



etbi

Education and Training
Boards Ireland

*Boird Oideachais agus
Oiliúna Éireann*

Strategy Statement 2022-2024

PEOPLE

PARTNERSHIP

POTENTIAL

VISION

MISSION

VALUES



etbi

Education and Training
Boards Ireland
*Boird Oideachais agus
Oiliúna Éireann*

Education & Training Boards (ETBs) are Ireland's leading statutory providers of Education, Training and Youth Work and are unique in providing whole of life education and training to all.

The 16 Education and Training Boards have responsibility for 27 Community National Schools and 250 Post-Primary Schools with over 117,000 students. ETB Post-Primary Schools are the largest provider of education through the medium of Irish with 48 schools. ETBs are also the largest provider of multi-denominational education in Ireland. ETBs deliver Further Education and Training to 148,000 unique FET learners each year across over 500 FET providers colleges and Training Centres and play a central role in the delivery of apprenticeships and traineeships in partnership with employers. ETBs also support, monitor, and deliver youth services. The ETB Sector employs over 32,000 people and has a combined annual spend of more than €2bn.

Contents

| | |
|--|----|
| Foreword from the General Secretary..... | 4 |
| Executive Summary..... | 5 |
| ETBI Strategic Planning Context | 6 |
| ETBI Strategic Planning Steering Group | 8 |
| ETBI Strategic Planning Team | 9 |
| Developing the Strategy | 9 |
| Strategic Planning Process | 10 |
| Strategy Consultation Process Timeline | 11 |
| Consultation Findings | 12 |
| ETBI Strategy – At a glance | 14 |
| Mission | 15 |
| Vision | 15 |
| Core Values | 16 |
| Strategic Goals | 18 |
| People | 18 |
| Partnership | 20 |
| Potential | 22 |
| ETBI Strategy Implementation | 24 |
| Acronyms | 25 |



VISION

PEOPLE

MISSION

PARTNERSHIP

VALUES

POTENTIAL



Foreword from the General Secretary

I am pleased to present the Education and Training Board Ireland’s Strategy Statement 2022-2024, which will chart our path over the next three years. This high-level strategy is the product of an extensive consultation process which gave opportunities to our Board and staff, our member Education and Training Boards, government departments, state agencies, community partners and the public to have a voice in our future direction. The strategy is guided by the vision to harness our strength to influence and promote a strong education and training sector through collaboration and collective effort. Together we are stronger, speaking with one voice.

The strategy has taken account of the feedback from the consultation process and is built around three strategic pillars of People, Partnership and Potential. For each pillar, strategic goals have been identified and progress towards each of these goals will require commitment and collaboration with all stakeholders including the Education and Training Boards Ireland staff, our ETBI forums and networks and all our key partners.

I welcome the five core values which have emerged during the consultation process. They are excellence, which includes excellence in education, training, and support and is underpinned by the other four core values of care, respect, community, and equality. I commend this strategy to you which supports our ETB members, placing the learner at the centre, and enables us to respond to challenges positively providing unity of purpose, and harnessing our strengths.

Paddy Lavelle

Paddy Lavelle
General Secretary
Education and Training Boards Ireland



VISION

PEOPLE

MISSION

PARTNERSHIP

VALUES

POTENTIAL

Executive Summary



PEOPLE

Education & Training Boards Ireland (ETBI) is the national representative body for our member ETBs and comprises of the staff of ETBI, the ETBI Chief Executives, Directors of Further Education and Training, Directors of Schools, Directors of Organisation, Support and Development Forums and the respective networks and groups associated with these forums. ETBI's mission is to lead and advance the continued development of education, training, and youth work in Ireland. The ETBI Statement of Strategy 2022-2024 expresses a clear ambition for the ETB sector to lead in transforming the lives of people, communities and enterprise through education, training and youth work and sets six high level goals under the three strategic pillars of **People, Partnership** and **Potential**. The previous strategy was set against the policy backdrop of the establishment of ETBs, SOLAS and QQI. It established the role of ETBI as providing and coordinating support services. Since then there has been an evolution. Restructuring has provided the catalyst for a strategic development process. ETBI is now well placed to launch this new strategy.

PARTNERSHIP



The ETBI Statement of Strategy is ambitious and challenging, with a clear vision of 16 ETBs working together, harnessing our strength to influence and promote a strong education and training sector. This new vision will be communicated both internally and externally, providing clarity on the role of ETBI, with the supporting ETBI Communications Strategy central in that process.

The ETBI strategy enhances the power of the strategies of ETBs and presents an opportunity for ETBI to work collaboratively with them. This will help ETBI to carry out its mission to lead and advance the continued development of education, training, and youth work in Ireland.

POTENTIAL

ETBI Strategic Planning Context



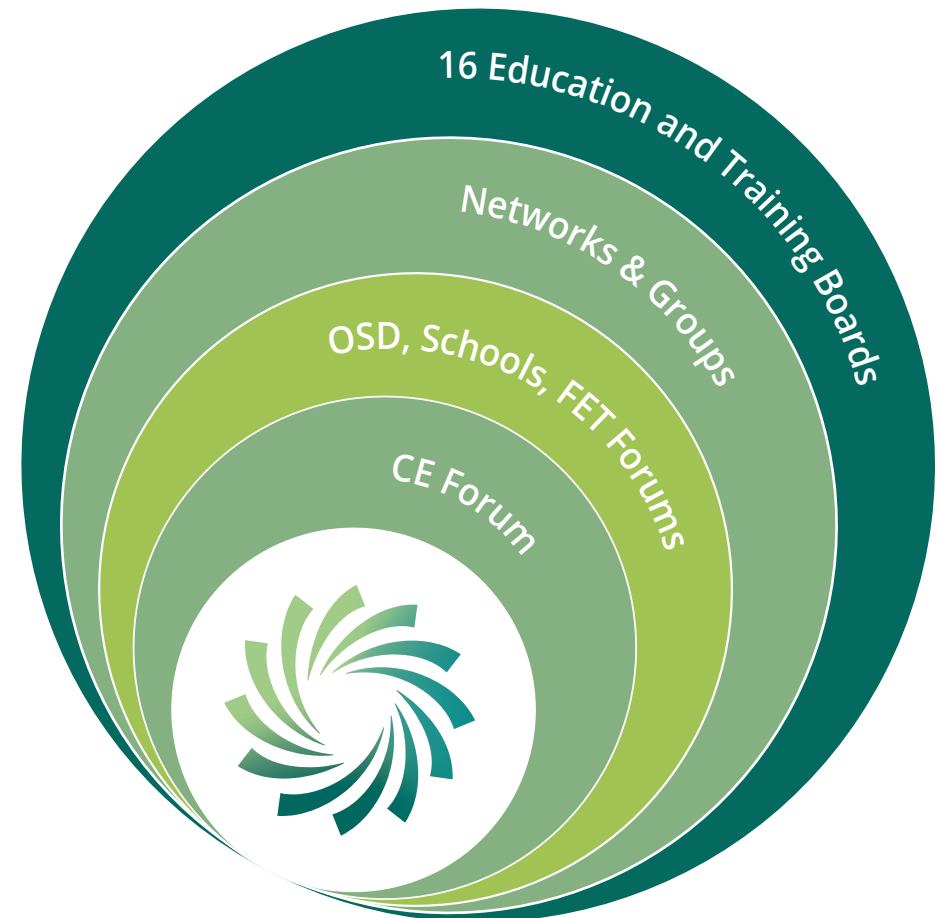
PEOPLE

Introduction

Education and Training Boards (ETBs) have responsibility for education and training, youth work and a range of other statutory functions. ETBs manage and operate community national schools, community colleges, further education and training colleges and centres, delivering education and training programmes.

ETBI is the national representative body for our member ETBs and comprises of the staff of ETBI, the ETBI Chief Executives, Directors of Further Education and Training, Directors of Schools, Directors of Organisation, Support and Development Forums and the respective networks and groups associated with these forums.

The ETBI Board provides governance and is constituted from members nominated from the Chief Executives and Reserve Member Forums.



PARTNERSHIP

POTENTIAL

Developing the Strategy



PEOPLE

Sectoral Supports and Services provided by ETBI

There have been significant changes and developments in ETBI during the life of our last strategic plan. Since 2016, staffing levels have increased from 24 in 2016, to 50 in 2021, to meet the demand for supports and services to the sector across the Schools, Further Education and Training and Organisation Support and Development Directorates, Youth Work and Change Programme. ETBI engages collaboratively with government departments, agencies and member ETBs who provide funding for the agreed sectoral supports and services.

Collaboration and Partnership

Central to the work of ETBI, through its staff and ETBI forums, are the partnerships between ETBI, government agencies and bodies which facilitate these supports in the development of the ETB sector.

- With the Department of Education across several support areas including the Central Policy Unit, School Governance, Shared Services, Payroll, OSD, Building Services, and Legal Support Services.
- With the Department of Further and Higher Education, Research, Innovation and Science and SOLAS in support of the Future FET strategy in areas such as Work Based Learning, Active inclusion, Strategy and Policy, Quality and FET Systems.
- With the Department of Children, Equality, Disability, Integration and Youth supporting the statutory youth work function of Education and Training Boards.
- With member Education and Training Boards on special projects including Community National Schools, School Patronage, Outdoor Education, and ICT.

PARTNERSHIP

POTENTIAL

ETBI Strategic Planning Steering Group



PEOPLE

A cross directorate steering group was established in January 2021 to serve as a forum for deliberation, consultation, and problem solving, during the strategic planning process. The steering group reflects the broad range of ETBI activity and includes an external perspective. The group consisted of the following members.

| Name | Organisation |
|-----------------------|--|
| Paddy Lavelle | General Secretary, ETBI (Chair) |
| Patrick Gerard Murphy | Cork ETB, ETBI President |
| David Leahy | Galway & Roscommon ETB, Chief Executive, Chair of CE Forum |
| Kathleen Codd-Nolan | Waterford Wexford ETB, Chair Reserve Members Forum |
| Mary Bohan | Mayo, Sligo & Leitrim ETB, Chair FAR Committee |
| Claire McGee | IBEC, Education and Innovation Policy |
| Shelagh Graham | Limerick & Clare ETB, Director of Organisation Support & Development |
| Eileen Curtis | Kilkenny & Carlow ETB, Chief Executive, Schools Chair |
| Denis Leamy | Cork ETB, Chief Executive, FET Chair |
| Suzanne Mullins | Cork ETB, Director of Organisation Support & Development |
| Linda Tynan | Laois Offaly ETB, Director of Schools |
| Crona Gallagher | Donegal ETB, Director of Further Education and Training |
| Martin Clohessy | ETBI Director of Organisation Support & Development |
| Paul Fields | ETBI Director of Schools (Post Primary) |
| Séamus Conboy | ETBI Director of Schools (CNS & School Patronage) |
| Fiona Maloney | ETBI Director of Further Education & Training |
| Des Murphy | ETBI Change Programme Manager |
| James Eustace | ETBI Director of Organisation Support & Development |

PARTNERSHIP

POTENTIAL

ETBI Strategic Planning Team



PEOPLE

The ETBI strategic planning team (SPT) is responsible for developing recommendations regarding strategic planning and the strategic plan. The SPT facilitated, connected, and coordinate structures, processes, resources, or activities across organisational boundaries in ways required for successful strategic plan preparation.

| Name | Organisation |
|-----------------|---|
| Martin Clohessy | ETBI Director of Organisation Support & Development |
| Paul Fields | ETBI Director of Schools (Post Primary) |
| Séamus Conboy | ETBI Director of Schools (CNS & School Patronage) |
| Fiona Maloney | ETBI Director of Further Education & Training |
| Des Murphy | ETBI Change Programme Manager |
| James Eustace | ETBI Director of Organisation Support & Development |

Developing the Strategy

Our strategy statement is the result of an extensive consultation process which commenced in January 2021. Consultation consisted of meetings with our staff, our member forums, our funders and strategic partners and other stakeholders in the education and training sector. Two main questions framed our discussion with external stakeholders.

- How has ETBI delivered on strategic priorities in the last four years? What has worked well and what have been the challenges?
- What do you see as the strategic priorities/issues over the next three years and what role do you see for ETBI?

When engaging with our staff and members we considered our strengths and weaknesses (internal), and our opportunities and challenges (external) and explored our strategic priorities for the next three years and beyond. An online survey was also published to ensure a broad view was obtained in respect of identifying and refining the priorities and actions for achieving our strategic priorities.

PARTNERSHIP

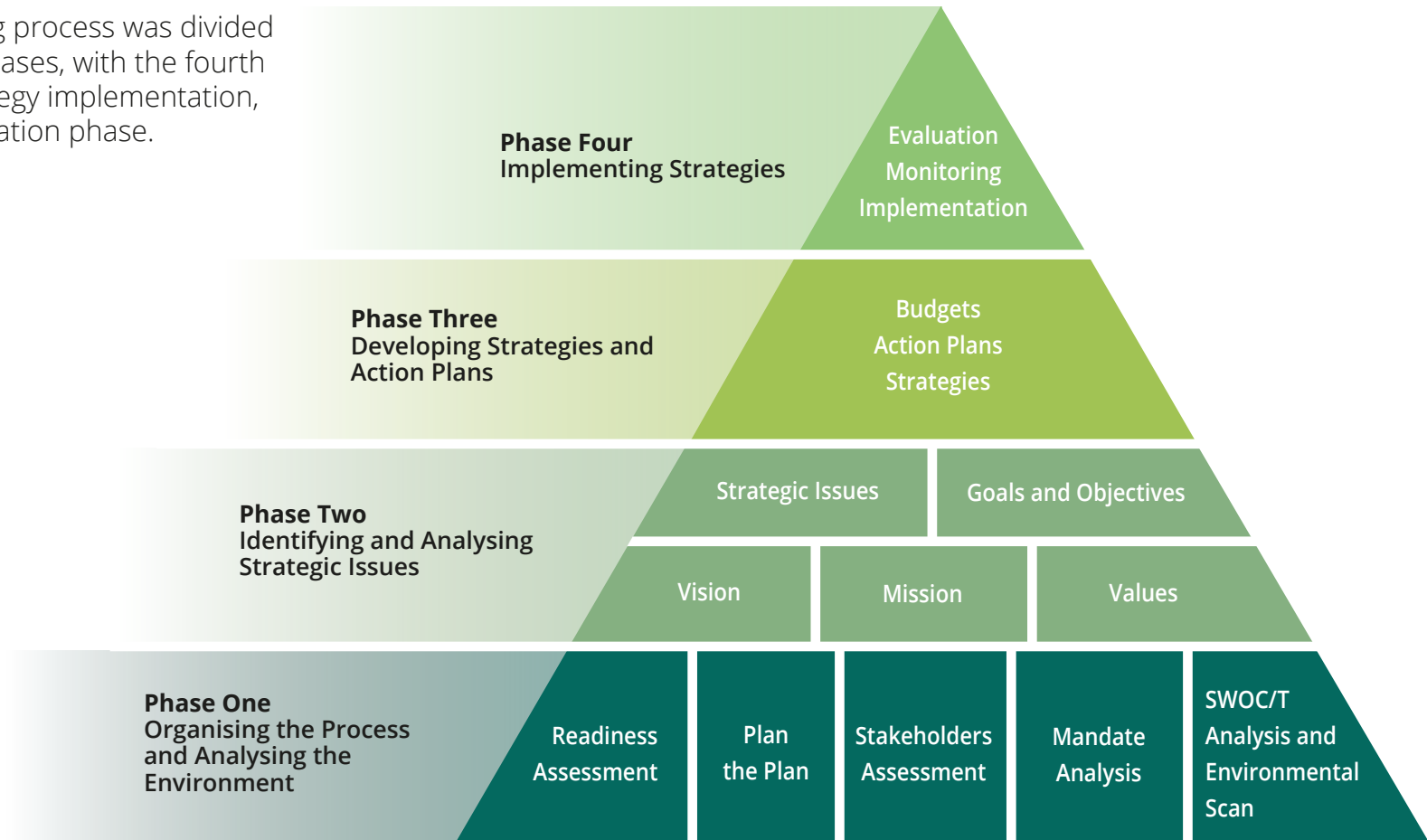
POTENTIAL

Strategic Planning Process



PEOPLE

The strategic planning process was divided into three iterative phases, with the fourth phase being the strategy implementation, monitoring and evaluation phase.



PARTNERSHIP

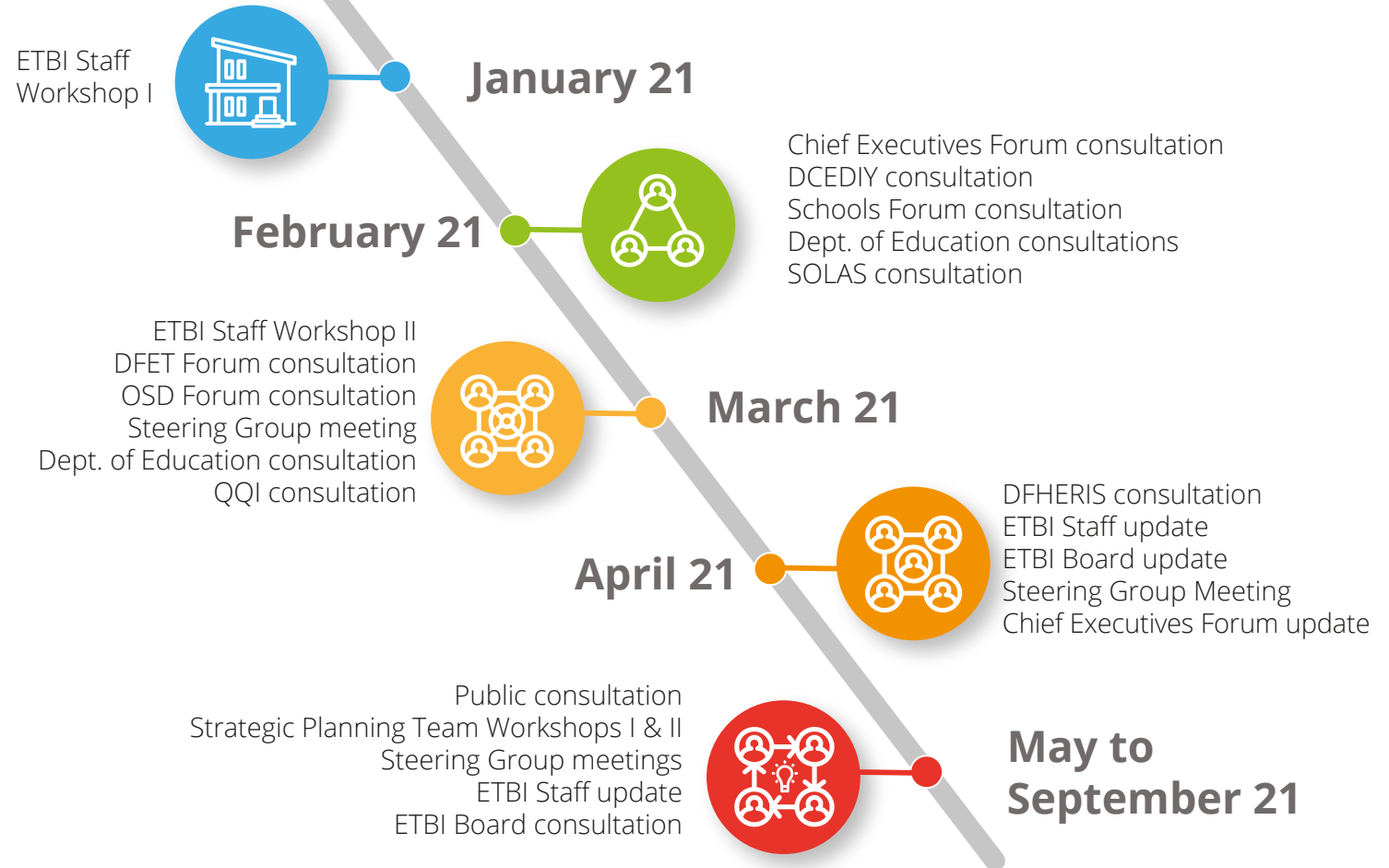
POTENTIAL

Strategy Consultation Process Timeline



As a member organisation, the member voice was captured, with contributions from all forums. A significant number of projects, delivered through ETBI to benefit the sector are funded by education, training, and youth work partners. Bilateral discussions with these partners provided insights into what was working well and the importance of building trust and strong relationships and the openness to future partnerships to achieve long term objectives.

During the public consultation, ETBI received 22 submissions via online surveys and 7 direct submissions by email from organisations. ETBI would like to thank all contributors for taking the time to provide feedback to inform the strategy.



Consultation Findings



PEOPLE

Conducting a strategic Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis with each of the member forums provided insights into the strategic issues facing ETBI, our strengths and weaknesses, and the opportunities and challenges for the sector scanning the internal and external environments.

INTERNAL FOCUS

- Our staff – and support services
- Our structures, forums, networks, groups
- Work on ETB core values and patronage
- Geographical spread, local communities
- ETBs are leaders in education and training
- ETBs are the largest provider of Irish medium education
- Relationships, collaboration
- ETB Shared Services

S

- Clarity of purpose - Vision and Mission
- Imbalance in funding, FET, Schools
- Central expertise versus building ETB capacity
- Communications, ETBI brand, representing
- Harnessing the strength of ETBI locally, nationally
- Data analysis, using data effectively
- Legacy and disparate systems, ease of reporting
- Services support to disadvantaged, and those with disabilities

W

EXTERNAL FOCUS

- Sustainability and the climate agenda
- To lead on policies, shaping the national debate
- Brand awareness ETBI/FET/Schools, reputation
- Change vocational mindset, CAO
- SOLAS – Future FET Strategic Framework
- Integration of the youth work function of ETBs
- ETBs as strategic partners, NDP, forward planning
- Shared services, addressing legacy system issues

O

- Alignment with Government priorities
- Splitting of departments, DFHERIS, DE
- Increasing the number of new and reconfigured schools
- Funding for ETBs, Schools, Organisational design
- Funding and approval of capital projects
- Training providers in competition with ETBs
- Legacy systems and processes

C

PARTNERSHIP

POTENTIAL

Opportunities and Challenges for ETBI



The main areas to be addressed emerging from the opportunities and challenges, harnessing our strengths, and addressing our weaknesses are outlined below.

Areas to be addressed - Opportunities

- Implement the FET Strategic Framework, NFQ Level 5/6 space.
- Quality accreditation, particularly in FET
- Further development of English and Irish medium schools
- Structure for ETBs, build capacity of staff in ETBs
- Business process re-engineering
- Communications - build a coherent ETBI brand, one voice, broad range of services provided by ETBs
- Representation and leadership role in education and training at national level, research focus
- Embed innovation across the sector
- Provide leadership on sustainability and climate action
- Enhance services support for disadvantaged

Areas to be addressed - Challenges

- Foster, nurture relationships with government departments to realise long term goals
- Increase the number of new and reconfigured ETB schools
- Future role of ETBs in Apprenticeship
- Coherence around organisational design for ETBs
- Establish recurrent funding model for ETBI

ETBI Strategy – At a Glance



PEOPLE

PARTNERSHIP

POTENTIAL



Vision & Mission



Mission

To lead and advance the continued development of education, training and youth work in Ireland.



Vision Statement

To harness our strength to influence and promote a strong education and training sector through collaboration and collective effort.

STRONGER TOGETHER, SPEAKING WITH ONE VOICE

ETBI Core Values



ETBI's five core values represent the core values of the ETB sector working collectively. Core values are like "branding" but on the inside. They help ETBI to make informed decisions and unify the culture. This will help ETBI hold ourselves accountable and others accountable in decision-making and in our engagement with partners and other stakeholders.

- **Excellence** includes excellence in education, training, and support. It is underpinned by the core values of care, respect, community, and equality. Excellence encompasses outcomes, experiences, and expectations of people involved.
- **Care** is about the welfare, wellbeing, and safety of all who are involved in education and training. It is exemplified in meaningful relationships, connectedness, and empathy, alongside support and solidarity.
- **Equality** is about treating everyone equally and recognising and celebrating the diversity of those involved in education, training, and youth work. It is exemplified in targeting resources on those who have need and prioritising a culture of inclusion.
- **Community** encompasses learners, their families, staff, and the local communities in which our services are based. It is about having shared vision, values and purpose, a sense of belonging, and a voice that is listened to. It is exemplified in productive collaboration, positive contributions, and effective communication amongst all stakeholders.
- **Respect** is about upholding the dignity, rights, and recognition of the identity and background of all those involved in education, training, and youth work. It is exemplified in relationships between all stakeholders, and decision-making that impacts positively on the rights, feelings, and aspirations of the diversity of people.

Strategic Pillars



Three themes emerged from the consultation process which form the pillars for the ETBI strategy which are People, Partnership and Potential.



People

Delivering for people and communities is at the heart of what we do, in areas such as workforce development, building capacity, being learner focused, supporting the provision of inclusive and accessible services.



Partnership

Collaborating and building strategic partnerships are key enablers for us, in areas such as Shared Services, Youth Work, Building & Planning, Teacher Education, Further Education and Training and Schools.



Potential

Education and Training Boards Ireland working towards a shared vision for the future in areas such as policy development, harnessing our strength and building the ETB brand.

Strategic Goals

People

Strategic Goal 1

Promote excellence in education and training, supporting learner/participant outcomes.

- 1.1. Develop a Patrons' Framework and roll out the Implementation Plan to be used in all ETB Schools, CNSs/Community Colleges.
- 1.2. Develop and implement a Patrons' Short Course (Junior Cycle) for use in ETB Community Colleges.
- 1.3. Develop and resource appropriate organisational and support structures to support teaching, learning, and training across the sector in Irish.
- 1.4. Provide opportunities for professional learning aimed at enhancing teaching and learning at primary and post-primary levels.
- 1.5. Develop a Learner Support Framework across ETB FET.
- 1.6. Actively promote the Youth Work National Quality Standards Framework (NQSF), to ensure that youth work organisations provide quality services
- 1.7. Provide capacity building supports to ETBs across a range of different activities relating to the roll-out and management of youth funding
- 1.8. Drive an innovation agenda to embed shared services and identify agile and effective work processes.
- 1.9. Build the capacity of ETBI, our ETB Leaders and communications officers to be effective, collaborative, and impactful communicators.

Strategic Goals

People



Strategic Goal 2

Invest in staff development to build professional capacity to lead and advance education, training, and youth work in Ireland.

- 2.1. Support school leaders and teachers in all CNSs/Community Colleges to deliver their Patrons' curricula.
- 2.2. Continue to strengthen high levels of expertise in multi-denominational and equality-based education across all ETBs through the implementation of the Patrons' Framework and supporting the roles of Ethos Coordinators, Ethos Professional Learning Communities and Ethos Leadership Teams across all ETBs.
- 2.3. Develop an integrated CPD strategy to provide targeted and relevant CPD opportunities that will continue to meet the needs of ETB staff in education, training, youth work and organisation support in terms of modern and adaptable skillsets.
- 2.4. Implement a system of performance management and development to set effective targets and develop capacity and adaptability across the ETBs.
- 2.5. Support delivery of services in the sector, both strategically and operationally in Building & Facilities management, Legal Services, HR & IR, ICT, Shared Services and ETB Governance.
- 2.6. Continue to develop and support effective work practices and systems to support ETBI staff, corporate governance, and the operational functions of ETBI.

Strategic Goals

Partnership



Strategic Goal 3

Foster a partnership approach, harnessing the strength of our forums and networks.

- 3.1. Explore professional accreditation opportunities for teachers/leaders, with third level institutions.
- 3.2. Collaborate with other relevant educational stakeholders (English and Irish medium) on shared interests including the Department of Education, Other management bodies, unions, principals' organisations, national parents' councils.
- 3.3. Develop effective, integrated, and self-sustaining forum, network, and group functions to establish shared understanding, collaboration, and sectoral cohesion, to build and grow knowledge in the sector.
- 3.4. Grow and develop positive relationships with government departments, partners, funding agencies and other third-party stakeholders, including the voluntary and community sector to influence policy and decision making over time, to realise long term goals.
- 3.5. Engage with partners and stakeholders to advance sustainable development initiatives.

Strategic Goals

Partnership



Strategic Goal 4

Invest in relationships with strategic partners and stakeholders at local, national and EU level.

- 4.1. Build strong relations and influence developments in Irish medium education.
- 4.2. Liaise with Initial Teacher Education (ITE) Colleges and Educate Together on the development of a Certificate in 'Ethical, Multi-Belief and Values Education' in all primary ITE colleges.
- 4.3. Explore models of school supports/innovative curricula offered by other educational institutions in Ireland and overseas.
- 4.4. Nurture and develop engagement with EU school support organisations.
- 4.5. Represent the ETB sector in negotiations with education, training, and youth work stakeholders including the DE, DFHERIS, DCEDIY and SOLAS on national policy development.
- 4.6. Foster and develop engagement with enterprise and European partners to underpin developments across ETB FET.
- 4.7. Provide insight and guidance to DCEDIY and ETBI on the performance of ETBs with respect to their youth work functions role and to advise on options to address matters arising.
- 4.8. Establish a cross directorate steering group to lead on sustainable development initiatives in collaboration with partners.
- 4.9. Work towards creation of cross-cutting departmental and inter-departmental structures with shared understanding of ETBs to promote understanding and appreciation of structures, functions, and systems of governance in ETBs.
- 4.10. Harness collaborative relationships with other organisations to enhance ETBI communications.

Strategic Goals

Potential



Strategic Goal 5 **Lead the strategic growth of the sector.**

- 5.1. Increase the number of CNSs/Community Colleges nationally by winning patronage competitions for new primary and post-primary schools as they arise by actively engaging in the reconfiguration process.
- 5.2. Provide responsive and proactive leadership to ensure representation in education, training, and youth work at national level.
- 5.3. Develop clear and coherent strategies for the development of education and training in the ETBs for the next ten years to include digital strategy and the development of support services through shared services, and centres of excellence.
- 5.4. Develop frameworks and structures to scaffold learner success.
- 5.5. Invest in innovative, agile, and responsive ETB FET learning environments.
- 5.6. Promote participation in new education and training projects in Ireland and/or in Europe.
- 5.7. Support the development of a partnership approach between ETBs and national Youth Organisations to promote and increase participation of young people in Youth Work programmes.
- 5.8. Support and foster the development and growth of a proactive leadership culture through engagement and training.
- 5.9. Develop an effective ETB governance framework that is fit for purpose and coherent.
- 5.10. Establish a centralised innovation hub for the ETB sector to review ETB business processes and areas of work which have the potential to be developed as shared resources and services and to identify new opportunities for the sector.

Strategic Goals

Potential

Strategic Goal 6

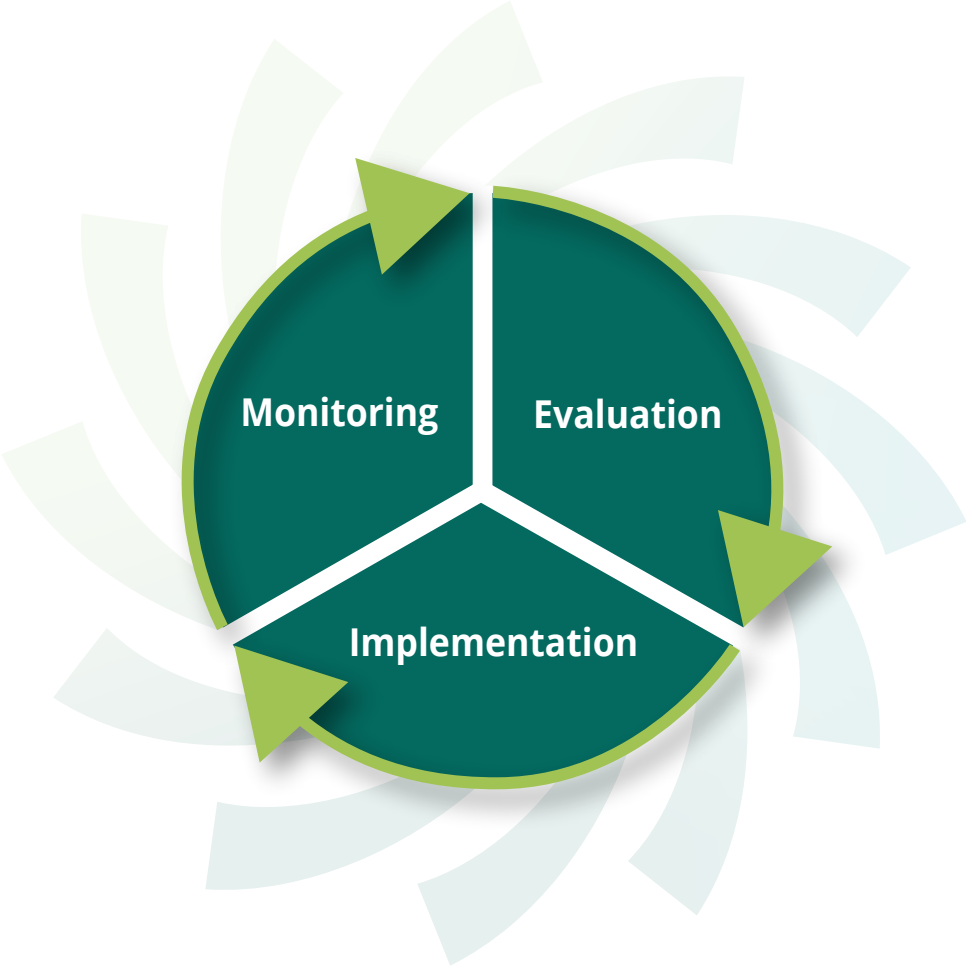
Improve the visibility, recognition and appeal of the ETB brand and the services provided to learners and participants.

- 6.1. Develop an ETBI communications strategy and implementation plan to develop a strong ETB brand nationally.
- 6.2. Ensure that stakeholders are aware and understand ETBI's role and strategic objectives for the next 3 years.
- 6.3. Increase awareness of CNS/Community College models and their Patrons' Curricula in ITE colleges.
- 6.4. Develop and implement a Schools specific Communications Strategy to increase public awareness of the ETB CNS/Community College models as the as the lead provider of multi-denominational, equality-based education in Ireland.
- 6.5. Work with ETBs in the provision of enhanced communications supports to ETB school leaders and BOMs.
- 6.6. Increase awareness of ETB FET learning opportunities, strategies, and campaigns.
- 6.7. Build ETB brand associations of high quality, agile, innovative and market led teaching, training, and learning.
- 6.8. To build the ETB Sector's profile as key influencer in the development of national education and training policy.
- 6.9. Improve the visibility, recognition and appeal of the ETB brand and the services it provides to learners with all stakeholders and communities.

ETBI Strategy Implementation

The ETBI Strategy Statement will be delivered through annual work plans.

Progress will be monitored and reported annually and will be evaluated as part of an iterative process of continuous improvement.



VISION

PEOPLE

MISSION

PARTNERSHIP

VALUES

POTENTIAL

Acronyms

| | |
|--------------------|--|
| BOM | Board of Management |
| CAO | Central Applications Office |
| CE/CEO | Chief Executive Officer |
| CNS | Community National School |
| CPD | Continuous Professional Development |
| DCEDIY | Department of Children, Equality, Disability, Integration and Youth |
| DE | Department of Education |
| DFHERIS | Department of Further and Higher Education, Research, Innovation and Science |
| ETBI | Education and Training Boards Ireland |
| ETB | Education and Training Board |
| EU | European Union |
| FAR | Finance Audit and Risk |
| FET | Further Education and Training |
| HR & IR | Human Resources & Industrial Relations |
| ICT | Information and Communication Technology |
| ITE | Initial Teacher Education |
| NDP | National Development Plan |
| NFQ | National Framework of Qualifications |
| NQSF | National Quality Standards Framework |
| OSD | Organisation Support and Development |
| QOI | Quality and Qualifications Ireland |
| SOLAS | An tSeirbhís Oideachais Leanúnaigh agus Scileanna |
| SPT | Strategic Planning Team |
| SWOC | Strengths, Weaknesses, Opportunities, Challenges |







etbi

Education and Training
Boards Ireland

*Boird Oideachais agus
Oiliúna Éireann*

Piper's Hill, Kilcullen Road
Naas, Co Kildare
W91K729

www.etbi.ie



Registered Charity Number (RCN): 20021092