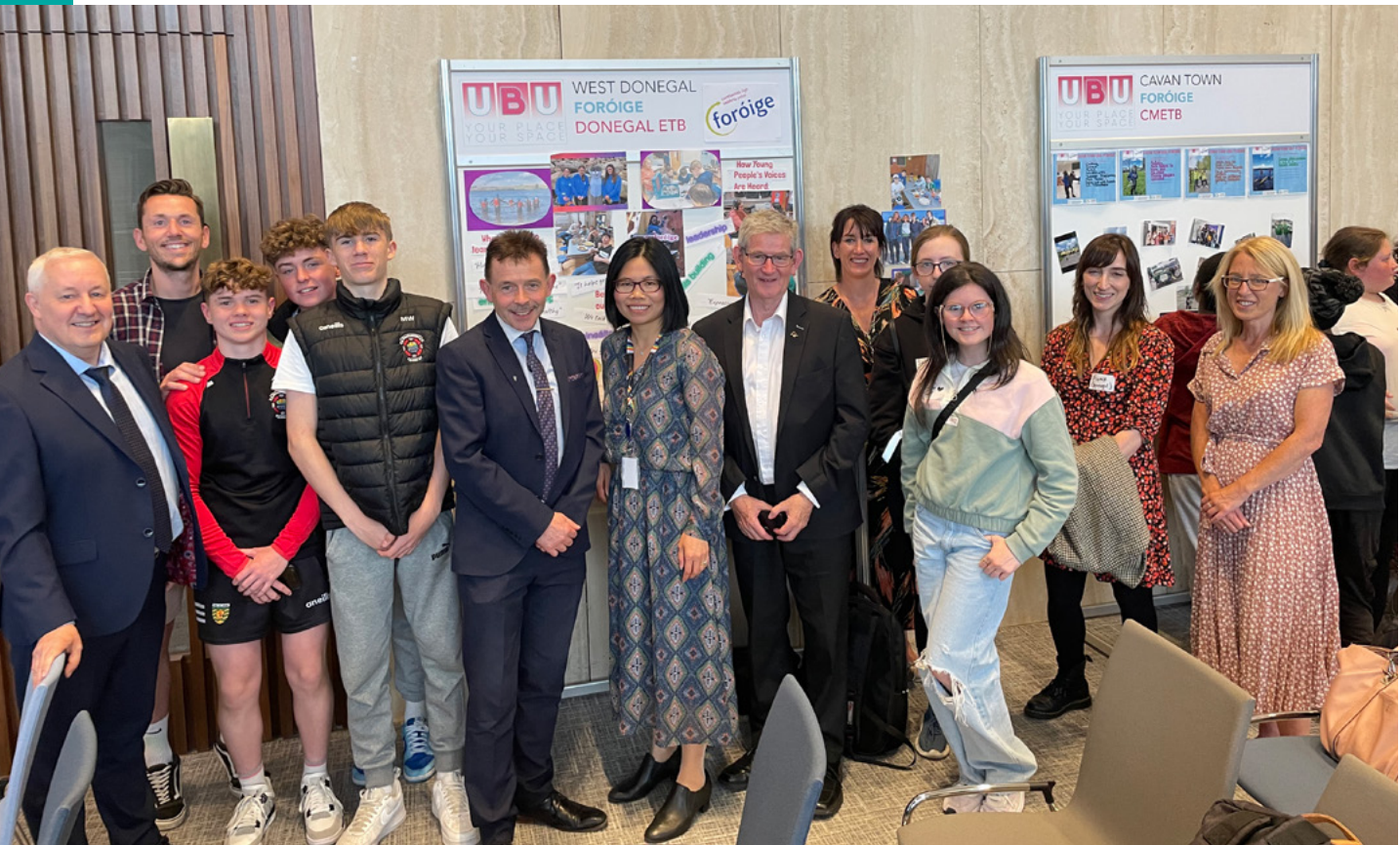
16	Donegal Music Education Partnership	Letterkenny
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FET Centres



FET Centres - Clockwise from Glengad		
1	Youthreach Centre	Glengad
2	FET Centre Buncrana	Buncrana
3	Youthreach Centre	Buncrana
4	FET Centre Letterkenny (Port Road)	Letterkenny
5	FET Centre Letterkenny (Business Park Road)	Letterkenny
6	Errigal College (PLCs)	Letterkenny
7	Training Centre Letterkenny	Letterkenny
8	Youthreach Centre	Letterkenny
9	Youthreach Centre	Lifford
10	FET Centre Stranorlar	Stranorlar
11	Finn Valley College (PLCs)	Stranorlar
12	FET Centre Donegal Town (Drumcliff)	Donegal Town
13	FET Centre Donegal Town (Ard Scoil na gCeithre Máistir)	Donegal Town
14	FET Centre Ballyshannon	Ballyshannon
15	St Catherine's Vocational School (PLCs)	Killybegs
16	Training Centre Gaoth Dobhair	Gaoth Dobhair
17	FET Centre Gort an Choirce	Gort an Choirce
18	FET Centre Milford	Milford
19	Garton Outdoor Education and Training Centre	Churchill





- 5.1 Optimise Student/Learner Experience
- 5.2 Staff Support
- 5.3 Governance
- 5.4 Specific Strategic Priorities

05

Implementation of Strategic Goals



The achievements outlined below stem from the Strategy Statement 2022–2026 which sets out the high-level priorities and objectives that we aim to achieve over the lifetime of the Statement.

Each annual report derives from the Strategy Statement outlining the progress made towards achieving the goals and targets as set out in the Strategy Statement.

5.1: Goal

Optimise Student/ Learner Experience



Priority 1

Provide a positive learning experience for all learners, including learners from marginalised groups

Priority 2

Provide a broad-based curriculum

Priority 3

Implement relevant and appropriate Quality Assurance systems

Priority 4

Support students/learners at risk of educational disadvantage in line with current national policy

Priority 5

Provide Guidance and Counselling services

Priority 6

Provide high quality learning/training facilities

Priority 7

Promote and develop Outdoor Education and Training

Priority 8

Plan for changing demographics

Priority 9

Provide and develop Traineeship and Apprenticeship programmes

Priority 10

Prioritise Science, Technology, Engineering and Mathematics/ Science, Technology, Engineering, Arts and Mathematics in Schools

Priority 11

Provide high quality ICT learning supports in schools/centres

Priority 12

Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017/Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017

Priority 1

Provide a positive learning experience for all learners, including learners from marginalised groups

Action	Performance	Target/Goal	Achievements
Further roll-out of FET Digital Citizenship programme.	Numbers participating in FET Digital Citizenship programme.	Increased numbers participating in FET Digital Citizenship programme.	Programme design is complete and the first pilot is scheduled to start in 2024.
<p>Ensure our five core values are embedded across our schools and FET Centres.</p> <p>Upskill our middle management teams in our schools.</p> <p>Further development and delivery of Blended Learning approaches in both FET and Schools.</p>	<p>Greater awareness of our core values among students, staff, Board of Management (BOM) members and parents.</p> <p>Training for our middle management teams in our schools.</p> <p>Development of a Blended Learning Policy for FET.</p> <p>Increased use of Google Classroom in schools.</p>	<p>All schools have an active Ethos Team working on the promotion of the five core values.</p> <p>All schools actively engaged in Google Classroom.</p>	<p>Training has progressed as follows:</p> <ul style="list-style-type: none"> — Patron Curriculum in three schools. — Monthly Continuous Professional Development (CPD) for FET staff. — Professional Learning Network Meeting 9th May 2023. — Interview Board training. — AP 1, 2 attendance at Education and Training Boards Ireland (ETBI) Summer School in University of Limerick re Identity, Multi Belief and Values Education. — Google Classroom is used as a primary communication tool across schools and centres. — Identity Multi Belief Values Information session provided for senior management of “new” schools. — Four schools currently in Year 1 of Pilot.

Priority 1 cont.

Provide a positive learning experience for all learners, including learners from marginalised groups

Action	Performance	Target/Goal	Achievements
Develop a Public Sector Duty implementation plan.	Compliance with relevant legislation.	Implementation Plan developed.	<p>Seven Schools participating in the School self Evaluation of the ETB Ethos process.</p> <p>Continued commitment to equality and human rights with ongoing implementation of the public sector equality and human rights duty. The 'Assess' Step has been completed, and Donegal ETB are currently working on the 'Address' step of the Duty.</p> <p>Ongoing work on the Address step includes:</p> <ul style="list-style-type: none"> — Drafting an Equality, Diversity and Inclusion Policy. — Updating Recruitment and Retention Procedures. — The Policy Management Framework will include a Human Rights Impact Assessment during development/review of policies. A guide and template will be included.

Priority 1 cont.

Provide a positive learning experience for all learners, including learners from marginalised groups

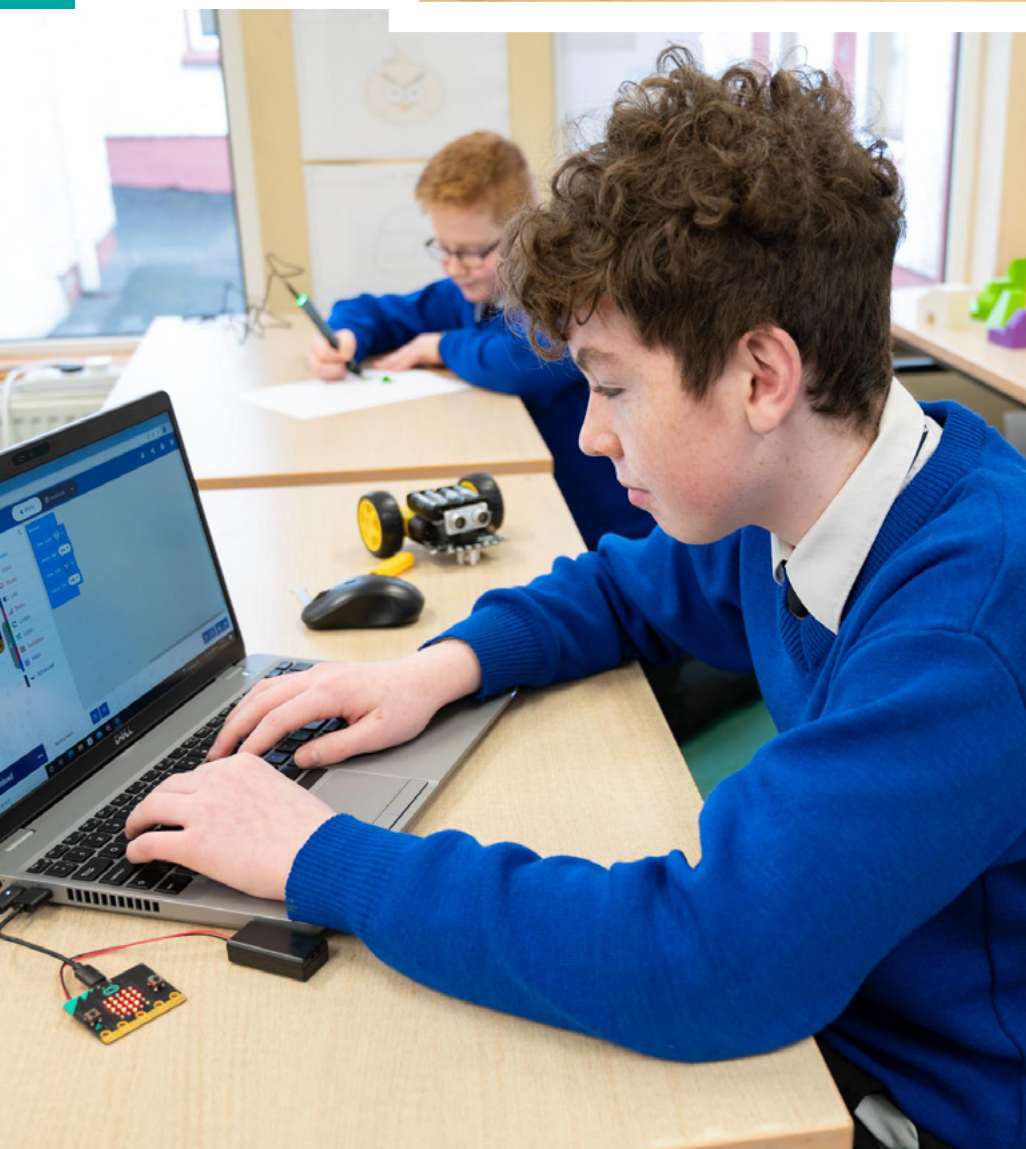
Action	Performance	Target/Goal	Achievements
<p>Identification of opportunities for sharing good practice between Schools and Centres including continuing involvement in the Curriculum Planning and Content Creation Group and the Instructional Leadership Programme which is promoted and supported within ETBI.</p> <p>On-going provision of a wide range of responsive education and training programmes and relevant supports in all schools, colleges and centres.</p>	<p>Positive feedback from Subject Inspections.</p> <p>Series of Continuous Professional Development Seminars for teachers led by different schools.</p> <p>Whole School Evaluation Management, Leadership and Learning reports, Instructional Leadership training participation.</p> <p>Wide range of programmes and services available and delivered across the county.</p>	<p>Increased number of staff involved in communities of practice in relation to teaching, learning and assessment.</p> <p>Increased responsive provision to ensure inclusion of all learners.</p>	<p>Series of CPD Seminars delivered by teachers in different schools with recordings also available for schools and FET teaching staff.</p> <p>Instructional Leadership training provided by ETBI with ongoing attendance by three schools.</p> <p>FET Service strives to take a Universal Design for Learning approach to all service provisions. Accessibility improvements have been made in some centres and the FET Buildings Officer has conducted an audit of other centres. Schools are currently undertaking an overview of existing curricular provision to nominate subject options at Junior Cycle and Leaving Certificate.</p>

Priority 1 cont.

Provide a positive learning experience for all learners, including learners from marginalised groups

Action	Performance	Target/Goal	Achievements
Developmental work in promoting and embedding the ethos of an ETB school through the statements of practice.	<p>Ethos Coordinator working with schools and the FET service in promoting the statements of practice.</p> <p>Schools are participating in the Patrons Short Course teacher training.</p>	Increased awareness among students, staff, parents, Boards of Management and ETB Board Members of the ethos of ETB schools and services. Three schools are to participate in the pilot.	Ethos Leadership Teams have a programme of activities in all schools. Regular updates to Boards of Management and to Senior Management.
Further development in the four schools participating in an Scéim Aitheantais mar Scoil Ghaeltachta.	Progress in relation to the school plan for the Scéim Aitheantais mar Scoil Ghaeltachta.	Strengthened basis upon which to continue to improve on the use of Gaeilge within the four schools by achieving goals for 2023.	Schools working on progressing the implementation targets.
<p>Progress the Special Educational Needs (SEN) Provision Mapping in Practice for Schools: Strategically plan SEN provision, build systems for promoting an approach through School Self Evaluation, allocate resources and identify staff CPD.</p> <p>Provision of all the relevant resources schools need to support implementation of provision mapping in schools.</p>	<p>Numbers of schools participating in SEN Provision Mapping as part of ETBI/MIC initiative. Increased places available in special classes.</p>	<p>Two schools participating in SEN Provision Mapping. Needs of marginalised learners addressed.</p> <p>Strengthened SEN provision in our schools resulting in an improved learning experience for students.</p> <p>Improve access and retention.</p>	Continued professional development offered on a monthly basis to FET staff. Six schools are now participating in SEN Mapping Initiative. Coordinator assigned to initiative.
Monitor Wave 2 of Apprentice and learner payments shared service.	Learner payments processed accurately and on time.	All payment deadlines were met.	All payment deadlines met in 2023.





Priority 2

Provide a broad-based curriculum

Action	Performance	Target/Goal	Achievements
<p>Prepare and contribute to consultation on senior cycle reform.</p> <p>Embedding of the new Junior Cycle across the schools with all subjects now included.</p>	<p>Awareness among staff on progress in relation to Senior Cycle Reform.</p> <p>Number of curriculum reviews performed.</p>	<p>Increased number of staff engaging with National Council for Curriculum and Assessment curriculum reviews.</p>	<p>Update of Senior Cycle Reform at ETBI's Principals/Deputy Principals Conference. Chief Executive provides regular updates to Principals on the work of the National Council for Curriculum and Assessment in progressing the Senior Cycle.</p>
<p>Addition of new Leaving Cert subjects to the curriculum in some schools.</p>	<p>Number of schools introducing new Leaving Certificate subjects.</p>	<p>Address new and existing education and training needs of the community.</p>	<p>Computer Science and Physical Education embedded as a Leaving Certificate Option in five schools.</p>
<p>Further development of new FET Programmes in relevant curricular areas e.g. 'green' skills, communications technology, remote working, work-based learning.</p>	<p>Number of new programmes introduced (FET).</p>	<p>Minimum of three new programmes introduced in FET in 2023.</p>	<p>Continued promotion of Green skill programmes. Plans to run a second iteration of the Public Works traineeship. A new Level 6 Health Care programme has been designed and will be rolled out in September 2024.</p>
<p>Cross-FET Integrated Provision Planning.</p> <p>Develop a new Tertiary Degree pilot project with ETB partners and ATU.</p> <p>Streamline how provision is presented to the public.</p>	<p>Integrated provision planning (FET) to minimise duplication and improve progression pathways for learners.</p> <p>Facilities and resources ready for September 2023.</p> <p>Naming conventions complete, duplication minimised and new website launched</p>	<p>Cross-FET Integrated Provision Planning Working Group established / meeting regularly.</p> <p>First intake on four Degree programmes in Autumn 2023.</p> <p>New website launched in 2023.</p>	<p>The launch of a new FET website has been delayed due to ongoing brainstorming in relation to a reviewed FET brand for Donegal ETB.</p>





Develop a new Tertiary Degree pilot project with ETB partners and ATU.



Priority 3

Implement relevant and appropriate Quality Assurance systems

Action	Performance	Target/Goal	Achievements
Continuous engagement with the Inspectorate in our schools.	<p>Positive constructive Inspection reports.</p> <p>Recommendations from Inspection Reports presented to BOMs who provide oversight and direction.</p>	Timely implementation of recommendations of Inspection Reports.	BOMs take on the recommendations of inspection reports where applicable.
<p>Ongoing development and integration of Quality Assurance Systems in FET.</p> <p>Plan to address recommendations of Inaugural Statutory Review of FET Quality Assurance.</p>	Number of recommendations from Quality Assurance review implemented.	Continued implementation of Quality Assurance Action Plan.	In June 2023 a strategic dialogue meeting took place between Donegal ETB and Quality and Qualifications Ireland where very positive feedback was received regarding the continued implementation of the Quality Assurance action plan.

Priority 4

Support students/learners at risk of educational disadvantage in line with current national policy

Action	Performance	Target/Goal	Achievements
Active DEIS Plan in all of our 11 DEIS schools. DEIS/FET Steering Group continue with their work.	Practical and dynamic DEIS Plans.	Address educational disadvantage.	DEIS Plans being implemented on a regular basis with updates being provided to the BOMs of the eleven schools. Schools participating in CPD training through the Education Support Centre.
Student Support Teams further embedded in school life.	Active School Support teams.	Improved access, retention and progression to the world of work/ further/higher education.	Student Support Teams active in our fifteen schools.
Provide increased supports to FET students through Student Supports and Welfare Service.	Deliver FET learner supports in a consistent manner across programmes.	Referrals of FET students to FET Student Supports and Welfare services.	Available across all FET programmes.
Ensure student voice is represented within different decision-making fora.	Student Forums and other student feedback mechanisms in place.	Timely implementation of Action Plan. Evidence of implementation of changes arising from student feedback.	Student Council presents updates at least once per year at the BOM meeting of the school.
Promotion of REACH fund to community groups (FET).	Support for community groups in implementing actions funded under REACH e.g. establishment of digital hubs at local level, and in accessing 2023 fund.	Increase in access to disadvantaged students through implementation of the FET REACH funding.	Promotion complete and briefing session recordings were distributed. Plans being finalised for 2024.

Priority 4 cont.

Support students/learners at risk of educational disadvantage in line with current national policy

Action	Performance	Target/Goal	Achievements
Mainstreaming and integration of Recognition of Prior Learning process as a means of making skills gained through experiential (workplace) learning visible (FET).	Number of learners achieving awards through the Recognition of Prior Learning process (FET).	Sustain the number of students accessing awards through Recognition of Prior Learning process (FET).	The Recognition of Prior Learning programme has been mainstreamed under Skills to Advance. However, expansion of the provision is dependent on further funding from SOLAS.
Roll out of Professional Learning Network / Community of Practice in Universal Design for Learning. Further use of Technology Enhanced Learning hubs to support and mentor staff in tools and software for accessibility. Training of staff in Universal Design for Learning approaches / further roll-out of UDL badge.	Number of staff participating in Universal Design for Learning training.	Increased number of staff trained in Universal Design for Learning approaches in programme delivery and assessment. Increased numbers of FET staff awarded Universal Design for Learning Badge. Improved access, progression and retention.	Regular Continued Professional Development and information sharing in Universal Design for Learning continues but is funding dependent.
Implementation of the Adult Literacy for Life (ALL) Strategy.	Active engagement of marginalised learners in provision of digital upskilling, literacy and numeracy education.	Increased numbers of students engaged in literacy, numeracy and digital skills education programmes (FET).	Coordinator appointed and engaging with the Adult Literacy for Life Office in SOLAS as the workplan develops.
Provision of counselling services to students in need (FET).	Rollout of the counselling service procured (FET).	Counselling service piloted (FET).	Service is in place and will be monitored throughout 2024.
Increase FET options for students with disabilities.	Continue to promote the Autism programme (FET) (The Collective).	Autism programme reviewed and maintained.	A local review of the programme took place. Work continues with SOLAS to identify an appropriate body to carry out an independent review of the programme in 2024.



Priority 5

Provide Guidance and Counselling services

Action	Performance	Target/Goal	Achievements
Guidance service available in schools and FET Centres.	<p>Engaging Guidance Counsellors in all our schools.</p> <p>Number of teachers qualifying.</p>	Increased number of teachers in Donegal ETB qualified as Guidance Counsellors.	Ongoing engagement between Guidance Counsellors and the FET Service. All schools visiting the FET Training Centre. FET as a progression option promoted in post-primary schools.
To provide improved access to Guidance courses leading to qualification through continuous liaison with Mayo, Sligo and Leitrim ETB and Dublin City University (DCU) in seeking to provide another outreach Guidance Programme.	<p>Evidence of discussions with DCU.</p> <p>Continued provision of face-to face FET guidance services, including re-opening of service to drop-in clients. Service also available online as required.</p>	Commitment by DCU to provide an outreach programme.	Service has returned to pre-pandemic provision.
Guidance Service offered in disadvantaged communities (FET).	<p>FET Guidance service provided in unemployment "blackspots" areas.</p> <p>FET Fair (October 2023)</p>	Increased access to guidance services for FET students and potential students, including in disadvantaged areas.	<p>Guidance service is offered across all communities including blackspot areas.</p> <p>Provision of the FET Fair was moved out to early 2024 after considering feedback.</p>

Priority 6

Provide high quality learning/training facilities

Action	Performance	Target/Goal	Achievements
Continuous refurbishment and development of facilities in liaison with Estates Management.	Ongoing analysis / risk assessment of refurbishment needs of centres and schools.	Organisation Support and Development/ FET/Schools Buildings Working Group ensuring coordinated planning of buildings' projects and optimum use of resources.	<p>Progress continued on a number of projects.</p> <ul style="list-style-type: none"> — Construction is onsite at Moville Community College. — Crana College and Coláiste Cineal Eoghain 3-school campus design options agreed and stage 1 being progressed. — Errigal College planning application submitted. — Modular build projects at Errigal College, Mulroy College and Deelee College. — Several Additional School Accommodation projects progressing at different design stages. — Several Emergency Works applications were submitted to the Department of Education and granted to upgrade infrastructure. — Refurbishment of existing and creation of additional classrooms in Donegal Town FET Centre.
Rental of FET premises where additional accommodation is required	FET facilities meet the needs of learners and staff.	Consolidation of a number of FET premises.	
Facilitate access of students where current premises are inadequate to meet the needs of programmes/learners.	Access for students facilitated.	New accommodation sourced for Post Leaving Certificate (Letterkenny); Literacy Service.	

Priority 6 cont.

Provide high quality learning/training facilities

Action	Performance	Target/Goal	Achievements
			<ul style="list-style-type: none"> — Construction of additional electrical apprentice training bays and new classrooms at Gaoth Dobhair Training Centre. — Provision of Further Education facilities at the Letterkenny FET Centre at Business Park Road. — Additional classrooms and a SEN suite were officially opened in the Abbey Vocational School in May 2023. — Improvement of access and facilities to Ballyshannon FET Centre. — Provision of accessible modular classroom(s) at Donegal Town (Ard Scoil na gCeithre Máistir) and Stranorlar FET Centres. — Construction of additional accessible electrical apprentice training bays and new classrooms at Gaoth Dobhair Training Centre. — Provision of accessible Further Education facilities in the Letterkenny FET Centre at Business Park Road.







Provision of Further Education facilities at the Letterkenny FET Centre at Business Park Road.

Priority 6 cont.

Provide high quality learning/ training facilities

Action	Performance	Target/Goal	Achievements
On-going review of FET facilities to ensure optimum delivery to students. New classrooms for students with SEN.	Enhanced facilities for learners. Development of a FET Estates Strategy.	Accommodation for Literacy, Post Leaving Certificate and admin support finalised in Letterkenny.	Consolidation of a number of existing Letterkenny FET provisions into the Business Hub, Letterkenny.
Develop a FET Estates Strategy and submit a Strategic Assessment Report to SOLAS.		Submissions to SOLAS of Donegal ETB's completed Estates Strategy and submission of Strategic Assessment Report for strategic capital project(s) completed.	



A photograph of a white van with a green roof rack, parked in a lot. The van has the 'circet' logo and the tagline 'Creating Telecoms Networks' on its side. A person wearing a high-visibility green and yellow safety vest is standing next to the van. The background shows a building with large windows. The entire image is overlaid with a semi-transparent green filter.

**On-going review of
FET facilities to ensure
optimum delivery to
students.**



Priority 7

Promote and develop Outdoor Education and Training

Action	Performance	Target/Goal	Achievements
Further development of the Outdoor Education and Training Centre (OETC) funding model with progression towards further integration with the FET Service (in accordance with national policy).	<p>Financial performance.</p> <p>Numbers participating in activities at Centre.</p> <p>Further development in integration of OETC into FET.</p>	<p>Strive towards creating a financially viable service.</p> <p>Maximised numbers participating in activities at centre.</p> <p>Awareness of how the OETC can contribute to FET programmes.</p>	<p>OETC Centre active in national groups progressing the integration of outdoor education into further education and training.</p> <p>Reported activity was very good in the Centre following the recovery period after the COVID-19 pandemic.</p> <p>New pathways to FET from school programmes are scheduled to be piloted in 2024 after one successful iteration in 2023 (subject to funding being approved).</p>
<p>OETC delivers relevant programmes to both schools, the FET Service and the wider community.</p> <p>Realign OETC model to reflect all the challenges including focused branding and public relations.</p> <p>Improve the partnerships approach of the national OETC network.</p> <p>Contribute to Donegal County Council Outdoor Recreation Strategy for Donegal.</p> <p>Identify plans for the future of the centre as part of development of overall FET Estates Strategy.</p>	<p>Dynamic and relevant programmes to meet the needs of the target groups accessing the centre.</p> <p>Regular upskilling of staff.</p> <p>Increased awareness of the Centre.</p>	<p>Enhanced linkages with ETBI OETC National Network.</p>	<p>Participation on working groups with the ETBI structure. Donegal ETB's Director of Schools chaired the last meeting of the national group.</p> <p>Increased engagement with schools and the FET Service.</p>



Priority 8

Plan for changing demographics

Action	Performance	Target/Goal	Achievements
<p>Liaison with Estates Management, Department of Education and Department of Further and Higher Education, Research, Innovation and Science (DFHERIS)/SOLAS on expected anticipated enrolments.</p> <p>Ongoing work by the Estate Management Team in liaison with school management.</p> <p>Continue to link with the Schools Accommodation Section of the Department of Education.</p>	<p>Sufficient places available for all students.</p>	<p>Increase building stock as required.</p>	<p>Modular buildings planned for Mulroy College, Errigal College and Deelee College to cater for increased enrolment.</p> <p>Construction of additional electrical apprentice training bays and new classrooms at Gaoth Dobhair Training Centre.</p> <p>Provision of Further Education facilities in the Letterkenny FET Centre at Business Park Road.</p>

Priority 9

Provide and develop Traineeship and Apprenticeship programmes

Action	Performance	Target/Goal	Achievements
Addressed within the Further Education and Training Programmes delivery: development of new Traineeships and delivery of five Craft Apprenticeship programmes.	Increase the number of intakes of Phase 2 Apprenticeships for 2023.	Have three intakes across as many Apprenticeship programmes as possible.	The 3 phase model was implemented across all relevant apprenticeships in 2023.
Submission to SOLAS to deliver additional numbers on traineeship programmes in 2023.	New programmes approved/ validated as required	Delivery of two new Traineeship programmes in 2023.	Two new traineeship programmes were designed and put to market with one recruiting sufficient numbers.





**Have three intakes across
as many Apprenticeship
programmes as possible.**

Priority 10

Prioritise Science, Technology, Engineering and Mathematics/Science, Technology, Engineering, Arts and Mathematics in Schools

Action	Performance	Target/Goal	Achievements
Upskilling teachers in coding modules.	Number of teachers participating in CPD.	Encourage increased participation in competitions and exhibitions.	<p>Examples include:</p> <ul style="list-style-type: none"> — Schools involved in VEX Robotics competition. — Schools also participated in the BT Young Scientists Exhibition. — Errigal College collaboration with Illistrin National School and Woodland National School in Science, Technology, Engineering and Mathematics initiative. — Training on LinkedIn courses.
<p>Further embedding of Computer Science in the schools offering the subject at Leaving Certificate.</p> <p>Progress discussions with the ATU on a model to provide Leaving Certificate Computer Science to students unable to access the programme in their school.</p> <p>Support the ATU programme in linking with schools on the VEX Robotics module.</p>	Computer Science as a viable option for students when available at Senior Cycle.	Four schools offering Computer Science.	<p>Recruitment of teachers for the delivery of Computer Science at Leaving Certificate with this being a viable Senior Cycle option in four schools.</p> <p>Schools competed in VEX Robotics Competition in ATU.</p>







Priority 11

Provide high quality ICT learning supports in schools/centres

Action	Performance	Target/Goal	Achievements
Explore options for providing meaningful feedback to students through an online platform.	<p>Improved functionality for students and staff.</p> <p>Teachers using the online platform as part of their work.</p>	Further piloting of an online platform.	<ul style="list-style-type: none"> Feedback in schools being provided through Google Classroom and VsWare. CPD in Information and Communications Technology (ICT) is offered on a regular basis to FET teaching staff. Schools have engaged in training provided through the Education Support Centre and Oide.
Extensive CPD opportunities for staff to upskill in blended Teaching and Learning provision. Increased use by teachers of Google Classroom.	<p>Number and level of CPD opportunities in ICT available to staff appropriate to meet the challenge of high-quality delivery of blended teaching and learning.</p> <p>Staff uptake of Technology Enhanced Learning upskilling opportunities.</p>	<p>Increased numbers participating in CPD, particularly in relation to blended Teaching and Learning.</p> <p>Increased staff numbers engaged in Technology Enhanced Learning.</p>	<p>Monthly ICT CPD promoted and available including Technology Enhanced Learning week which was held at the end of May.</p> <p>CPD in ICT is offered on a regular basis to FET teaching staff. Schools have engaged in training provided through the Education Support Centre and Oide.</p>
Planning for Erasmus+ funded programme in Digital Transformation (FET).	Share innovative practices in the use of technology for teaching, learning and assessment.	Proposal developed for Erasmus in Digital Transformation (FET) for submission early 2023.	Both PEACEPLUS applications, in partnership with the North West Tertiary Education Cluster and Irish Central Border Area Network (ICBAN), are currently being progressed.

Priority 12

Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017/Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017

Action	Performance	Target/Goal	Achievements
Approval of Child Safeguarding Statements by BOMs.	Child Safeguarding Statements produced.	All statements approved by BOMs.	Child Safeguarding Statements approved annually by BOMs.
Training for Principals/ Deputy Principals.	Number of Principals / Deputy Principals trained.	All training to be completed.	Oide training enabled for all Designated Liaison Persons and Deputy Designated Liaison Persons.
Completion of Child Protection Oversight Reports by Principals.	Number of reports completed.	All reports to be completed.	Child Protection Oversight Report included as part of BOM minutes.
Staff are aware of their responsibilities under Child Protection.	Inspection Reports. Oversight of BOM minutes.		Senior management in our schools have made staff members aware of their responsibilities under child protection and ongoing reminders are issued.
Training for Boards of Management.	Number of BOMs trained.	All BOMs trained.	Training video on ethos and core values presented to the Board of Managements.
Monitor the development of Adult Safeguarding Legislation nationally and respond accordingly.	Adopt and implement adult safeguarding legislation and policy if the legislation is passed.	Respond to the introduction of adult safeguarding legislation if introduced.	Ongoing communications with initial expressions of interest.

5.2: Goal

Staff Support



Priority 1

Recruitment and retention of staff

Priority 2

Support staff in ongoing Professional Development

Priority 3

Support and develop high quality leadership in the ETB

Priority 4

Promote awareness of Health and Safety

Priority 5

Remote Working



Priority 1

Recruitment and retention of staff

Action	Performance	Target/Goal	Achievements
<p>Implement an effective recruitment and retention policy to include the use of innovative approaches to attract high calibre candidates.</p> <p>Implement probation procedures for staff.</p>	<p>Staff retention.</p> <p>Vacancies advertised and filled in reasonable timeframe.</p> <p>Induction process expanded to cover all staff.</p>	<p>Enhanced induction processes Probation procedures implemented.</p> <p>Make Donegal ETB an employer of choice in the region.</p>	<p>Training provided on interviews for panel members.</p> <p>Work progressed on the implementation of a New Google Classroom induction module planned for launch in 2024.</p>



Priority 2

Support staff in ongoing Professional Development

Action	Performance	Target/Goal	Achievements
<p>Enhance the organisation's Irish Language capacity.</p> <p>Support staff in participating in the national CPD programme in Instructional Leadership.</p> <p>Explore partnership with EA in NI to apply for PEACEPLUS funding for a cross-border Instructional Leadership project.</p> <p>Seek additional resourcing for Oifigeach na Gaeilge.</p>	<p>Use of the language is increased within the organisation and in external engagements.</p> <p>Schools actively promoting the use of Instructional Leadership techniques as part of learning, teaching and assessment.</p> <p>Additional resource secured.</p>	<p>Gaeilge CPD intervention for Ard O'Donnell staff.</p> <p>Link with Lónra Leitir Ceanainn to access supports.</p> <p>Eight schools actively promoting Instructional Leadership in their learning, teaching and assessment.</p> <p>PEACEPLUS funding awarded.</p> <p>Oifigeach na Gaeilge appointed.</p>	<ul style="list-style-type: none"> — Teaching staff in five schools have participated in Irish Language training. — Ard O'Donnell - six-week Gaeilge course completed and extended due to continued staff interest. — Assistant Principal Officer Corporate Services attended Lónra Leitir Ceanainn session during Seachtain na Gaeilge. — Concept paper re PEACEPLUS proposal for an Instructional Leadership project with the Education Authority of Northern Ireland has been submitted and we await the call. — ETBI have applied to the Department for an Irish Language Officer post to ensure compliance with the legislation.
<p>Provide a range of staff learning opportunities and supports to build organisational capacity and enhance the quality of educational and training provision.</p> <p>Enhance the streamlining of CPD provision across the entire organisation.</p>	<p>Calendar of CPD opportunities.</p> <p>Numbers undertaking CPD.</p>	<p>High-quality CPD opportunities available at an appropriate level to meet the needs of the organisation.</p>	<ul style="list-style-type: none"> — Training provided on interviews for panel members. — Regular ongoing CPD in FET. — LinkedIn Learning subscription taken out in 2023 and being rolled out to all staff.

Priority 3

Support and develop high quality leadership in the ETB

Action	Performance	Target/Goal	Achievements
Build leadership capacity within the organisation.	More people upskilling with a view to progression and promotion.	Formulate a plan to develop leadership capacity.	Senior Managers attended Donegal ETB seminar.
Provide training in conjunction with ETBI and external providers to address identified needs.	Numbers undertaking relevant CPD.	Develop a training plan.	ETBI Summer School details disseminated to all Assistant Principals.
Provide targeted training to managers aimed at increasing leadership capacity within the organisation.	Leadership training delivered.	Improved leadership capacity.	

Priority 4

Promote awareness of Health and Safety

Action	Performance	Target/Goal	Achievements
Address Health and Safety (H&S) internal audit report findings.	Number of recommendations implemented.	Prioritise recommendations and ensure all high-risk items are implemented.	<ul style="list-style-type: none"> — Safety Officers and Representatives in place and training provided.
Reconstitute the Health and Safety Working Group to make it more efficient and fit for purpose.	Less accidents occurring in schools and centres. Number of Safety Statements completed.	Up to date Safety Statements in place for all Schools, Centres and Offices.	<ul style="list-style-type: none"> — Additional training provided to staff on a needs basis. — External H&S firm procured to assist with completion of Safety Statements and Risk Assessments to FET centres. — The Health, Safety and Welfare Officer has visited a number of schools and provided advice to Principals. — Radon testing in schools/centres. — Maintenance contract implemented for the upkeep of defibrillators across the organisation. — ETBI Health, Safety and Welfare Working Group links regularly to share experience and collaborate where possible.
Identify and address Health and Safety training needs.			
Address gaps in Health and Safety provision.			

Priority 5

Remote Working

Action	Performance	Target/Goal	Achievements
Develop a Hybrid Working policy for the organisation.	Hybrid Working policy developed.	Hybrid working policy developed, published and implemented.	Implementing an automated application process.

5.3: Goal Governance



Priority 1	Attendance rates at Board meetings
Priority 2	Board Self-Assessments
Priority 3	Financial expertise on Audit and Risk and Finance committees
Priority 4	Board appraisal of work carried out by Finance and Audit and Risk Committees
Priority 5	Self-Assessment by Finance and Audit and Risk Committees
Priority 6	Staff Development
Priority 7	Departmental reporting deadlines
Priority 8	Risk Management Policy
Priority 9	Internal Controls
Priority 10	Develop organisational structures and systems to meet the changing needs of the organisation
Priority 11	Efficiently use resources
Priority 12	Communicate effectively
Priority 13	Develop Service Level Agreements with external stakeholders
Priority 14	Ensure effective data protection

Priority 15

Engage effectively with employers and employer bodies

Priority 16

Engage effectively with stakeholders and develop partnerships

Priority 17

Follow best practice in procurement

Priority 18

Assist the Department of Education, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants

Priority 1

Attendance rates at Board meetings

Action	Performance	Target/Goal	Achievements
Re-emphasise the requirement for attendance at all Board meetings as per the Code of Practice for Governance of ETBs.	Attendance records.	Full attendance by all Board members.	Boards are reminded of this target each year.

Priority 2

Board Self-Assessments

Action	Performance	Target/Goal	Achievements
The Board should carry out a self-assessment, using the questionnaire included in the Code of Practice, to identify areas where improvements are required.	Board Self-Assessment completed.	Assessment performed periodically and any identified areas for improvements addressed.	Questionnaire was circulated to members in November and results presented to the Board at the December 2023 meeting.

Priority 3

Financial expertise on Audit and Risk and Finance committees

Action	Performance	Target/Goal	Achievements
<p>Appointments to Audit and Risk and Finance committees should be made by the Board in consultation with committee chairs.</p> <p>External members of committees should bring the required audit and financial skills and experience to the role.</p>	<p>Appropriate financial and audit expertise and experience on Audit and Risk Committee (ARC) and Finance Committee.</p>	<p>External appointees to Audit and Risk Committee and Finance Committee to have experience and expertise in finance and audit.</p>	<p>External appointees to the Audit and Risk Committee and Finance Committee have experience and expertise in finance and audit.</p>

Priority 4

Board appraisal of work carried out by Finance and Audit and Risk Committees

Action	Performance	Target/Goal	Achievements
<p>The Chair of the Board should ensure that Board members are provided with written reports on the work carried out by the Finance and Audit and Risk Committees as required under the Code of Practice for Governance of ETBs.</p>	<p>Reports submitted to Board.</p>	<p>Reports submitted and appraisals completed annually.</p>	<p>The minutes of all Committee meetings were presented to the Board at the following meeting after their approval.</p>

Priority 5

Self-Assessment by Finance and Audit and Risk Committees

Action	Performance	Target/Goal	Achievements
The Chairs of both the Finance Committee and the Audit and Risk Committee should ensure that a self-assessment exercise is completed annually as required under the Code of Practice for the Governance of ETBs.	Self-assessments completed.	Assessments performed annually and any identified areas for improvements addressed.	Appraisals of Chairs of both Committees completed during 2023.

Priority 6

Staff Development

Action	Performance	Target/Goal	Achievements
<p>The Chief Executive will ensure that:</p> <ul style="list-style-type: none"> — A member of staff is appointed as the training manager. — A training needs analysis in financial management is carried out on an annual basis. — A training programme on financial management is developed and implemented. 	<p>Number of budget holders trained.</p> <p>Number of training courses offered.</p> <p>Number of staff participating in training.</p>	<p>All staff offered the opportunity to participate in relevant training during the year.</p> <p>Each school/centre budget holder receives training in financial management at least once in every three year period.</p>	<p>LinkedIn training in place offering an array of training courses for staff.</p>

Priority 7

Departmental reporting deadlines

Action	Performance	Target/Goal	Achievements
Reporting deadlines set by the Department of Education, the Department of Further and Higher Education, Innovation and Science, SOLAS, Department of Children, Equality, Diversity, Inclusion and Youth are adhered to.	Adherence to deadlines. New reports developed using dynamic enterprise performance management (d/EPM) functionality.	FAR, Annual Service Plan, Annual Financial Statements and Annual Report all submitted by due dates. Continue to develop and enhance the roll out of new d/EPM reporting module to enhance reporting capability and timely decision-making Develop additional reporting on the back of merged system.	FAR, Service Plan, Annual Financial Statements and Annual Report all submitted within required deadlines.

Priority 8

Risk Management Policy

Action	Performance	Target/Goal	Achievements
The Board should ensure there is an ongoing process designed to identify and address significant risks involved in achieving an entity's outcomes. The Audit and Risk Committee should support the Board in this role. Update the Corporate Risk Register at least annually.	Up to date Risk Management Policy. Updated Corporate Risk Register Review of Risk Management performed by Board/ARC.	Update Donegal ETB's Corporate Risk Register annually and Risk Management policy in line with policy requirements.	Policy updated in March 2023, Corporate Risk Register updated annually and approved by ARC and Board.

Priority 9

Internal Controls

Action	Performance	Target/Goal	Achievements
The Board should ensure that it receives adequate assurance that specified controls are operating as intended.	Board receives and reviews assurances from management and the Audit and Risk Committee regarding the operation of the internal control structure.	System of Internal Control reviewed annually by ARC and Board.	This was completed as part of the Annual Financial Statement process in February/ March 2023.

Priority 10

Develop organisational structures and systems to meet the changing needs of the organisation

Action	Performance	Target/Goal	Achievements
Engage with the Department of Education, DFHERIS, SOLAS, and ETBI to seek to implement proposed new organisational structures to enable Donegal ETB to meet its statutory obligations and to carry out new and enhanced functions.	Identification of preferred organisation structure.	Structures reviewed. Progress Organisation Design Phase II. FET Estates Strategy finalised and approved. Strategic Assessment Report submitted and approved by SOLAS.	No additional resources provided from the Department of Education to assist schools in managing school communities where mica is evident throughout.
Examine the FET College of the Future concept from a capital investment perspective			

Priority 11

Efficiently use resources

Action	Performance	Target/Goal	Achievements
<p>Ongoing guidance provided to Principal and Centre managers / budget holders on the best use of financial and staffing resources to maximise delivery of ETB services.</p> <p>Complete implementation of SAP to SUN transition and provide training to FET users on SUN financial system as part of transition from SAP to SUN.</p> <p>Increased use of digitisation to enhance productivity and improve sustainability.</p>	<p>Delivering services that meet user needs.</p> <p>SUN replaces SAP and staff trained appropriately.</p>	<p>Annually identify opportunities for sharing best management and leadership practices and resources across the organisation</p> <p>SAP is discontinued once all outstanding orders and invoices are processed. SUN is the only system used going forward.</p>	<p>SAP to SUN has been completed, SAP only in use for some limited purposes pending national decisions required for remaining areas.</p> <p>Digitisation is ongoing, all departments have been asked to examine areas/ processes that can be digitised.</p> <p>IT and Corporate Services including Buildings fully digitised. Work continues in other Departments.</p>
<p>Implement Payroll Shared Services project.</p>	<p>Transition to Payroll Shared Services completed.</p>	<p>Transition completed and payment deadlines continue being adhered to.</p>	<p>First phase completed (transition of monthly to fortnightly payroll), current target is February 2024 for transition to Education Shared Business Services.</p>
<p>Progress Finance Shared Services project.</p>	<p>Transition to Finance Shared Services advanced, business processes reviewed.</p>	<p>Transition to Finance Shared Services significantly progressed.</p>	<p>Donegal ETB volunteered and have been selected to partake in Wave 3 of the project, which will proceed in the first 6-8 months of 2024.</p>

Priority 11 cont.

Efficiently use resources

Action	Performance	Target/Goal	Achievements
Ensure continued provision of Public Sector Purchasing Card (or equivalent) facility for service users following Ulster Bank withdrawal from Irish market.	Replacement provider(s) secured.	Seamless transition to replacement service.	Donegal ETB was the pilot site in the ETB sector for this project and has gone live with the new Purchasing Card.
Review of ICT resources with a view to integration across all Directorates.	ICT Working Group established.	Develop an Action Plan for an integrated ICT strategy.	Focus this year has been on Cyber Security and engagement has occurred with a number of national projects.

Priority 12

Communicate effectively

Action	Performance	Target/Goal	Achievements
Develop a clear and effective communications strategy for Donegal ETB. Communications Advisory Group to oversee implementation and advice on communication matters.	Improved understanding within the local community of the range of services being provided by Donegal ETB.	Produce draft communications strategy.	<ul style="list-style-type: none"> Discussions have taken place regarding the development of a Communications Strategy.
Review FET marketing strategy.	Create a standalone FET website and marketing strategy in line with FET Future Strategy and FET College of the Future concept.	New FET website launched and FET marketing strategy devised.	<ul style="list-style-type: none"> ETBI PRII Cert in Communications course being attended by member of staff. A business case for a dedicated Communications resource has been submitted for approval.

Priority 12 cont.

Communicate effectively

Action	Performance	Target/Goal	Achievements
Review Donegal ETB website.	Website kept up to date.	Website kept updated and reviewed regularly.	Revamp of Policy section of the website completed which will ensure a more user-friendly system of policy retrieval. Policies are now actively managed by the Compliance Section within Corporate Services.
Enhance the profile of Donegal ETB within the community.	Increased media presence and statistical indicators.	Achieving 1,500 media items across print, broadcast and online. Publishing at least 12 press releases. Publishing 24 blogs in 2023 to represent all sections of the organisation. Aiming for 200,000 website users. Growth in key social media metrics.	<p>Continuing to promote online presence.</p> <ul style="list-style-type: none"> — 2,449 media items achieved during 2023 across print, broadcast and online. — 25 press releases published. — 24 blogs published in 2023, representing all sections of the organisation.
Comply with Irish Language requirements as set out in Section 10.1 (a) of the Official Languages Act	<p>Percentage of advertisements done as Gaeilge.</p> <p>Percentage of budget spent on Irish language media.</p>	<p>20% of advertisements placed as Gaeilge.</p> <p>5% of total advertising budget spent on the Irish Language media.</p>	<p>20% target achieved.</p> <p>Communications group working on ways to address full compliance.</p>





Priority 13

Develop Service Level Agreements with external stakeholders

Action	Performance	Target/Goal	Achievements
Review and update all Service Level Agreements due for review / renewal in 2023	Reviews conducted and new Memorandum of Understandings (MOUs) signed.	Establish Memorandum of Understanding with Donegal County Council. All relevant Service Level Agreements reviewed/ updated.	MoU with Council was signed in May.
Ensure Service Level Agreement/MOU in place for new initiatives where required and that existing agreements are updated in a timely fashion.	All agreements with external stakeholders are up to date and reviewed.	Implement 2023 targets as outlined in Strategic Performance Agreement with SOLAS. Review Oversight Agreement and Performance Delivery Agreement with the Department of Education on a regular basis.	Oversight Agreement and Performance Delivery Agreement with the Department of Education updated and signed. Review meeting held with the Department of Education in February.

Priority 14

Ensure effective data protection

Action	Performance	Target/Goal	Achievements
Continue to enhance Donegal ETB's cyber security infrastructure.	No loss/theft of data as a result of cyber attack.	Ensure Donegal ETB data is protected as far as possible.	Training has been provided.
Dedicated Data Protection (DP) function in place and training provided.	Number of data breaches reported.	Data breaches are logged as Reported and Not-reported. No high-risk data breaches require reporting to Data Protection Commission.	<ul style="list-style-type: none"> — Data Protection training is issued annually to all staff. — Support provided to managers and staff as required. — Data Protection Impact Assessments and Data Processing Agreements in place. — Data Mapping carried out annually.

Priority 15

Engage effectively with employers and employer bodies

Action	Performance	Target/Goal	Achievements
<p>Work collaboratively with all relevant employers/ employer bodies to effectively establish training needs and provide the required upskilling. Respond to the changing needs of industry arising from technological and other advances.</p> <p>Maintain positive relationships in order to effect work experience and placements for Donegal ETB students.</p>	<p>Increased numbers of employers accessing our training programmes.</p> <p>Increased numbers of employers providing work experience.</p> <p>Better knowledge and awareness of what Donegal ETB can offer employers.</p> <p>Participate in Local Enterprise Week events.</p>	<p>Increase networking opportunities at IBEC and Letterkenny Chamber events/meetings.</p> <p>Expand links through Local Enterprise Week.</p>	<p>Donegal ETB continues to make every effort to engage with industry representative groups and bodies along with attending as many relevant events as possible e.g. Letterkenny Chamber Awards, Invest in the North West events, IBEC events, Regional Skills Cluster meetings, Local Enterprise Office meetings and events, etc.</p>
<p>Work collaboratively with Regional Skills Forum/ Enterprise Ireland/Donegal County Council Economic Unit/IDA/Local Enterprise Office (LEO)/ICBAN/ Engineering Cluster Executive/NW Regional Enterprise Plan/Northern & Western Regional Assembly.</p>	<p>Numbers of employees in the county participating in Quality and Qualifications Ireland and vendor-certified courses.</p>	<p>Delivery of programmes which meet the needs of learners and industry.</p> <p>Grow the number of FET beneficiaries engaging through Skills to Advance by 5%.</p>	<p>Staff members of the FET Service and the Chief Executive represent Donegal ETB on numerous regional groups and forums. Skills to Advance student numbers are set to grow beyond the target of 5%.</p>

Priority 15 cont.

Engage effectively with employers and employer bodies

Action	Performance	Target/Goal	Achievements
<p>Intensive engagement with employers in key sectors in SMEs and multi-national companies e.g. engineering, tech sector with a view to new FET programme development and upskilling of existing workforce, including provision of online and blended learning opportunities.</p>	<p>Programmes designed to meet the needs of workforce development employment opportunities in the county.</p> <p>Delivery of online and blended learning opportunities to meet industry needs, including upskilling of existing employees.</p> <p>Ongoing development of positive relationships with the industry sector.</p>	<p>Increased number and types of companies engaged.</p> <p>Increased number of opportunities offered to industry sector employees e.g. green skills, supervisory management, remote working, work-based learning, engineering, Future Skills.</p>	<p>Courses in green skills, Work Based Learning, engineering and future skills are all underway. Over fifty companies have participated in the Work Based Learning course to date.</p>



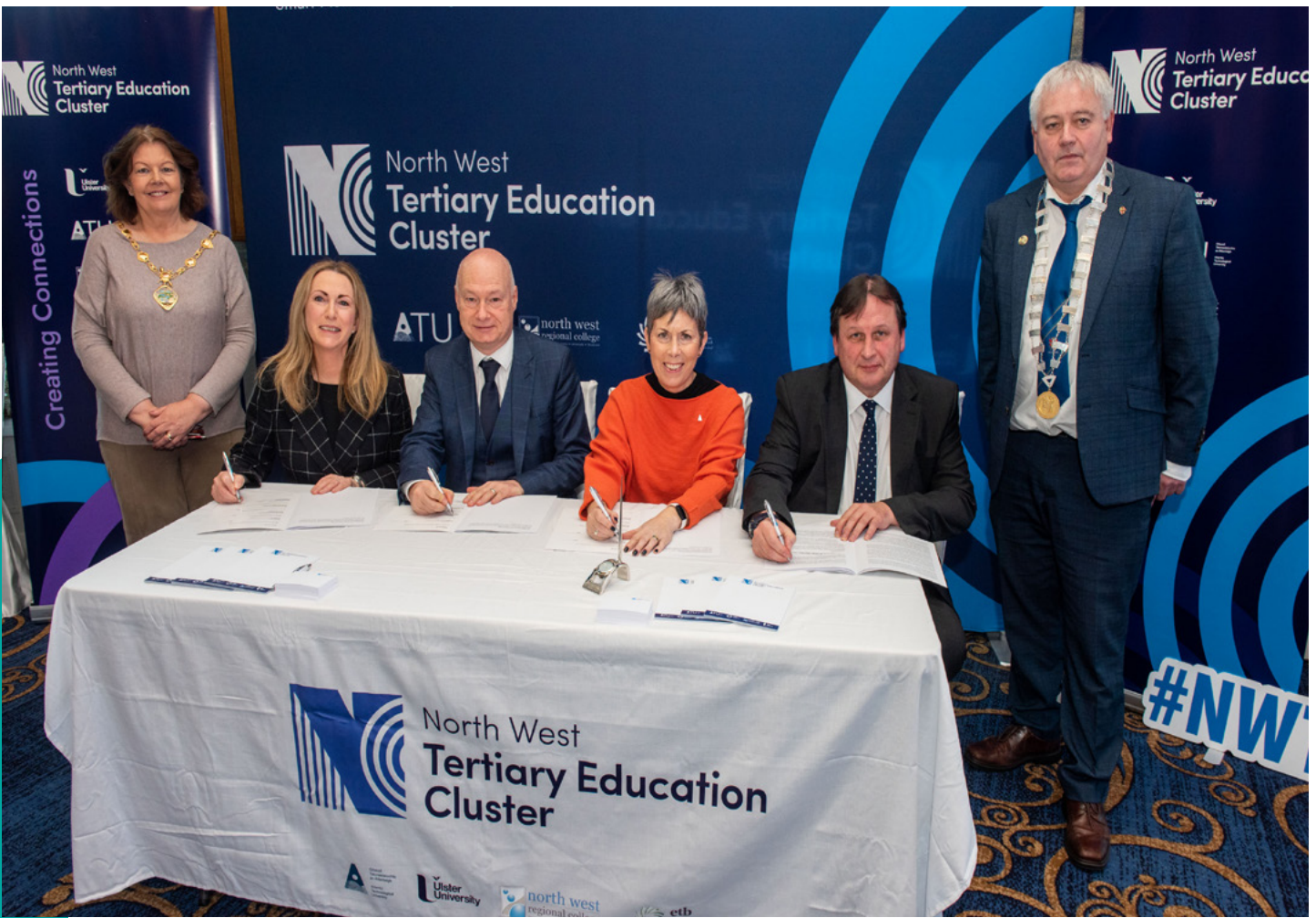


Ongoing development of positive relationships with the industry sector.

Priority 16

Engage effectively with stakeholders and develop partnerships

Action	Performance	Target/Goal	Achievements
Build on relationships already established with local community groups and employers and with relevant voluntary, statutory, cross border and other organisations to work towards shared goals: DCC, ATU, Údarás na Gaeltachta, IBEC, DWIBN, DETE, North West Tertiary Education Cluster, ICBAN.	MOU/Service Level Agreements signed.	Sign MOU with Donegal County Council.	A Memorandum of Understanding was signed with Donegal County Council in May.
	Specific projects agreed with various stakeholders with work plans and targets outlined.	Establish working group to advance actions under MOU with Údarás na Gaeltachta.	A site has been identified for the delivery of the Metal Fabrication course.
	Allocation of appropriate resources, if applicable.	Complete actions under the 4 ICBAN working groups.	Planning for a new site has commenced with the ATU.
	PEACEPLUS/Shared Island funding applications to be considered.	MOU with North West Tertiary Education Cluster partners re-signed and workplan progressed.	New Tertiary degrees launched in 2023 with ATU.
	Outcomes assessed against shared goals. Increase in number of employers engaging with our enterprise unit.	ATU collaboration progressed: metal fabrication apprenticeship and DFHERIS pilot tertiary cluster.	Shared Island discussions are ongoing re North West Tertiary Education Cluster work plan.
	Actions achieved in NW Regional Enterprise Plan.	Improve knowledge of skills training offering at IBEC regional meetings.	Concept papers submitted to Special EU Programmes Body re PEACEPLUS. Meetings continuing re North West Regional Economic Partnership.
	Participate in events to promote Donegal and the North west organised by relevant councils, Enterprise Ireland, IDA etc.	Complete actions allocated to Donegal ETB as part of the North West Regional Economic Partnership.	
		Participate as required in events to promote the region.	
		Participation in Donegal County Council Peace Partnership.	



Priority 17

Follow best practice in procurement

Action	Performance	Target/Goal	Achievements
Implement updated Procurement Policy in line with best practice.	Reduce value of non-compliant procurement.	Value of non-compliant procurement reduced.	Review of revised ETBI Procurement Policy has taken place.
Consider new initiatives for improving procurement compliance.	<p>New initiatives implemented e.g. Hosting 'bidders briefings' to improve participation and understanding of public sector procurement requirements among suppliers.</p> <p>Internal Audit report actioned.</p>	Implement recommendations of Procurement Internal Audit.	Several developments in Procurement during 2023 (increase in thresholds from 25k to 50k as per new Circular, implementation of Article 5.2 re disaggregation of spends and Donegal ETB targeting of areas of non-compliance in 2022 have resulted in a substantial improvement in non-compliance during 2023.

Priority 18

Assist the Department of Education, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants

Action	Performance	Target/Goal	Achievements
<p>Establish a Regional Education and Language Team to assist in meeting the challenges of placing Ukrainian children in primary and post-primary schools.</p> <p>Provide appropriate resources to work in partnership with other agencies to provide appropriate services for refugees and asylum seekers.</p>	<p>Recruitment of a Regional and Education and Language Team.</p> <p>Integration and progression into mainstream programmes.</p> <p>Appropriate provision in place for new communities as required.</p>	<p>Provide all required supports</p>	<p>Two Regional Education and Language Team Coordinators have been recruited and are continuing to work in this area.</p>

5.4: Goal

Specific Strategic Priorities



In addition to the above nationally agreed goals and priorities, the following specific strategic priorities for Donegal ETB were commenced or advanced during 2023 to ensure the progression of the overall Strategy Statement:

5.4: Goal Specific Strategic Priorities

Goal	Priority	Action	Performance	Target/Goal	Achievements
Capital Projects	Address school provision in Buncrana.	Work with the Department of Education to progress the building project.	Progress the project through the Department of Education school building project stages.	Continue to liaise with relevant authorities.	Design of the new campus is currently being progressed.
	Errigal College, Letterkenny.	Major extension project (Devolved) 9,000m2.	Progress the project through the Department of Education school building project stages.	To accommodate long-term projected enrolment of 750 pupils.	Awaiting planning approval.
	Moville Community College.	Major extension project (Devolved) 5,000m2.	Progress the project through the Department of Education school building project stages.	To accommodate long-term projected enrolment of 550 pupils.	Clerk of Works being appointed to this project.

5.4: Goal Specific Strategic Priorities

Goal	Priority	Action	Performance	Target/Goal	Achievements
Youth Work	Expand, enhance and support Youth Work Provision in the Donegal ETB area.	<p>Continue to support all established youth provision including volunteer-led youth clubs.</p> <p>Interagency work through Donegal ETB Youth Work Committee, CYPSC, Donegal Youth Council and HSE.</p> <p>Collaboratively address the needs of children and young people through youth work and other effective methodologies.</p>	<p>Increased numbers supported through various youth activities (Youth Clubs, Youth Information Centres, Your Place Your Space projects).</p> <p>Planning and Progress Review Meetings (PPRMs) held with Your Place Your Space Your Space funded Youth Organisations, to review and discuss the delivery of the Your Place Your Space Service.</p>	Growth in numbers of young people supported, increased investment in youth activities.	<p>Area Profiling completed for the region.</p> <p>Ongoing liaison with stakeholders in the Youth Work sector.</p> <p>Ongoing consideration being given to recommendations arising from the internal audit process.</p>

5.4: Goal Specific Strategic Priorities

Goal	Priority	Action	Performance	Target/Goal	Achievements
Sustainability /Energy Efficiency	Formulate an Energy Management and Sustainability Strategy and Policy.	<p>Perform a scoping exercise around energy management and sustainability throughout the organisation.</p> <p>Include sustainability/care for the environment as a scoring category in relevant procurements.</p>	<p>Produce an action plan for energy management / sustainability initiatives for 2023.</p> <p>Energy consumption data.</p>	<p>Working group will target progress in the following areas:</p> <ul style="list-style-type: none"> — Awareness. — Reduction in energy consumption and emissions. — Digitisation. — Identifying funding sources. — Identifying opportunities for collaboration both internally and externally with other bodies. — Donegal ETB as a training provider for sustainability / energy efficiency. 	<ul style="list-style-type: none"> — Energy Performance Officer has been identified. — Climate, Energy and Sustainability Senior management group has been established and meet regularly. — An internal Energy Working Group has also been established and meet regularly to progress the reduction in energy consumption and emissions. — Energy Champions have been identified for each school and centre. — SEAI Energy courses being attended by schools. — Information Day held for all managers and caretaking staff in Letterkenny, facilitated by Aengus Kennedy. — SEAI usage returns completed. — Buildings Register and Buildings Stock Plan being created to assist in identifying usage per site. — Gap to Target being developed.



**Include sustainability/
care for the environment
as a scoring category in
relevant procurements**



5.4: Goal Specific Strategic Priorities

Goal	Priority	Action	Performance	Target/Goal	Achievements
Community National Schools	Continue to gauge need for additional choice in patronage in relation to primary schools.	Monitor need for this new patronage arrangement by meeting with existing patrons and promoting the CNS model.	Respond to inquiries received by meeting relevant parties and providing further information upon request.	Meet any identified need for Community National schools.	Ongoing communications with initial expressions of interest.
Donegal Music Education Partnership	Contribution to the cultural fabric of the County.	<p>Support continued delivery of lessons.</p> <p>Support further development of primary schools' programmes.</p> <p>Grow awareness via social media profile.</p>	<p>Increased numbers of primary and post-primary school pupils participating.</p> <p>Increased engagement on social media and numbers availing of the service.</p>	<p>Deliver 5% increase in tuition numbers in 2022–2023.</p> <p>Increase social media followers in 2023.</p>	<ul style="list-style-type: none"> — Ukelele programme active in primary schools. — Pilot project in Woodland National School. — In March the Donegal Youth Orchestra performed at a Music Generation event in Dublin for around 1,000 young musicians from across the country.

5.4: Goal Specific Strategic Priorities

Goal	Priority	Action	Performance	Target/Goal	Achievements
<p>Donegal Music Education Partnership</p>					<ul style="list-style-type: none"> — The DMEP is starting a new brass project in Scoil Mhuire in Glenties with the help of Music Generation. — The Donegal Chamber Orchestra capped a busy and successful year with their sell-out 'Festive Treats' concert at Rockhill House in December.

5.4: Goal Specific Strategic Priorities

Goal	Priority	Action	Performance	Target/Goal	Achievements
Drugs and Alcohol	<p>Promote and protect health and well-being.</p> <p>Minimise the harms caused by use and misuse of substances.</p>	<p>Research, design and deliver a range of continuous professional development courses in the North West Region to address the need for upskilling, knowledge refreshment and enhancement of professional development skills, educational and training needs within professional frontline staff.</p> <p>Deliver on national training objectives in respect of alcohol and other drugs.</p>	<p>Reach of communications via various networks / partnership and stakeholders.</p>	<p>Improved access for all via technology.</p>	<p>Various courses being delivered regarding Drugs and Alcohol to promote and protect health and well-being and reduce harm caused by misuse of substances.</p>
	<p>Support participation of individuals, families and communities</p>	<p>Design and deliver short courses available to community members and those in recovery as well as professionals to contribute to knowledge skills and inform change and approaches to the issues.</p>	<p>Numbers of participants on various training courses.</p> <p>Learner feedback.</p>	<p>Address emerging trends and keep professionals informed of same via training opportunities.</p>	<p>Continued delivery of courses to provide support for individuals, families and communities.</p>

5.4: Goal Specific Strategic Priorities

Goal	Priority	Action	Performance	Target/Goal	Achievements
<p>Mica and Affected Schools</p>	<p>Seek Additional Resources to Support Students and Staff</p>	<p>Engage with Department of Education officials to seek the necessary additional resources to support students and staff.</p>	<p>Progress the allocation of resources.</p>	<p>Increased support available in affected schools.</p>	<p>No additional resources provided from the Department of Education to assist schools in managing school communities where Mica is evident throughout.</p>

Abbreviations

Parent – refers to parent or guardian

Student – refers to student/learner

Acronyms	Definition
ARC	Audit and Risk Committee
ATU	Atlantic Technological University
BOM	Board of Management
CLG	Company limited by Guarantee
CLLR	Councillor
CPD	Continuous Professional Development
CYPSC	Children and Young People's Services Committee
DCC	Donegal County Council
DCU	Dublin City University
DEIS	Delivering Equality of Opportunity In Schools
dEPM	Dynamic Enterprise Performance Management
DFHERIS	Department of Further and Higher Education, Research, Innovation and Science
DMEP	Donegal Music Education Partnership
DWIBN	Donegal Women in Business Network
ETB	Education and Training Board
ETBI	Education and Training Boards Ireland
FET	Further Education and Training

Acronyms	Definition
HSE	Health Service Executive
IBEC	Irish Business and Employers Confederation
ICT	Information and Communications Technology
IDA	Industrial Development Authority
ICBAN	Irish Central Border Area Network
MOU	Memorandum of Understanding
OETC	Outdoor Education and Training Centre
SAP	SAP Financial Management Systems
SEN	Special Educational Needs
SUN	SUN Financial Management Systems

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