



City of Dublin Education and Training Board

**EDUCATION, TRAINING and YOUTH SERVICES
STRATEGY**

2015-2020

January 2015

SECTION 1.

OUR MISSION

Is to provide professional high quality education and training services for people in Dublin City that contributes both to the personal development of the individual as well as to the overall social, economic and cultural development of the city – think people, think service, think Dublin City.

OUR VISION

Is

- to continue to develop and provide inclusive, professional, high quality education, training and youth services in Dublin City.
- to deliver programmes that provide suitable qualifications for, and progression routes into more advanced education courses, training programmes and employment.
- to be recognised as a primary provider of such courses and programmes in Dublin City.
- to develop a comprehensive youth service in Dublin City.
- to have in existence a well-managed, efficient and fully accountable national awarding authority for student grants.

OUR BELIEF

Our core belief is that every person has a right to access education and training development opportunities that will enable them to achieve their potential. For the individual to achieve that right we believe that it is necessary for us as a service provider to be:

Inclusive: we are available and open to all who can benefit from and who come within the legislative scope of our services

Respectful: we respect the right to equal treatment for all persons availing of our services

Courteous: we ask our staff to treat all people, availing of our services, with dignity and courtesy and to ensure that their privacy is respected at all times

Responsive: we are responsive to the changing needs of society especially the needs of people who are socially disadvantaged and/or unemployed

Enabling: we provide opportunities to enable people achieve their education and training potential and for them to progress further in their education, training, personal development and/or into employment

OUR COMMITMENTS

We commit to:

- promoting professional excellence in teaching and training, and quality outcomes in learning
- promoting professional excellence in our education and training support services and in our administration
- promoting professional excellence and quality outcomes in youth work services
- delivering education, training and youth services that are inclusive, multi-denominational, and bound by an appropriate relationship of care and respect
- embracing individuality and diversity
- advocating civic, social, community and global responsibilities
- advocating student, staff, parent, and community participation in CDETБ education, training and youth services
- promoting the five national outcomes for children and young people as set out in the Government’s national policy framework for children and young people 2014 - 2020¹
- promoting professional excellence in processing and delivering student grants through Student Universal Support Ireland (SUSI)

OUR ROLE

We have a number of key roles derived from the Education and Training Boards Act 2013.

Our Key Roles

- Establish and maintain recognised schools, further education colleges, centres for education, and education and training units and facilities in Dublin City
- Plan, provide, coordinate and review the provision of education and training, including education and training for the purpose of employment in services maintained by CDETБ as well as other public bodies in Dublin City
- Provide support services to other education and training providers
- Support the provision, coordination, administration and assessment of youth work services in Dublin City

We also have been given additional key roles at national level under the Student Support Act 2011.

¹ See “BETTER OUTCOMES BRIGHTER FUTURES The national policy framework for children and young people 2014 - 2020” published by The Stationary Office for the Department of Children and Youth Affairs.

Our Key Roles

- Carry out the functions of an awarding authority
- Make decisions on grant applications
- Make decisions on awarding grants, appeals, inquiries, change of circumstances, recovery of debt
- Facilitate necessary engagement with the Student Grants Appeals Board

OUTCOMES OF OUR WORK

Through our work in the next five years and in response to our establishment as an Education and Training Board we will

- renew and promote our vision and belief based on a commitment to providing professional high quality education, training and youth services, particularly to those most in need, and ensure that this vision and belief is known and understood by our staff, learners and stakeholders
- co-ordinate our education, training and youth services in order to meet the needs of the people we serve in a more efficient manner
- encourage and accommodate innovation and development in our education, training and youth services
- create clear and transparent progression pathways for our learners into employment and/or into more advanced education and training programmes
- support the implementation of the five national outcomes for children in Dublin City
- undertake and support research and development initiatives and share findings and learning to assist the development of policy and practice in our education, training and youth services
- develop effective consultation processes with staff, learners and stakeholders
- support the professional development of all our staff

- inform and influence the development of national policy and practice in education, training and youth services
- engage with other organisations in co-ordinating education, training and youth services that address educational disadvantage, access, social inclusion and employment
- improve accountability and responsibility at all levels within the organisation
- provide data and statistics required for effective planning and funding purposes
- seek to obtain the required level of resources necessary to achieve the delivery objectives of our education, training and youth services
- use our resources in an efficient and effective manner
- have an efficient and effective awarding body (SUSI) and processes in place for delivering student grants nationally

SECTION 2.

OUR STUDENTS/ LEARNERS

Mainstream second level students:

These students complete the Junior Certificate and progress to complete the Leaving Certificate (established), Leaving Certificate Vocational or the Leaving Certificate Applied in our second level schools

Further Education and Training learners

These fall into four broad categories. These categories are not mutually exclusive and act only as a general guide:

- Foundation Learners
- Progression Learners
- Vocational Learners
- Specific Skills Learners

Foundation learners (Pre-vocational): These learners are usually unemployed early school leavers or persons holding less than upper secondary qualifications with poor levels of literacy, numeracy and IT skills. These are typically people for whom we would provide an education programme pitched between Levels 1 – 3 on the National Framework of Qualifications (NFQ). We also include ESOL learners and those on specific programmes targeted at addressing social inclusion here.

Progression learners (NQF level 4) This group of learners are typically those who have completed less than upper second level education but do not have major literacy and numeracy issues. The objective here is to provide appropriate programmes at Level 4 to enable a progression route to vocational courses at level 5.

Vocational learners (Level 5 and 6) The majority of these learners (70%) have achieved upper secondary qualifications and have come straight from school, opting for a Post Leaving Certificate/Further Education course at NFQ Levels 5/6 rather than a higher education course or employment following the completion of the Leaving Certificate. The majority of these programmes lead directly to entry to Higher Education courses or employment.

Specific skills learners. These learners are engaged in up-skilling programmes in the work place or undertaking apprenticeship training with an employer.

OUR STAKEHOLDERS

We work with stakeholders in all sectors of education and training: students/learners, parents/guardians, Government Departments, Education Institutions, State Agencies and funding bodies, regulatory bodies, professional bodies, sectoral and representative bodies.

SECTION 3.

Goal: Provide appropriately recognised and quality assured programmes and courses

City of Dublin Education and Training Board will provide and deliver an education, training and youth service to people in Dublin City that is appropriately recognised and quality assured

Strategic Approaches

- *Review the range of programmes and courses that we offer to ensure that they lead to appropriate awards within or aligned to the National Framework of Qualifications*
- *Ensure that appropriate school planning and school self-evaluation procedures are implemented in all of our mainstream second level schools*
- *Ensure that Quality Assurance procedures are implemented in all of our education and training programmes as appropriate*
- *Continue to support the development and implementation of the National Quality Standards Framework for the youth sector*
- *Continue to implement and actively participate in the Youthreach Quality Framework*
- *Prepare our schools/colleges/centres for external inspections, advisory visits, and quality assurance monitoring visits and for the implementation of the outcomes of such inspections/visits*
- *Establish a CDETB Quality Assurance Unit to ensure consistency and conformity to required standards in relation to Quality Assurance in all schools/colleges/centres*
- *Support inclusive/differentiated teaching and learning practice in our schools/colleges/centres*
- *Support and develop quality assurance continuing professional development strategies for management and teaching staff*
- *Provide mechanisms to facilitate students/learners in actively planning and reviewing their learning*

Goal: Promote and support education and training innovation, creativity and change

City of Dublin Education and Training Board will promote and support the development of innovative and creative responses to the learning needs of young people and adults.

Strategic Approaches

- *Manage and plan for changing demographics in the City and the impact this will have on our services*
- *Be responsive to the opportunities and challenges of an increasingly intercultural society*
- *Review and encourage the development of strategies designed to meet the needs of Special Educational Needs students/learners*
- *Review and encourage the development of strategies designed to encourage positive learning*
- *Review and develop strategies to encourage engagement in educational activities for the personal, social and cultural development of the individual and the community.*
- *Review and encourage the development of strategies to meet the challenges faced by students transferring from the Primary school system into our second level schools/colleges*
- *Continue to provide a programme of continuous professional development for our staff to support the full implementation, development, and engagement with Moodle and other CDET B approved virtual learning platforms*
- *Review and develop the provision of further education and training programmes and courses across the City*
- *Review and develop the CDET B Education Service to Prisons*
- *Promote flexible learning opportunities (e.g. online, blended, semesterised and evening provision)*
- *Research and explore the concept of Centres of Excellence at further education and training level*

- *Identify and seek funding to research, provide and develop work-based learning opportunities*
- *In collaboration with SOLAS identify and provide education and training programmes required for skills development towards future employment*
- *Through the CDETB Future Skills Office identify the needs of business and the labour market and provide education and training programmes to meet these specific needs*
- *Review the role and function of the City of Dublin Education and Training Board Curriculum Development Unit*
- *Develop and implement specific policies in relation to Literacy and Numeracy development across each of the CDETB education and training services/ programmes*
- *Develop fields of learning/subject networks for staff*
- *Support the development and implementation of E-learning in our schools/colleges/centres*
- *Review the development and implementation of the Creative Arts in our schools/colleges/centres*
- *Produce guidelines and procedures to address changing legislative requirements*
- *Support the co-ordination of youth work services with the educational services and other appropriate services to young people in the Dublin City area*
- *Develop and support innovative youth work programmes that address the needs of marginalised young people in the city*
- *Review, develop and support youth work services that support students who are marginalised within or in danger of dropping out of the mainstream education system.*

Goal: Develop productive partnerships

City of Dublin Education and Training Board will seek to develop and enhance existing partnerships and to forge new alliances with relevant agencies at local, community, national and international level that will best help meet and improve identified education, training and youth service needs in Dublin City.

Strategic Approaches

- *Review and amend as appropriate our partnership protocols and procedures*
- *Review the development of learning (student) councils in each of our schools/colleges/centres*
- *Develop a City of Dublin Education and Training Board Parents Representative Body*
- *Continue to seek funding and support from philanthropic organisations to review and improve services to our students/learners*
- *Continue to develop effective relationships with employers, employer organisations and other relevant organisations, both at home and abroad to provide meaningful work experience to our student/learners*
- *Work with other relevant organisations to provide continuous professional development programmes for our staff*
- *Develop effective relationships with other relevant statutory and voluntary youth and community organisations to ensure the continued development of quality youth service policy and practice*
- *Work in close partnership with Dublin City Council*
- *Work in close partnership with the Department of Education and Skills, Department of Children and Youth Affairs, Department of Social Protection, TUSLA, SOLAS, QQI and ETBI*
- *Work in close partnership with the TUI, ASTI and The Group of Unions and other relevant unions to enhance the services of the City of Dublin Education and Training Board*
- *Build and develop partnerships with organisations and unions involved in primary education*

- *Build and develop partnerships with organisations in Northern Ireland*
- *Continue the development of the International Projects Desk*
- *Continue to build and develop partnerships through European Union programmes and other international programmes*
- *Develop and maintain a range of partnerships to support the role of youth work both within the local Dublin City community and nationally*
- *Work in close partnership with the Dublin City Children's Services Committee to promote and implement the five national outcomes for children and young people*
- *Build and develop partnerships with organisations committed to the promotion and implementation of the creative arts*

Goal: Manage the development of the City of Dublin Education and Training Board

CDETb will manage the development of the CDETb and ensure that effective organisation structures are put in place to facilitate purposeful integration and linking of its services and activities.

Strategic Approaches

- *Develop a five year strategy for the CDETb*
- *Prepare a training programme for members of the newly formed Board*
- *Review and develop guidelines and put in place a training programme for school/college/centres Boards of Management and other Board Sub-Committees*
- *Review the overall structure and procedures of the organisation (education, training, youth service, administrative, financial, IT, HR) in the context of the development of CDETb*
- *Review accountability and responsibility at all levels in the organisation within the context of the formation of CDETb*
- *Review our current set of Human Resources policies and procedures*
- *In the context of the experience gained by forming an ETB, inform national education and training policy and practice*
- *Establish structures to increase knowledge and understanding of and between the various services and sections of the organisation*
- *Integrate and link City of Dublin Education and Training Board services on a variety of functional basis's within the city*
- *Develop greater access, transfer and progression structures and arrangements both within the scheme and out of the scheme, to Higher Education and employment in particular, for all our students/learners*
- *Review and develop structures and processes that will enhance and improve the corporate capacity and effectiveness of the whole organisation*

Goal: Develop effective communication strategies

City of Dublin Education and Training Board will develop and improve its communication systems and procedures so that information is delivered and received in an effective and efficient manner to the students/learners it services, to its staff, to government departments, to SOLAS and to the wider public.

Strategic Approaches

- *Establish a Communications and Media Unit to develop and implement a proactive communications policy*
- *Manage the City of Dublin Education and Training Board corporate identity in the context of the establishment of the CDET B*
- *Audit and review all City of Dublin Education and Training Board communication mechanisms*
- *Make greater use of social media technology to promote the organisation*
- *Prepare and submit an annual report to the Minister for Education and Skills*
- *Review the City of Dublin Education and Training Board Web Site*
- *Review and develop the City of Dublin Education and Training Board Intranet*
- *Develop specific guidance and support materials in relation to the different services offered by the City of Dublin Education and Training Board*
- *Identify and prepare publications in Plain English and in a variety of accessible formats for students and parents in relation to City of Dublin Education and Training Board services and procedures*
- *Monitor the implementation and review of the existing City of Dublin Education and Training Board Customer Service Plan*
- *Review and develop the CDET B Newsletter*

- *Install Moodle as the preferred virtual learning platform in schools/colleges/centres and use this as one of our primary communications tools*
- *Revise, identify and prepare a set of publications to meet the needs of staff e.g. staff handbook, policies handbook*
- *Review and develop City of Dublin Education and Training Board publicity and advertising campaigns*
- *Inform students/learners before entering our programmes of the nature of the award available through the programme, the assessment procedures required to achieve that award, the awarding body that is to make the award and the progression arrangements associated with the award.*
- *Through the CDU provide curriculum development and continuous professional development information*
- *Explore the possibility of organising an annual staff consultation event.*

Goal: Improve resource planning, training and support systems, and the working and learning environment

City of Dublin Education and Training Board will continue to develop structures and processes that will enhance and improve, the training opportunities available to staff, the support structures available to staff and students/learners, and the environment they work and learn in.

Strategic Approaches

- *Operate to highest standards of corporate governance*
- *Monitor and develop the services offered by Head Office to staff and students/learners*
- *Implement the CDET B Continuous Professional Development Policy (2014)*
- *Develop and make available ePortfolio for staff*
- *Improve and develop the Staff Welfare Scheme*
- *Develop a strategy to support the professional development of the Board and its associated Committees*
- *Develop a strategy to support the professional development of the CDET B Boards of Management in its schools/colleges/services*
- *Maintain, support and develop the CDET B Psychological service to our students/learners*
- *Support the development of the Sports and Cultural Council so that students/learners and staff play an active part in the sport and cultural life of the service*
- *Establish and support the development of a comprehensive Student Support Service*
- *Review and develop the Young Carers service in our second level schools*
- *Implement and develop the CDET B Do-IT Profiler as a tool to effectively measure the needs and progression of our students/learners*

- *Develop Moodle as a means of improving our planning, training and support systems*
- *Introduce a Performance Management and Development System (PMDS) across the organisation, in line with national guidelines*
- *Design and deliver specific training programmes to meet the needs identified through PMDS*
- *Develop a comprehensive information and guidance service for all our students/learners*
- *Develop group programmes and a range of preventative and pro-active strategies to promote the positive mental health of students/learners through the City of Dublin Education and Training Board Psychological Service*
- *Develop our information technology systems to support City of Dublin Education and Training Board activities at all levels*
- *Ensure the continuing development of effective and efficient internal structures, systems and procedures to further the CDYSB's mission and meet its statutory requirements and obligations*
- *Design, deliver and evaluate training opportunities for youth workers and volunteers*
- *Continuously audit and review the fabric of our buildings with the aim of improving these to the highest standards that our resources will permit*
- *Ensure, within the resources provided, that each of our buildings are appropriate to and meet the needs of the particular service provided*
- *Maximise the use of our facilities.*
- *Undertake regular health and safety audits in all our premises and provide training for staff in health and safety standards*
- *Ensure that child protection policies and procedures are fully implemented*
- *Develop programmes and resources that support continuous professional development*

- *Develop the Outdoor Education Support Service to monitor and maintain a register of suitably qualified OE teachers/instructors, to develop an appropriate set of OE policies and to provide and facilitate OE programmes and events for our students/learners.*

Goal: Undertake ongoing planning and review

City of Dublin Education and Training Board is committed to developing a process of ongoing planning and review that will contribute to improved education, training, and youth service experiences for students/learners and the improved development of the service and activities it provides.

Strategic Approaches

- *Review and evaluate the implementation and effectiveness of our Education and Training Strategy on an annual basis*
- *Support the development, implementation and monitoring of effective planning structures and procedures in schools/colleges/centres*
- *Support the development, implementation and monitoring of scheme-wide education, training and youth work policies*
- *Develop mechanisms for gathering comprehensive and reliable data on the services and activities we provide*
- *Where appropriate set and monitor both quantitative and qualitative targets and indicators of progress*
- *Publish position papers and reports arising from evaluations and research*
- *Review the flexibility of our education and training provision, our service and our venues on an ongoing basis*
- *Review and analyse the current range of programmes and services and identify any gaps and issues that arise*
- *Undertake commissioned research related to City of Dublin Education and Training Board services and activities*
- *Encourage and support research and development initiatives relevant to the development of our services*

Goal: Provide and deliver the national student grants service - Student Universal Support Ireland (SUSI)

City of Dublin Education and Training Board is committed to developing the national student grants service (SUSI)

Strategic Approaches

- *Carry out the functions of an awarding authority including making decisions on grant applications and awarding grants, appeals, inquiries, change of circumstances, recovery of debt and facilitate necessary engagement with the Student Grants Appeals Board*
- *Implement the prescribed terms and conditions of the Student Support Act, the Student Grant Scheme, the Student Support Regulations and any related policies and directions issued from time to time by the Minister for Education and Skills*
- *Implement policy and operational change and deliver agreed reforms and efficiencies and honour agreed service levels*
- *Manage the annual application process and grant cycle on time each year through well-defined, efficient, streamlined, transparent and effective business processes*
- *Process applications and establish a student's provisional entitlement to grant assistance in advance of the student being offered a place on an approved course and make on-time payment of grants by EFT to eligible students*
- *Provide clear, accurate, concise and timely information, advice and guidance to students and other stakeholders*
- *Maintain a single website on all aspects of the Student Grant Scheme*
- *Provide a customer-centred service and monitor levels of customer satisfaction at all stages of the grant enquiry, application and appeal process*
- *Provide management, financial, profile and other data or information required by the Department of Education and Skills to assess, plan and develop policy*