

2025 - 2028







Introduction

ETBI has developed this Strategy Statement for 2025-2028. It builds on the achievements of our previous Strategy Statement (2020-2024) and lays out our ambition to increase the value ETBI adds to ETBs, our funders, and stakeholders. The new strategy articulates four goals for ETBI to guide how we represent and support ETBs, advance excellence and develop our organisation. These goals will be supported by our action plan and KPIs developed by each ETBI unit, so that we can measure the success of our actions. The Strategy will be enabled by effective **positioning**, a commitment to **performance** and **partnership**.



16 ETBs

Community **National** schools

Post Primary schools, special and hospital schools

250 | 500

Further **Education & Training** centres



Context

ETBI is the national representative body for the 16 ETBs. ETBs are responsible for delivering high quality, inclusive learning across more than 32 Community National schools, 250 Post Primary schools, special and hospital schools, 500 FET centres as well as Youth Work nationwide. This is the largest network of statutory education and training organisations in Ireland.

The education landscape in Ireland is constantly evolving and adapting to the changing needs of learners of all ages. ETBI strives to be at the centre of that evolution and brings the collective voice of ETBs to inform and support Irish education into the future with learners at the heart of everything we do.

Distinguishing Features

ETBI ETBs

Status Representative for ETBs with functions outlined in Education &

Training Boards Act 2013. ETBI is

also a Management body

Services ETBI delivers services to its

member ETBs

Policy ETBI advocates on behalf of its

member ETBs with policy makers and key stakeholders

Structure CLG, with 16 ETBs as members,
Directors, Council, FAR committee

with established CE, Reserve, Schools, FET and OSD Forums

Funding ETBI is funded via membership subscriptions, and funding from

DE, SOLAS, DCEDIY

Statutory bodies with functions outlined in Education & Training Boards Act 2013

ETBs deliver education and training to learners

ETBs set policy at local level, guided by relevant government departments, funding agencies and sectoral collaboration.

ETBs have Boards with Reserve and Executive functions, with three directorates and as ETBI members participate in ETBI sectoral Forums and networks

ETBs are funded DE, SOLAS and other funding agencies









Purpose

To represent and support Ireland's Education and Training Boards as the leading state providers of education, training and youth work in Ireland.

Vision

To enhance the capacity of Education and Training Boards to lead high quality and inclusive education and training.

Mission

To empower
Education and
Training Boards to
advance education
and training in Ireland
through strong
representation,
collaboration,
innovation and
supports.



ETBI Values

Excellence

We aim to do our best by staying professional, improving constantly, and being innovative. We focus on high-quality results, learning, developing skills, and working together successfully.

Care

We support and look out for each other, building positive relationships and focusing on well-being. By being empathetic, communicating openly, and working together, we create a welcoming and caring environment.

Equality

We treat everyone fairly, with respect and inclusivity. We provide equal opportunities, celebrate diversity, and work to remove bias, ensuring everyone feels valued and able to succeed.



Community

We create a strong community by encouraging teamwork, inclusion, and meaningful connections. With open communication and shared goals, we ensure everyone feels they belong and can contribute.

Respect

We treat everyone with respect, appreciating their dignity, views, and contributions. By being fair, understanding, and professional, we build trust and celebrate diversity.





Strategic Goals





Provide strong representation

We will advocate for ETBs to ensure their role and priorities are recognised, supported, and reflected in policies that benefit learners.



Advance excellence in education, training and youthwork

We will support ETBs to provide and promote high-quality, inclusive education and training for all ages.



Enhance provision of support services to ETBs

We will make ETBI's support, expertise, and guidance more efficient and effective.



Be ambitious to transform ETBI

We will grow as an organisation with strong governance, staff development, and a culture of excellence to support ETBs.

Reflection of Values in Strategic Goals



ETBI Strategic Goals



Provide strong representation



- Develop a strong collective position for the ETB sector to demonstrate the collective scale and impact of ETBs on high quality and inclusive education approaches.
- Build a consistent partnership approach with government, policy makers, ETBs, and other relevant partners to enhance and clarify ETBI's agreed role in policy development and roll out.
- Advocate for enhanced resourcing and support for ETBs while developing and promoting a unified ETB perspective on resourcing and operational needs to ensure effective delivery.
- Support the sector to adopt a strong leadership position on inclusive learning based on ETB expertise and innovation.

Advance excellence in education, training and youthwork



- Progress high quality and inclusive education, training and youth work by supporting the ongoing development of ETB provision.
- Support and collaborate on innovative approaches to drive targeted transformation in learning delivery.
- Facilitate increased knowledge sharing across ETBs by developing our networks and supporting collaboration and research on best practices.
- Align collaboration with agreed strategic objectives to strengthen sectoral impact and drive growth.

Enhance provision of support services to ETBs



- Review and refine ETBI support services and responsibilities to optimise resources and add value.
- Review and streamline Forums and Networks to support effectiveness and access to expertise.
- Align key areas with agreed ETBI strategic objectives to foster consistency of approach.
- Develop partnerships and collaborate with national programmes to build capacity within the sector.

Be ambitious to transform ETBI



- Enhance the organisational structure and corporate governance to ensure it is agile, responsive and accountable for delivering our ambition.
- Provide opportunities and supports that enhance capabilities, promote well-being, and inspire the growth, development of our employees, while fostering equality, diversity, and inclusion.
- Develop and execute a comprehensive communications strategy that aligns with the strategic goals.
- Enable growth by implementing a robust technology architecture with strong security and effective governance.

3 key Strategic Enablers

Positioning: ETBI will use data, academic and experiential research to inform strong, evidence-based positioning of the sector with funders and stakeholders.

Performance: ETBI will prioritise value for money, good governance and service delivery for the benefit of ETBs, our funders and stakeholders.

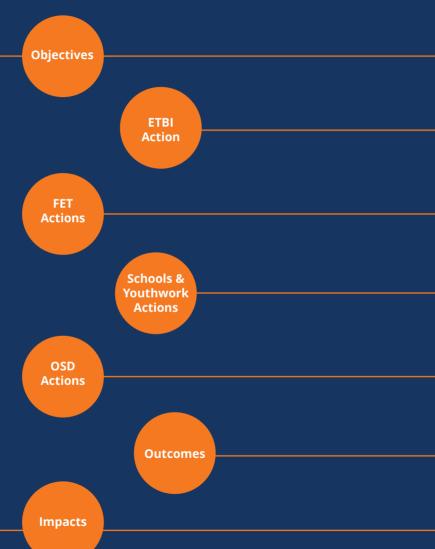
Partnership: We will work in partnership with our member ETBs, funders and other stakeholders to provide strong sectoral leadership and promote coherence and consistency.



Goal 1*

Provide strong representation

We will advocate for ETBs to ensure their role and priorities are recognised, supported, and reflected in policies that benefit learners



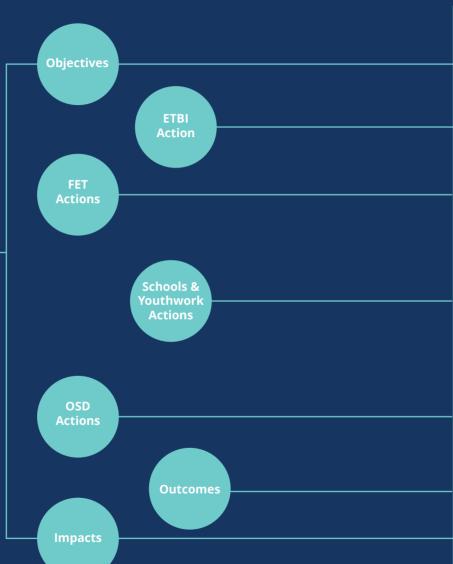
Position ETBs as a unified and influential voice in national education policy by advocating for their collective impact, priorities, and resourcing needs.	Build a consistent partnership approach with government, policy makers, ETBs, and other relevant partners to enhance and clarify ETBI's agreed role in policy development and roll out.	Advocate for enhanced resourcing and support for ETBs while developing and promoting a unified ETB perspective on resourcing and operational needs to ensure effective delivery.	Strengthen ETBI's leadership in aligning strategic direction, operational consistency, and inclusive education practices across the ETB sector.
Develop coherent and sectorally agreed approach to all ETBI events , policy and public affairs	Schedule of policy roundtables with all relevant stakeholders including deliverables, and report on outcomes and impacts.	Consult agree and publish public affairs strategy including coherent and consistent approach to National Education Convention, JOC and pre-budget submissions.	Develop ETBI's research capacity through partnerships with university, researchers, data and experiential research collection.
FET Conference	Schedule of FET policy roundtables and deliverables	Agree FET public affairs priorities with Sector.	Evidence-based submissions to DFHERIS
PP Conferences and events to address agreed post primary priorities CNS/ CSS Conference Youthwork Matters	Schedule of Schools and Youthwork policy roundtables and deliverables	Agree Schools & Youthwork public affairs priorities with ETB Sector.	Research and publish sectoral papers on curriculum and policy. Develop coherent and consistent approach to youthwork strategy and operations across ETBs.
Annual Congress ETB Day ESBS & Governance Events Annual Legal event for P&DPs Joint Forums	Schedule of OSD policy roundtables and deliverables	Agree OSD public affairs priorities with Sector including ETB Energy Bureau to support sector reaching energy targets.	Workforce planning and competency framework for admin and FET grades.
Agreed schedule of well- attended events. Positive feedback from attendees and stakeholders.	Agree schedule of policy roundtables and report on outcomes.	Agreed sectoral position on priorities and resources required to deliver for learners.	Approach to, and resourcing of, ETBI-led research agreed.
ETB sectoral events coherent, professional and relevant.	Coherent and consistent approach to policy across sector.	Government partners clear on ETB sectoral priorities.	ETBs have the research and data required to influence government partners.

^{*} ETBI Directorates will develop their own action plan and KPI's to progress each of the 4 Goals outlined on pages 26-33

Advance Goal 2

excellence in education, training and youthwork

We will work with ETBs and partners to provide and promote highquality, inclusive education and training for all ages



Progress high quality and inclusive education, training and youth work by supporting the ongoing development of ETB provision. Develop national frameworks and strategies to advance inclusion and excellence in education and training	Support and collaborate on innovative approaches to drive targeted transformation in learning delivery. Deliver workshops, webinars and support materials to drive innovation.	Facilitate increased knowledge sharing across ETBs by developing our networks and supporting collaboration and research on best practices. Support best practice networks and research.	Align collaboration with agreed strategic objectives to strengthen sectoral impact and drive growth. Ensure ETB groups and networks are aligned with national policy and agreed sectoral objectives.
Develop national frameworks and guidance for inclusive and excellent FET practices.	Facilitate sector wide innovation workshops on digital & green FET	Promote digital library and measure impact.	FET groups aligned with national FET objectives and report on outcomes.
Engage with DE to progress reconfiguration and parental access to multi-d education. Develop national framework for recognition of multi-belief and values programmes. Deliver Special Schools operational framework.	Lead research and professional learning across PP schools to drive innovation in education practices. Use a variety of methodologies and media, including webinars, artefacts, support materials, masterclasses, workshops, showcase events to facilitate innovation in key areas.	Facilitate surveys/ research/ focus groups of ETB PP schools to identify issues and inform policy. Sustain and support relevant networks as a mechanism for knowledge sharing. Establish national professional ethos learning network for all ETB schools. Establish CSS P&DP Network.	Align PP groups with national DEY objectives and report on outcomes Support dev of National Therapy Service and SNA workplace development plan. Align with National Strategy for Youthwork are report on actions.
Support delivery of education transformation though engagement in DEY/ESBS initiatives	Develop sectoral approach to Al deployment Establish cross functional groups to support new policy and systems	Support modernisation and reform agenda with annual survey to identify specific training initiatives e.g. eTenders and CPD	Support ESBS objectives including Procurement and Major Operations Strategies. Deliver collaborative ETB Communications campaigns.
Suite of frameworks and guidance to support ETB delivery of best-practice services.	ETBs supported in key areas of sustainability, Al and best in class service delivery.	Schedule of CPD and resources to support best practice.	ETBI networks and groups aligned with funder objectives and sectoral priorities.
ETB Sector promoted as leaders in excellence and inclusion.	ETBI viewed as key partner and hub for ETBs wishing to innovate.	ETBs feel connected and informed.	Government partners note coherent and consistent approach.

ETBI STRATEGY 2025 - 2028 Objectives Enhance provision of support services to ETBs Goal 3 We will make ETBI's support, expertise, and guidance more efficient and effective.

Impacts

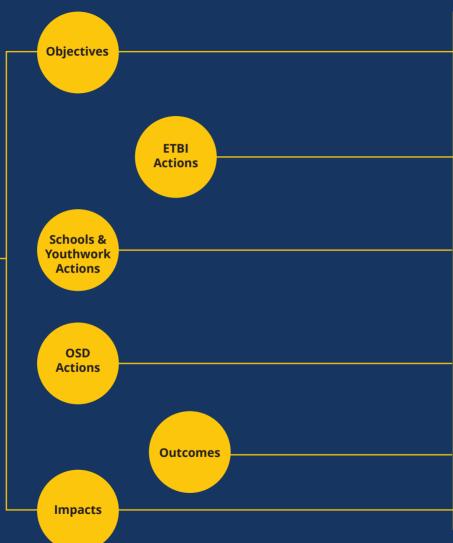
Review and refine the support services provided to ETBs to align and optimise resources and add value.	Review and streamline Forums and Networks to support effectiveness, access to expertise, and to build coherence and consistency across the sector.	Align key areas with agreed strategic objectives to foster consistency of approach.	Develop partnerships and collaborate with national programmes to build capacity within the sector.
Conduct needs analysis of FET requirements.	Review all ETBI FET-related Forums and groups.	Map ETBI FET workplan to national & strategic goals.	Report on all collaborative initiatives.
Survey all relevant ETB PP stakeholders on key priorities to inform direction and priorities. Agree 5-year strategic plan and resources to support next phase of ETBI Patron's Framework & IMBVE Curriculum.	Revise TOR for new Patronage Task Group Actively engage in DEY review of REALT and develop its potential in other key areas. Review PP Networks and groups and their priorities Evaluate Youth services structures and agree changes. Review supports to Community Special School leaders	Map identified PP priorities to national strategic goals across all areas	Continue to develop partnerships and collaborate with all key PP stakeholder groups to build sectoral capacity. Focus on DEIS and SEN, including Holiday Hunger Pilot.
Development of OSD groups and Sharepoint Hub including document review mechanism. Deliver quarterly ESBS-ETBI comms update on all projects	Develop agreed approach to quarterly ETBI briefings to joint Director Forums.	Deliver Buildings & Procurement Frameworks, Climate Action Initiatives and Cyber Security standards	Schedule of best practice collaborative workshops with ESBS & DEY and SOPs on finance, payroll, pension, T&S & projects.
Data-driven and transparent approach to our communications.	ETBI networks groups and forums operate with greater transparency and efficiency.	ETBI services and initiatives clearly aligned with national and strategic goals.	Sector is more connected internally and externally at operational and strategic level.
ETBs are clear on agreed ETBI priorities.	Greater coherence and consistency across sector.	Government partners and stake-holders clear on sectoral priorities	Sector viewed as valued education and training partner by stakeholders

ETBI STRATEGY 2025 - 2028

Goal 4

Be ambitious to transform ETBI

We will grow as an organisation with strong governance, staff development, and a culture of excellence to support ETBs.



Enhance the organisational structure and corporate governance to ensure it is agile, responsive and accountable for delivering our ambition.	Provide opportunities and supports that enhance capabilities, promote wellbeing, and inspire the growth, development of our employees, while fostering equality, diversity, and inclusion.	Develop and execute a comprehensive communications strategy that aligns with the strategic goals.	Enable growth by implementing a robust technology architecture with strong security and effective governance.
Develop governance guidelines for ETBI-led FET structures and groups.	Provide and measure CPD opportunities for ETBI FET staff to support policy & coordination.	Development and launch of FET-specific Communications strategy.	Develop data governance, digital systems library and FET information systems to support ETBI and ETB FET.
Deliver BOM webinars and resources and report on impacts. Engage with ETB sector and schools to inform ETBI practices.	Identify, promote and measure CPD opportunities for ETBI Schools staff to support strategic objectives.	Initiatives to deliver increased awareness of CNS model Promote PP initiatives and events Promote Youth work initiatives, events in line with Opportunities for Youth Strategy objectives.	Explore existing digital architecture to enhance access for schools. Deliver webinars and digital assets that support our networks and strategic objectives
Engage with our funders (DEY, DFHERIS, SOLAS) to align ETBI governance, structure and strategies with their priorities. Deliver training to ETB Boards on governance, finance, audit and risk via blended learning programmes.	and finalise EDI Plan and establish metrics to measure inclusion.	Provide advisory for ETBI internal communications Comms supports to improve stakeholder engagement and communications	Enhance ETBI technology architecture by integrating scalable solutions, strengthening cybersecurity controls and embedding governance practices that align with ISO 27001 ISMS
Schedule of governance initiatives and events published.	Schedule of ETBI CPD and employee engagement initiatives published.	Communications Strategy agreed with and supported by CE Forum.	Improved ICT governance, security and resources.
Risk reduction in, and reputation enhancement of, ETB Sector.	Greater staff skills and engagement reported through PMDS.	Targeted and measurable communications.	Risk reduction.







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

www.etbi.ie

- (a) @etbi_ireland
- **f** @Education & Training Boards Ireland
- (in) @Education and Training Boards Ireland

Registered Charity Number (RCN) 20206586