

Annual Report

2024

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Chief Executive's Foreword



The City of Dublin Education and Training Board is proud to present the Annual Report for 2024.

This annual report highlights our accomplishments and reflects the progress made across our schools, centres, and services throughout the year.

2024 saw the official opening of An Cosán Community Special School. In further developments, it was announced this year that a permanent building for An Cosán Community Special School will be included in the proposed Whitehall campus, which is the state's largest ever multi-school campus. City of Dublin ETB, as the state provider of co- educational, multi denominational education, is delighted to be at the forefront of this exciting new landmark development.

A major step forward in the consolidation of all FET provisions was the development of the City of Dublin FET College, with ten faculties across our campus locations in the city. This advancement will help us to deliver high quality FET options to meet the changing needs of people and society in Dublin City and confirm our commitment to deliver one FET Service with the Learner Journey at the Centre. We also successfully applied for and won the AHEAD Organisational John Kelly Award for UDL in Collaboration Excellence at the October ceremony, showcasing the City of Dublin ETB's commitment to universal design and inclusion.

In 2024 SUSI was awarded gold certification in NSAI's Excellence through People scheme for the second year running. It was also a significant year for SUSI in collaborating with both the CSO and the HEA to deliver important new pieces of research in the area of student supports.

Our Youth Services continued their work of innovation, an example of which was where 250 young people attended the City of Dublin Youth Voices Event on 13th of February for a roundtable with policy makers, sharing best practice and launched a video.

A major development in terms of organisation and system change happened in 2024 with the successful implementation of the City of Dublin ETB Finance Consolidation Project. We went live with a new Purchase to Pay (P2P) and updated Finance Management System SUN V6.4 from 1st January 2024. The successful implementation of P2P and SUN upgrade has now moved to Business as Usual and is fully embedded in the organisation.

City of Dublin ETB was proud to work in partnership with the 15 other ETBs nationwide and Education and Training Boards Ireland (ETBI) to highlight the five priorities for the ETB sector in the lead-up to the 2024 general election, as part of the national #SupportYourLocalETB campaign, calling on candidates across the city to commit to supporting our work, if they were elected.

This year marked the formation of our new City of Dublin ETB Board, whose invaluable support and commitment ensures we provide the highest quality provision across the breadth of our services. Finally, I want to commend the dedication and professionalism of the entire City of Dublin ETB staff, who work tirelessly to meet the evolving needs of the people of Dublin City.

Dr. Christy Duffy
Chief Executive

Chairperson's Message



In 2024, the City of Dublin ETB continued to deliver a wide range of education and training programmes, services, and supports for children, young people, and adults across Dublin City.

In 2024, the City of Dublin ETB continued to deliver a wide range of education and training programmes, services, and supports for children, young people, and adults across Dublin City. I want to acknowledge and commend all staff and learners for their hard work and dedication throughout the year.

Staff members have effectively embraced diverse technological communication methods, enhancing teaching and learning experiences. This innovation has fostered strong collaboration across all areas of the ETB, supported by the invaluable efforts of administration, IT, finance, and maintenance teams. I extend my congratulations to everyone involved for their commitment and achievements.

The continued implementation of our Statement of Strategy 2023-2025 has been a key focus. Working closely with the Chief Executive, Senior Leadership Team, and my Board colleagues has been both rewarding and essential in driving this strategy forward.

The vital work of the City of Dublin ETB Board and committees also remained strong in 2024. As Chairperson, I want to express my gratitude to my fellow Board members for their dedication and guidance. We look forward to continuing our work together to support City of Dublin ETB in 2025.

Cllr. Keith Connolly
Chairperson

The background is a deep blue with a dense field of bright blue, glowing particles or dust. Overlaid on this are several large, semi-transparent, curved lines in shades of light blue and white, creating a sense of motion and depth. The text is centered in the upper half of the image.

Board Statement

01

Board Statement

City of Dublin Education and Training Board 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 Dublin City and Dublin City Council local authority areas.

City of Dublin Education and Training Board complies with the Code of Practice for Governance of Education and Training Boards, Department of Education and Skills Circular 0002/2019 to November 24th 2024, and the Code of Practice for Governance of Education and Training Boards 2024, Department of Education and Skills Circular Letter 0083/2024 from November 25th 2024 onwards. The purpose of the code is to ensure that the principles of good governance and management are applied by City of Dublin Education and Training Board.

Functions of the ETB Board

Decisions taken by the Board are reserved functions and are set out in Section 12 (2) of the Education and Training Board Act 2013 and in Circulars 0002/2019 and 0083/2024 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 Board Act 2013.

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 2024 the Board approved the following documentation:

- Adoption of the Annual Report.
- Financial Statements.
- Adoption of the Service Plan.
- Authorised attendance of members at conferences.
- Approved the acquisition, holding and disposal of land or interest in accordance with DE regulations.
- Ensured accurate records were kept of meetings and decisions.

Membership of the Board (December 2024)

Dublin City Council Representatives		Staff Representatives	
Cllr. Keith Connolly (Chair)		Ms. Audrey Cepeda (<i>Deputy Chair</i>)	
Cllr. Vincent Jackson		Mr. Malachy Farrell	
Cllr. Donna Cooney			
Cllr. Declan Flanagan			
Cllr. Jesslyn Henry		Parent Representatives	
Cllr. Rory Hogan		Ms. Pamela Raftery	
Cllr. Dermot Lacey		Mr. Niall Donald	
Cllr. Mícheál Mac Donncha			
Cllr. Carolyn Moore			
Cllr. Cat O'Driscoll			
Cllr. Colm O'Rourke			
Cllr. Gayle Ralph			
Representatives appointed under Section 30(d) of the Education and Training Boards Act			
Ms. Bernadette Bourke	nominated by ACCS/JMB/NAPD		
Mr. Adrian Cummins	nominated by IHI (in co-operation with RAI)		
Ms. Denise McMorrow	nominated by THEA		
Mr. Michael Smyth	nominated by ICTU		
Mr. Aidan Sweeney	nominated by IBEC		

Board Meetings

The Board met a total of nine times in 2024. The board met on four occasions between January and June 2024. Following the Local Elections of June 2024, a new Board was established and met on five occasions to December 2024.

Board Members Attendances Jan – June 2024	Jan 18/01/2024	Feb 15/02/2024	Mar 21/03/2024	Mar 27/03/2024	Total Attendance
Cllr. Keith Connolly (Chair)	✓	✓	✓	✓	4/4
Cllr. Vincent Jackson (Deputy Chair)	✓	✓	✓	X	3/4
Cllr. Danny Byrne	X	✓	✓	✓	3/4
Cllr. Mary Callaghan	✓	✓	✓	✓	4/4
Cllr. Caroline Conroy	✓	✓	✓	X	3/4
Cllr. Donna Cooney	X	✓	✓	✓	3/4
Cllr. Dermot Lacey	✓	✓	✓	✓	4/4
Cllr. Mícheál MacDonncha	✓	X	X	X	1/4
Cllr. Declan Meenagh	✓	✓	✓	✓	4/4
Cllr. Sophie Nicoullaud	✓	X	✓	X	2/4
Cllr. Cat O'Driscoll	✓	✓	X	X	2/4
Cllr. Catherine Stocker	X	✓	Retired		1/2
Ms. Audrey Cepeda	✓	✓	✓	✓	4/4
Mr. Gerard Cunningham	X	X	✓	✓	2/4
Ms. Diane Cronin	X	✓	X	X	1/4
Dr. Bryan MacDonald	X	X	X	X	0/4
Mr. Michael Blanchfield	✓	✓	✓	✓	4/4
Mr. John Carr	✓	✓	X	✓	3/4
Dr. Bairbre Flemming	✓	X	✓	X	2/4
Dr. Shira Mehlman	✓	✓	X	✓	3/4
Dr. Noel O'Connor	✓	✓	✓	✓	4/4

Board Members Attendances June – Dec 2024	Sep 05/09/2024	Sep 05/09/2024	Sep 19/09/2024	Oct 17/10/2024	Nov 21/11/2024	Total Attendance
Cllr. Keith Connolly (Chair)	✓	✓	✓	✓	✓	5/5
Cllr. Vincent Jackson	✓	✓	✓	✓	✓	5/5
Cllr. Donna Cooney	✓	✓	✓	✓	✓	5/5
Cllr. Declan Flanagan	✓	✓	✓	✓	X	4/5
Cllr. Jesslyn Henry	✓	✓	✓	✓	✓	5/5
Cllr. Rory Hogan	✓	✓	✓	✓	X	4/5
Cllr. Dermot Lacey	✓	✓	✓	✓	✓	5/5
Cllr. Mícheál MacDonncha	✓	✓	✓	✓	X	4/5
Cllr. Carolyn Moore	✓	✓	✓	X	X	3/5
Cllr. Cat O'Driscoll	✓	✓	✓	✓	✓	5/5
Cllr. Colm O'Rourke	✓	✓	✓	X	✓	4/5
Cllr. Gayle Ralph	✓	✓	✓	✓	X	4/5
Ms. Audrey Cepeda (Deputy Chair)	✓	✓	✓	✓	✓	5/5
Mr. Malachy Farrell	✓	✓	✓	X	✓	4/5
Ms. Pamela Raftery	N/A	✓	✓	✓	X	3/4
Mr. Niall Donald	N/A	✓	✓	✓	✓	4/4
Ms. Bernadette Bourke	N/A	N/A	✓	✓	✓	3/3
Mr. Adrian Cummins	N/A	N/A	✓	X	X	1/3
Ms. Denise McMorrow	N/A	N/A	✓	✓	X	2/3
Mr. Michael Smyth	N/A	N/A	✓	✓	✓	3/3
Mr. Aidan Sweeney	N/A	N/A	✓	✓	✓	3/3

Finance Committee Meetings

The Finance Committee met a total of four times in 2024. The Finance Committee met on three occasions between January and June 2024. Following the Local Elections of June 2024, a new Finance Committee was established and met on one occasion before December 2024.

Finance Committee Attendances Jan - June 2024	Internal/ External Member	06/02/2024	25/03/2024	27/06/2024	Total Attendance
Mr. Seán Paul Mahon (<i>Chair</i>)	External	✓	✓	✓	3/3
Cllr. Keith Connolly	Internal	✓	✓	✓	3/3
Mr. Michael Donnelly	External	✓	✓	✓	3/3
Cllr. Dermot Lacey	Internal	✓	✓	✓	3/3

Finance Committee Attendances June - Dec 2024	Internal/ External Member	26/11/2024	Total Attendance
Mr. Seán Paul Mahon (<i>Chair</i>)	External	✓	1/1
Mr. Michael Donnelly	External	✓	1/1
Cllr. Dermot Lacey	Internal	✓	1/1
Ms. Denise McMorrow	Internal	✓	1/1
Mr. Declan Meenagh	External	✓	1/1
Mr. Guss O'Connell	External	✓	1/1

Audit and Risk Committee Meetings

The Audit and Risk Committee met a total of four times in 2024. The Audit and Risk Committee met on three occasions between January and June 2024. Following the Local Elections of June 2024, a new Audit and Risk Committee was established and met on one occasion before December 2024.

Audit and Risk Committee Attendances Jan - June 2024	Internal/ External Member	01/02/2024	14/03/2024	23/05/2024	Total Attendance
Mr. Cathal Kearney (<i>Chair</i>)	External	✓	✓	✓	3/3
Ms. Mary Armstrong	External	✓	✓	✓	3/3
Mr. Michael Blanchfield	Internal	✓	x	✓	2/3
Mr. Patrick Hopkins	External	✓	✓	✓	3/3
Mr. Seán McKeon	External	✓	✓	x	2/3
Dr. Shira Mehlman	Internal	✓	✓	✓	3/3
Dr. Noel O'Connor	Internal	✓	✓	✓	3/3

Audit and Risk Committee Attendances June - Dec 2024	Internal/ External Member	13/11/2024	Total Attendance
Dr. Shira Mehlman (<i>Chair</i>)	External	✓	1/1
Ms. Mary Armstrong	External	✓	1/1
Ms. Bernadette Bourke	Internal	x	0/1
Ms. Audrey Cepeda	External	✓	1/1
Mr. Niall Donald	Internal	✓	1/1
Mr. Patrick Hopkins	Internal	x	0/1
Mr. Cathal Kearney	Internal	✓	1/1

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 2024. 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. The Board also relies on the Internal Audit Unit (IAU) and its reports, on the C&AG annual audit and any external Audit such as an ESF audit and or Revenue Audit. In addition, there is a review of Internal Controls performed on an annual basis.

City of Dublin ETB has been working with Irish Public Bodies and sectoral colleagues to implement a robust risk management process and embed risk in all areas of our operations. A detailed Corporate Risk Register is in place, supplemented by four Directorate Risk Registers and locally maintained Centre Registers. These are reviewed on a quarterly basis with capacity for significant risks to be escalated upwards and a commitment to mitigate risk at all stages of the process. Regular updates and reports are given to the Audit and Risk Committee and City of Dublin ETB Board. Risk Management is a standing item at all Board meetings and consideration includes risk reports from senior management; reports of the Audit and Risk Committee; changes in risk ratings and Audit Register.

There is alignment between risk management and compliance processes, with audit recommendations tracked and implemented to ensure a coherent approach based on continual improvement and full implementation of the Code of Practice for the Governance of ETBs.

Details of the principal risks and associated mitigation measures or strategies have been included in the Statement of Internal Control as part of the audited financial statements which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report.

System of internal controls

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement of Internal Control, which is subject to change until the external audit is completed, has been included in the Annual Financial Statements (AFS) for the year ended the 31st of December 2024 which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairpersons Comprehensive Report that has been submitted to the Minister.

Procurement Policy and Procedures

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

Taxation

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

Report on the performance of obligations under the Official Languages (Amendment) Act 2021

The Official Languages (Amendment) Act, 2021, enacted in December 2021, strengthens the Official Languages Act, 2003. It contains a series of new provisions aimed at strengthening the language rights of Irish speakers. The key areas covered are Official Forms, Logos, Advertising, Social Media, Staff Language Competency and recognition of Names, Addresses, Titles, and working towards having 20% of staff proficient in Irish by 2030.

City of Dublin ETB has worked in partnership with an external company to support compliance with our obligations related to advertising/recruitment processes. Corporate Service staff monitor progress at Head Office and throughout our Centres with regard to signage, stationery, communications and forms. Key Public documents are available in both Irish and English on our website, and we are developing a strategy to track progress on outstanding commitments and to promote Irish through staff training and events such as Seachtain na Gaeilge.

Our designated point of contact is Brendan Gribbon gaeilge@cdetb.ie

Report on the Public Sector Equality and Human Rights Duty

The Public Sector Equality and Human Rights Duty ('the Duty') is a statutory obligation for public bodies in Section 42 of the Irish Human Rights and Equality Commission Act 2014. Section 42(1) requires public bodies, in the performance of their functions, to have regard to the need to eliminate discrimination, promote equality and protect human rights of staff and people availing of their services. Section 42(2) requires public bodies to assess, address and report on progress in relation to equality and human rights in their strategic plan and annual reports in a manner that is accessible to the public.

City of Dublin ETB established a cross-organisational working group in 2022 to conduct an assessment of human rights and equality issues relevant to the organisation. The output of this working group – *"Implementing the Public Sector Equality and Human Rights Duty: Assessment of Equality and Human Rights Issues, and steps towards implementing the Duty"*, is available via the City of Dublin ETB website <https://www.cityofdublinetb.ie/media/Public-Sector-Duty.pdf>

In 2024, City of Dublin ETB commenced the "address" phase of the implementation of the Duty. The working group was re-established with additional representation from new functions across the organisation. A series of gap-analyses of City of Dublin ETB service areas has commenced to examine policies, training, services, supports and culture in relation to the key discrimination risks identified in the assessment report. In 2025 the findings of the gap-analysis and proposed mitigations will be finalised, and further implementation actions will commence. Additional planned actions for 2025 include roll-out of online training to staff via the Irish Human Rights and Equality E-Learning Platform.

Diversity and Inclusion

Gender Balance in the Board Membership

As at 31 December 2024, the Board had 9 (42.86) % female and 12 (57.14) % male members, with [0] positions vacant. The Board therefore meets the Government target of a minimum of 40% representation of each gender in the membership of State Boards.

The following measures are planned to maintain and support gender balance on this Board:

- City of Dublin ETB will follow all best practice guidelines in seeking replacements as board members leave or retire, provide support and training to ensure all board members can fully participate in the process with clear knowledge and understanding of their fiduciary responsibilities.
- City of Dublin ETB is committed to the promotion of diversity and inclusion, including with regard to gender, as is reflected in our Statement of Strategy. Equality and inclusion are core principles of City of Dublin ETB and underpins all our work.
- Published in 2024, the City of Dublin ETB 2023 Gender Pay Gap Report identifies a mean and median gender pay gap in favour of female employees for both full and part-time workers.
- In recognition of International Day of Persons with Disabilities (December 3rd), City of Dublin ETB hosted a number of activities including a staff information webinar and accessibility workshop to promote inclusion of staff and learners with disabilities, and to strengthen our annual staff census reporting as per the Disability Act 2005. In line with the EU Web Accessibility Directive, throughout 2024 City of Dublin ETB implemented a number of

accessibility improvements to the corporate website which is subject to monitoring by the National Disability Authority.

Financial Statements 2024

The Annual Financial Statement for the year ended on 31st December 2024 is subject to audit by the Office of the Comptroller and Auditor General (C&AG) at the time of publication of the Annual Report 2024. The ETB will publish the audited financial statements as soon as practicable after they have been signed off on by the C&AG.

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 from €60,000 upwards and an overall figure for total employer pension contributions.

**Mission, Vision, Belief
and Commitments**

02

Mission, Vision, Belief and Commitments

Mission

City of Dublin ETB's 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 - helping you Learn, helping you Grow, helping you Develop.

Vision

Our vision is to:

- Lead on the development and delivery of education provision in Dublin City.
- Actively provide inclusive, professional, high-quality Education and Training in Dublin City.
- Respond to the developing and emerging need for education provision in Dublin City.
- Deliver programmes that provide suitable qualifications for, and progression routes into more advanced education courses, training programmes and employment.
- Develop a comprehensive Youth Service in Dublin City.
- Deliver a well-managed, efficient and fully accountable national awarding authority for student grants.

Belief

Our core belief is that every person has a right to access Education and Training opportunities that will enable them to achieve their full potential. To support the individual to achieve their potential it is necessary for us as a service provider to be:



Inclusive

We are open to all learners who can benefit from the courses that we offer 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, respecting the rights of the individual including respecting the person and their right to privacy.



Responsive

We are responsive to the changing needs of people and society especially the needs of people who are socially disadvantaged and/or unemployed.



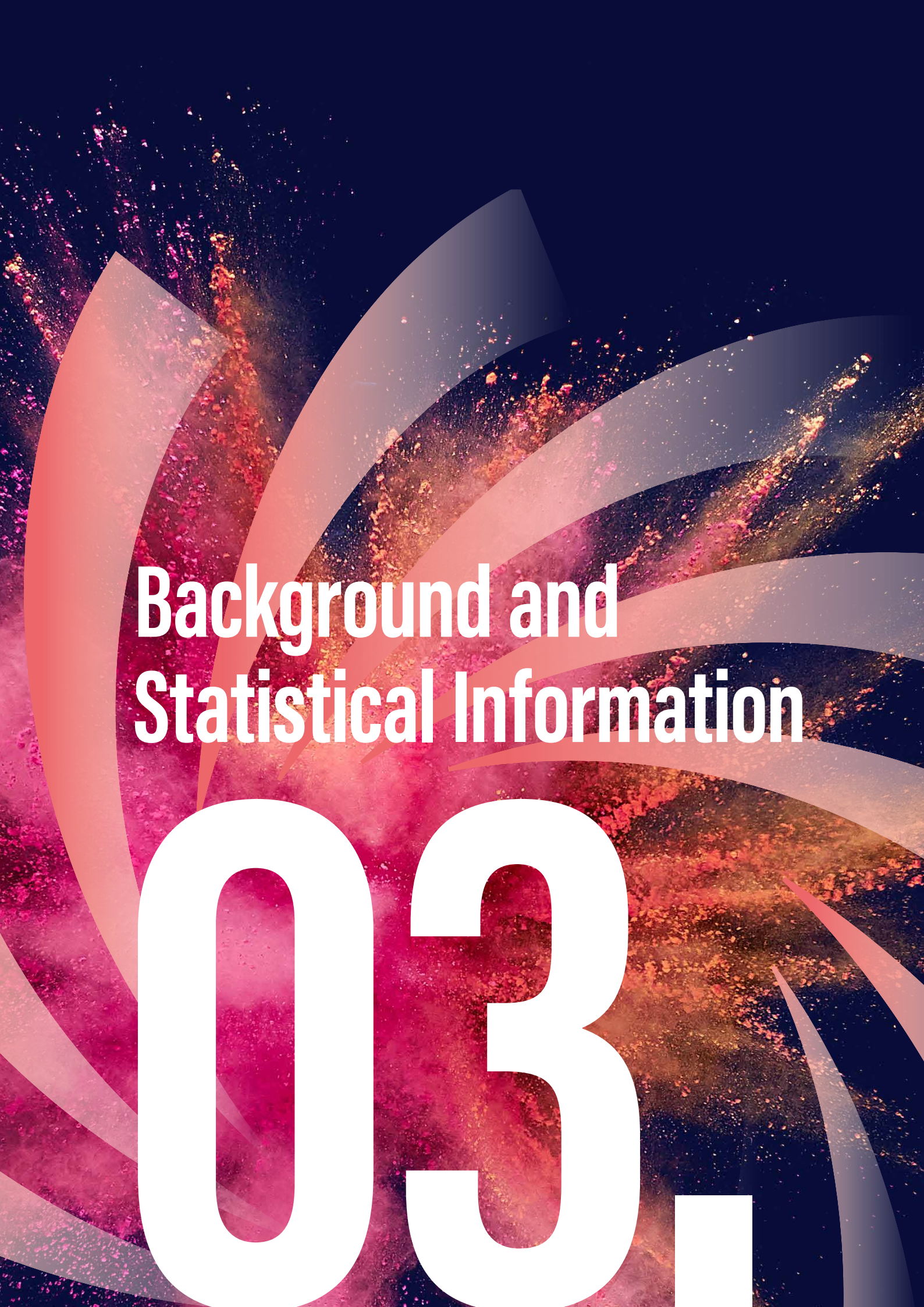
Enabling

We provide opportunities to enable people to achieve their Education and Training potential.

Commitments

City of Dublin ETB commits to:

- Promoting professional excellence in teaching and training, and quality outcomes in learning.
- Providing a positive, agile, empowering working environment.
- Encouraging staff development.
- Recognising achievements at every level.
- 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 supporting youth services that are inclusive, multi-denominational, and bound by an appropriate relationship of care and respect.
- Responding to the needs of the learner as economic, societal and employment needs emerge.
- Responding to economic and societal demands.
- Embracing individuality, diversity and inclusivity.
- Advocating civic, social, community and global responsibilities.
- Advocating for student, staff, parent and community participation in City of Dublin ETB education, training and youth services.
- Promoting professional excellence in Processing and delivering student grants through Student Universal Support Ireland (SUSI).



Background and Statistical Information

03.

Background and Statistical Information

City of Dublin ETB was established on 1st July 2013 under the Education and Training Boards Act, 2013. We are the state education and training authority for Dublin with over 3,000 staff who provide education and training opportunities for over 34,000 people across Dublin city.

We do this through running Community National Schools, Community Special Schools, Community Hospital Schools and 11 Community Colleges across the city. Our City of Dublin FET College operates across four campuses in the city providing PLC, apprenticeships, traineeships and a range of further education and training opportunities for adults.

We are also responsible for SUSI, the national awarding authority for student grants in Ireland., City of Dublin ETB supports the provision, coordination, administration and assessment of Youth Services in Dublin city and is the lead partner in Music Generation Dublin City.

This provision is supported by a range of services including a psychological service, a curriculum development unit, a buildings capital and maintenance unit and the Head Office administrative staff in Ballsbridge.

2024 School Enrolments		
School	Number of Locations	No. of Full Time Students Academic Year 2024/2025
Community National Schools	1	147
Community Hospital Schools	2	100 (average)
Community Special Schools	1	36
Community Colleges	11	3,862

Further Education and Training (FET) Learners 2024		
Programme Description	Enrolments: Unique Learners Per Programme Category	Total
Full-time Programmes		
2016 + Apprenticeship	635	
Craft Apprenticeship	568	
PLC (October 2024 returns)	7,323	
Specific Skills Training	1,274	
Youthreach	782	
Traineeship Training	561	
Community Training Centres	535	
Specialist Training Providers	467	
Local Training Initiatives	179	
Other Full-time programmes	78	
Total number of learners full-time Programmes		12,402
Part-time Programmes		
Community Education	5,408	
Adult Literacy Groups	4,439	
ESOL	4,305	
BTEI Groups	1,511	
Skills to Advance	946	
Online eCollege	443	
Evening Training	440	
Other Part-time programmes	666	
Total number of learners Part-time Programmes		18,158
Total number of Full-time and Part-time Learners		30,560



Energy Report

04

Energy Report

Statutory Instrument 542/2009 requires public sector organisations to report annually on their energy usage.

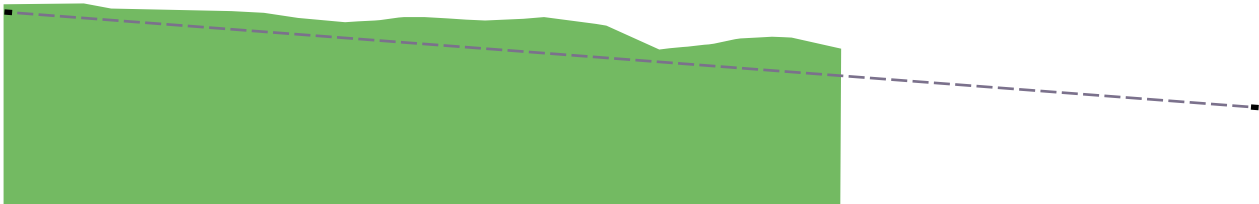
Key Performance Indicators - CO₂ Overview & Energy Efficiency

Below is an extract from the SEAI Monitoring and Reporting database (M&R) showing City of Dublin ETB's overall progress in relation to Fossil Fuel CO₂ emissions, Total CO₂ emissions and progress in Energy Efficiency since the relevant Baselines. The baseline for CO₂ emissions is our average emissions (from final energy) for the years 2016-2018. The base line for energy efficiency is the year 2009 and is presently measured in Primary Energy (kWh) per unit floor area (m²).

Overall, the indicators demonstrate that progress has been made but highlight that challenges remain and indicate that further work is required to ensure that the trajectories of the progress already made are aligned with the mandated improvements required.

Energy efficiency

By 2023, energy performance had improved by 21.6% since the baseline.



To achieve the efficiency target energy performance must improve by another 28.4 percentage points within 7 years.



Fossil CO₂ emissions

In 2023, fossil CO₂ was 9.2% below the baseline of 2,396,191 kgCO₂.

2023: 2,176,585 kgCO₂

2030 target: 1,174,134 kgCO₂

To achieve this target, fossil CO₂ must reduce by another 46.1% from 2023 level within 7 years.



Total CO₂ emissions

In 2023, total CO₂ was 31.0% below the baseline of 5,796,992 kgCO₂.

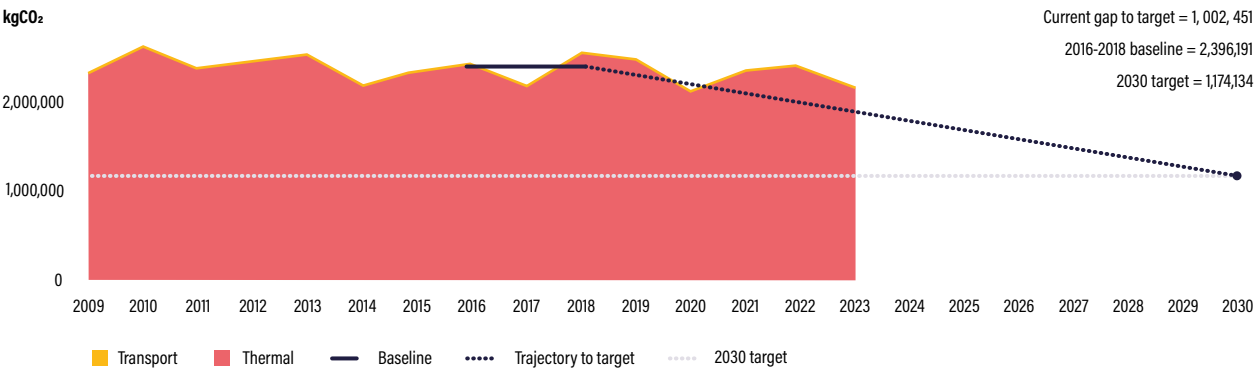
2023: 3,999,539 kgCO₂

2030 target: 1,903,743 kgCO₂

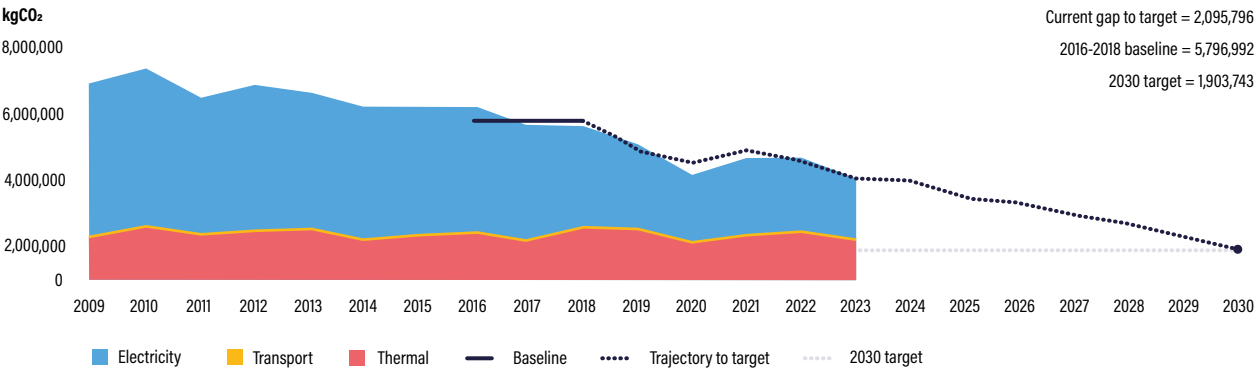
To achieve this target, fossil CO₂ must reduce by another 52.4% from 2023 level within 7 years.

Key Performance Indicators – Fossil CO₂ & Total CO₂

Fossil CO₂ target



Total CO₂ target

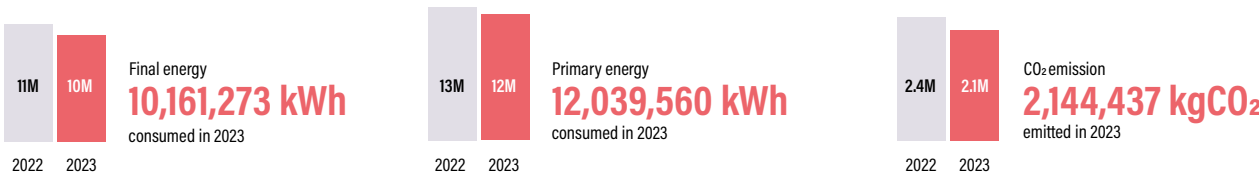


The above graphs set out Fossil Fuel CO₂ progress and Total CO₂ improvements and demonstrate a further decoupling of progress in relation to emissions from Fossil Fuels and emissions from electricity, driven primarily by improvements in the Carbon intensity of Ireland's Electrical supply grid.

This evident decoupling of Fossil fuel (*scope 1*) emissions and Electrical (*scope 2*) emissions brings a focus to and locates the primary challenge for City of Dublin ETB on the Fossil Fuel (*scope 1*) side of the mandated improvements required.

Key Performance Indicators – Thermal Energy (kWh) & Related CO₂

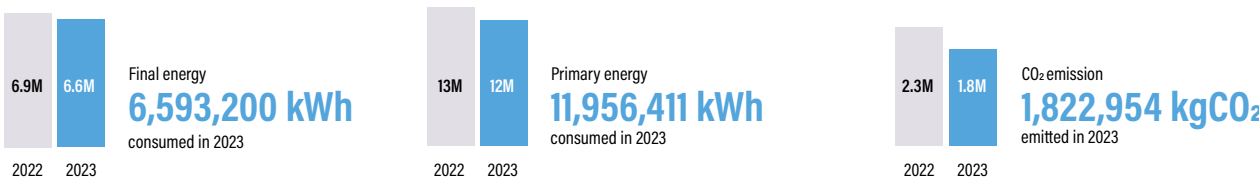
Thermal energy



The above graph quantifies for 2023 and 2022 the annual change in Energy use and related CO₂ from Fossil Fuels (*scope 1*).

Key Performance Indicators – Electrical Energy (kWh) & Related CO₂

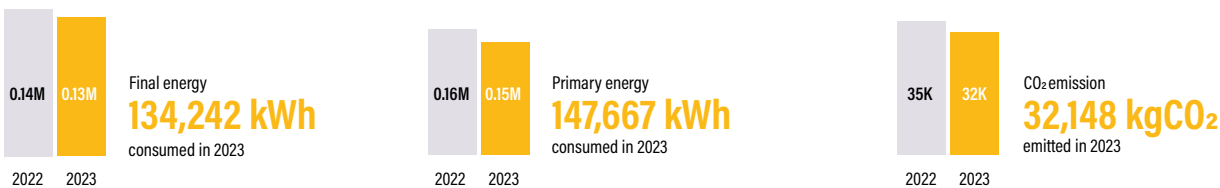
Electricity



The above graph quantifies for 2023 and 2022 the annual change in Energy use and related CO₂ from Electricity (*scope 2*).

Key Performance Indicators – Transport Energy (kWh) & Related CO₂

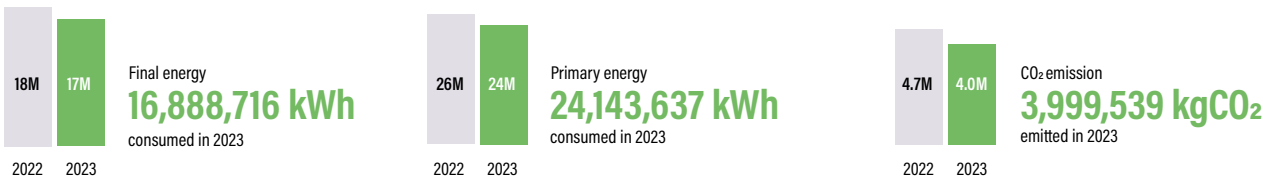
Transport fuels



The above graph quantifies for 2023 and 2022 the reported annual change in Energy use and related CO₂ from Transport (*scope 1*).

Key Performance Indicators – Transport Energy (kWh) & Related CO₂

Total energy



The above graph quantifies for 2023 and 2022 the reported annual change in Total Energy use and related CO₂ for City of Dublin ETB (*scope 1 & 2*).

Efficiency Gains To Date, Going Forward and CO₂ Emissions

City of Dublin ETB's Energy Efficiency gains to date have been achieved through energy management, building and facility upgrades, better energy procurement, and through behavioural change across the organisation. The reductions in CO₂ emission achieved through the implementation of these measures have been augmented by the progress made externally through the continued decarbonisation of the electricity supply grid.

City of Dublin ETB have completed their Climate Action Roadmap for submission to the board in January 2025 and will be continuing to develop their Building Stock Plan and long-term Estate Strategy.

In parallel, City of Dublin ETB has also been, and will be, active on a number of larger capital investment Projects, which have and will include:

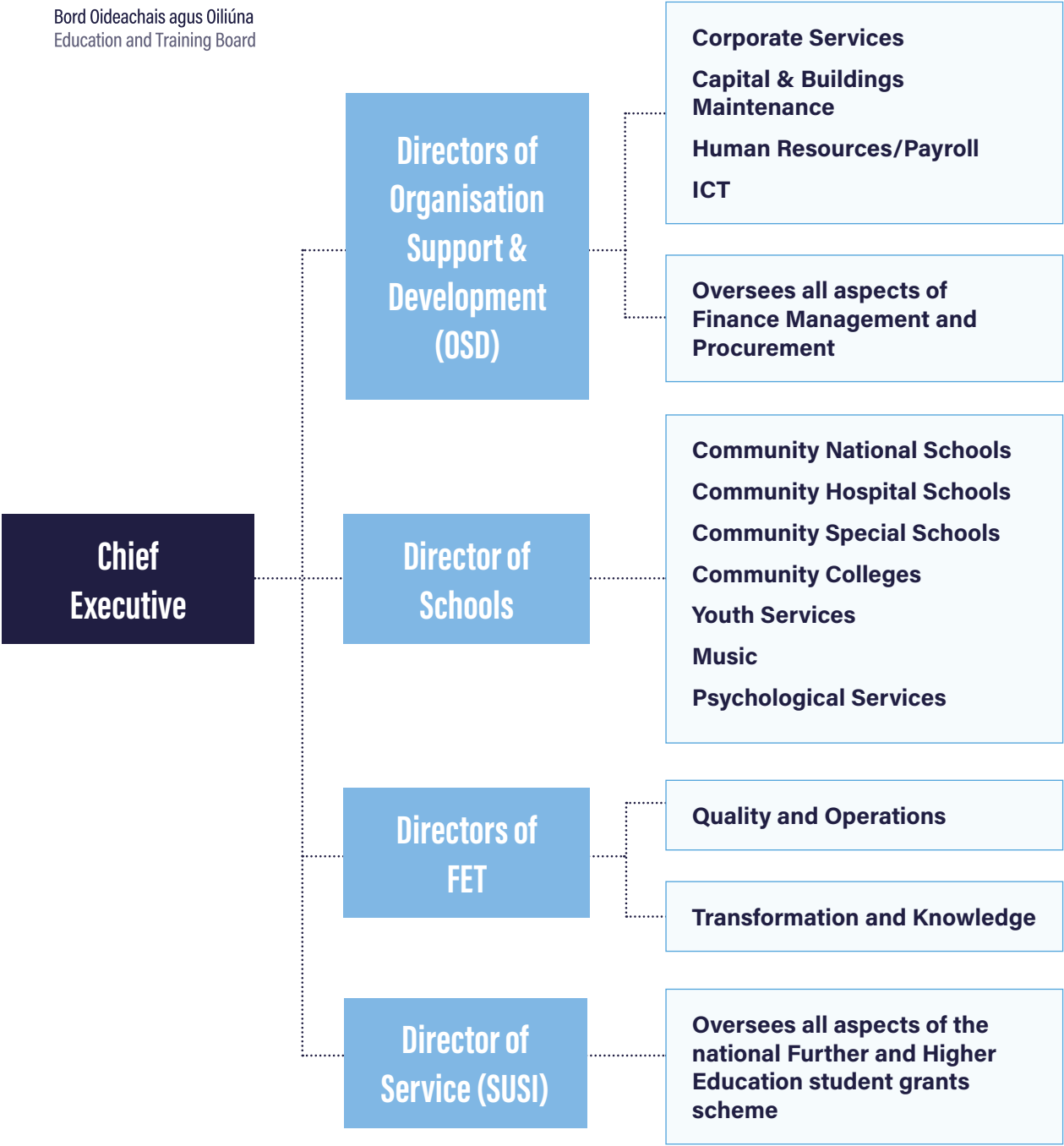
- Two significant A-Rated modular school extensions have recently been built in Clontarf College in Whitehall, the latest delivered and opened in September 2023.
- Contractor appointment is in progress for roof refurbishment works (including significant thermal efficiency improvements) at Inchicore College of Further Education.
- Design Team appointment is in progress for roof refurbishment works (including significant thermal improvements) at Coláiste Dhúlaigh CFE (Coolock).
- Expressions of interests have been submitted to SOLAS for significant fabric efficiency improvements for both Liberties CFE (Marks Alley and Coláiste Dhúlaigh CFE (Coolock)). Funding decisions are expected in the course of 2025.
- A further significant capital investment for building works and ancillary alterations is being undertaken at Inchicore CFE, funded through the Department's Strategic Infrastructure Upgrade Fund (SIUF). Energy Efficient Design is a major component of the project brief. The design team has been appointed, site surveys have been completed and work is progressing towards a stakeholder brief validation meeting to take place in Q1 2025.
- City of Dublin ETB are continuing to work with SOLAS/DFHERIS to finalise a Business Case submission for the Development of a FET College of the Future (CotF), the "Cathal Brugha Campus". This will include, as a first phase, a significant investment to upgrade and retrofit the former College of Catering building on Cathal Brugha Street (a protected structure). Energy Efficient Design will be a major component of the Project Brief.
- City of Dublin ETB have been actively engaging with the SEAI through the "Pathfinder" program with a view to securing significant investments for major Energy Upgrade works to a number of our buildings. This process is ongoing and decisions on funding are expected during the course of 2025.
- Design Team Tender is being finalised for a large extension project at Cabra Community College. Energy Efficient Design is a major part of the Design Team brief, and the Extension is expected to be A-rated.
- At Presentation College, Terenure, after Stage 1 design submission and review City of Dublin ETB has been received department approval to progress the project to Stage 2. Energy efficiency design is a major part of the project brief, and the extension is expected to be A-rated.
- A green Devolved Capital fund (580k) has been made available to City of Dublin ETB to be expended over the course of 2025. The focus of this expenditure will be on Energy management (particularly Fossil Fuel energy use and related scope 1 CO₂ emissions).

The background of the slide is a dynamic, abstract image featuring a bright blue particle explosion or dust cloud against a dark blue background. The particles are concentrated in the center and spread outwards, creating a sense of movement and energy.

Organisational Chart

05.

Organisational Chart





Achievements

006

Achievements

Our strategic goals are set out in our Statement of Strategy 2021 – 2025.

View Here



They are based on four pillars:

1.

Profile

To include identity, organisational vision and communication.

2.

People

To include organisational culture, staff, learners, staff and student voice and staff development.

3.

Pedagogy

To include andragogy, teaching, learning, assessment and student supports.

4.

Processes

To include administration, organisation and support systems, quality assurance and governance.

The strategic goals of the four pillars are linked to objectives and targets contained in our annual Service Plan.

View Here



This section shows the strategic goals and related notable achievements across City of Dublin ETB for 2024.

Community National School, Community Special School, Community Hospital Schools and Community Colleges

Goal	Achievement(s)
Provide a positive learning experience for all learners, including learners from marginalised groups.	City of Dublin ETB opened a Community Special School in 2024 which has 36 students enrolled. In addition, we have opened one additional Special Class in a Community College. For students in mainstream our Community Colleges offer curriculums designed to meet learners needs which includes JCSP in 9 schools, LCA in 11 schools and TY offered in 10 schools. Music Generation Dublin City (MGDC) delivered outreach music programmes to 22 primary schools and 6 post primary schools.
Support students/learners at risk of educational disadvantage in line with current national policy.	The National School Attendance Campaign ran for the school year 2023/2024. Each Community School and Community College engaged with this campaign and sought to action a range of attendance campaigns locally. This saw an increase in engagement with our Home School Community Liaison person by 12% in our 9 DEIS schools and in one non DEIS Community College Attendance Clinics anchored by the Education Welfare Officer commenced.
Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools (Revised 2023) and compliance with same.	All Community Schools and Community Colleges have the necessary policies and child safe-guarding measures in place. Training of Designated Liaison Persons took place, and all staff completed Child First Training to ensure compliance in schools.
Assist DE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants.	The Regional Educational and Language Team (REALT) supported over 200 Ukrainian and Ipas students being placed in educational settings in Dublin City. Funding for REALT will be continued into the next calendar year.
Communities around the City of Dublin to be fully aware of the range of educational and youth provision.	All Community Colleges have websites in place which provide detail on the educational provision being offered. Our Community National School and Community Special School have new websites in development stage with a launch date of Spring 2025.

Goal	Achievement(s)
Developing City of Dublin ETB's involvement and profile regionally and with ETBI nationally.	City of Dublin ETB continued to engage with ETBI committees to ensure City of Dublin's voice was heard in 2024. Director of schools represented City of Dublin ETB on three committees: SEN Provision Mapping, Community National Schools, Irish Medium Education.
Further embed our work on Ethos and Core Values, with our schools and staff, supported by ETBI.	City of Dublin ETB plays an active role nationally in the delivery of Ethos and Core Values training for Ethos Leads in ETB schools. Monthly Ethos meetings for Ethos Leads and Senior Leaders are taking place. All Community National Schools and Community Hospital Schools are delivering the Patrons Curriculum along with three Community Colleges. The Patrons Curriculum will be offered in every Community College by September 2025. Training for staff on this curriculum has been delivered along with school specific training available.
Ensure the innovative work within our schools, are shared as best practice.	Regular online meetings have taken place along with in person meetings and Professional Learning Network meetings. Each Community College has at least one staff nominee present at these meetings to bring the shared learning back to the wider staff. These meetings are supporting shared practice with delivery on a range of topics being covered.
Continue to develop, organise and promote meaningful and responsive Professional Learning Development opportunities.	Several new Professional Learning Development opportunities were offered this year to a wide range of staff including Administrative Staff, Special Educational Needs Coordinators, Deputy Principals and Principals. This included training on Allocation, Timetabling, October Returns, Deployment of Teacher Returns (DTRs), Finance, SEN Provision Mapping, Inspections, Wellbeing, Traveller and Roma Education.
Embed and extend opportunities for Student Voice and participation in our schools and within City of Dublin ETB.	All Community National Schools and Community Colleges have an active and supported Student Council in place where student voice is supported. Student Voice is captured in the development of school policy and curriculum delivery. The first City of Dublin ETB Student Symposium will take place January 2025 with student representatives from all Community School and Community Colleges attending.

Goal	Achievement(s)
Continue to research and introduce innovative and modern systems, which benefit the schools and their learners.	All staff in our Community Schools have received the necessary one-day training from Oide on the new Primary schools Maths curriculum and methodologies. Staff in these schools are also engaging with the Oide Primary Mathematics Curriculum Muinín Series which entails 5, one-hour online training sessions. For Community Colleges, in order to prepare for Senior Cycle Redevelopment (September 2025), all of our Community Colleges have commenced engagement with Óide to receive training in the new methodologies required and forms of assessment being introduced. Bespoke training has been delivered by the NCSE for staff in our Community Special Schools with 27 staff engaging in ongoing continuous professional development. In addition, City of Dublin ETB has arranged Health and Safety training for the staff in this school including MAPA training.
Continue to foster a culture of innovation, creativity and collaboration.	During ETBI week, a number of City of Dublin ETB past learners were profiled and celebrated. This was used to encourage our learners to continue on their journey with City of Dublin ETB. In addition, during ETBI week the staff from the City of Dublin ETB were recognised under the Core Values of ETBI with a daily notification of key services areas circulated highlighting the Core Values the service and staff deliver on in their roles.
To further develop leadership capacity and distributive leadership across our schools.	The middle leaders programme delivered by CDU was completed by 32 Community College teaching staff. In addition, City of Dublin ETB was represented by 7 staff members at AP1 level at ETBI Summer School for Leaders.
Promote high quality learning and teaching throughout our schools.	The introduction of weekly meetings online has allowed Community Schools and Community Colleges to share experiences of Department Inspections, along with sharing of good practice in a range of areas.
Promote Irish within our schools, as a subject and as a living language.	All City of Dublin ETB Community National Schools, Community Hospital Schools and Community Colleges participated in Seachtain na Gaeilge this year. All schools and Community Colleges are being supported by City of Dublin ETB Comms team to increase the number of Social Media posts As Gaeilge. The Director of Schools has joined the Irish Medium Committee with ETBI to help promote the use of Irish in all our schools.

Goal	Achievement(s)
Promote innovation and diversity in Technology Enhanced Teaching and Learning, with a particular emphasis on digital competencies.	A TEL Committee has been set up with representatives from three Community Colleges anchoring the Committee. The focus of the TEL Committee is exploring how to develop Digital Strategies in Community Colleges. Members of the TEL Committee will attend the BETT conference in London, Spring 2025. Over 30 students from two of our Community Colleges (Larkin College and Marino College) were among the first students to graduate from the P-Tech Special Purpose Award (NCI) this year. These students began the P-Tech journey as a pilot scheme in 2019.
To encourage exploration of international partners in promoting learning and teaching.	We had one Community College send two staff representatives on a trip to Kosovo with DCU to examine how to support Gifted and Talented students from disadvantage backgrounds. The information acquired will be shared at a PLD pop up meeting in Spring 2025. In addition, an application has been made by one Community College to seek support for Erasmus+ through our International Desk.
Ensure our student support processes and systems are effective and impactful.	Psychological Services are present in each of our Community Colleges and our Community Special School. They delivered Critical Incident Training to all 11 Community Colleges during the year and attended a number of Critical Incidents. In addition, they are supporting Community Colleges with their Wellbeing Policies. On a weekly basis the Psychological Services provide support to our students under the Continuum of Support Model. The Strategic Plan will be published in early Summer 2025.
Continue to expand our provision of educational services and the number of learners availing of those services.	City of Dublin ETB opened its first Community Special School this year with an enrolment of 36 students. The City of Dublin ETB has a close relationship with the NCSE in identifying the communities where demand is high for students requiring access to Special School places or Special Classes and continue to expand our offering in this educational area.
Pursue the goal of high-quality teaching and learning throughout our schools.	The teacher induction programme is under review for 2025. Each school has a Teaching and Learning Committee in place with communities of practice across Maths, IT and Modern Language taking place.
Ensure that learning environments are maintained to a high quality.	Regular meetings with Director of OSD take place to ensure our Community Schools and Community Colleges have their infrastructural needs met. In May 2024 a new special school opened along with a special class in Ringsend College.

Goal	Achievement(s)
Continue to develop modern, digitalised systems, which provide efficient supports to our schools, colleges and centres.	The introduction of P2P has streamlined the order and payment process for Administrative Staff in schools. It has also allowed the senior leaders in our Community Schools and Community Colleges have live balances and better control over the school finances. A number of training opportunities have been made available to Administration Staff and Senior Leaders throughout the year.
Continue to identify, develop and support effective and innovative practices.	Our Community Colleges continue to adapt their subject and programme offering to meet learners' needs. Schools are preparing for the introduction of the Senior Cycle Redevelopment 2025 through CPD. In addition, two Community Colleges (Larkin College and Clonturk Community College) have been selected for Phase One role out of the new subject Drama, Film and Theatre studies with two staff from each Community College engaging in the related CPD with Óide.
Develop, promote and support best practice in good governance in schools.	The City of Dublin ETB Corporate Governance Team continue to provide training/updates to Senior Leaders in our Community Colleges and Community Schools through presentations at weekly meetings, presenting at in-person meetings, and through email. There has been a focus on improving key areas identified following on from the Governance Checklist that was completed at the start of the year. This has resulted in revision of good governance practices for Designated Liaison Persons (training in Spring and in Summer), Child Protection training was delivered by ETBI for all BOM members. In addition training has been provided by both City of Dublin ETB and ETBI on governance of Boards of Management, to support the newly appointed Boards.

Further Education and Training (FET)

Goal	Achievement(s)
Share findings from annual learner survey in FET with centres and learners.	Centres were provided with corporate-branded PowerPoint templates to ensure consistency in communication across all City of Dublin FET centres. This initiative helped maintain a unified identity and messaging for the organisation.
Implement the Public Sector Equality and Human Rights Duty.	In Quarter 2, a working group with broad representation from across the organisation was established to implement the Public Sector Equality and Human Rights Duty. Individual sites and services conducted "as-is" assessments and gap analyses, with findings consolidated in Quarter 3. These findings informed the development of a comprehensive action plan to advance equality, protect human rights, and address identified gaps effectively.
Roll out the rebranding of City of Dublin FET College across all FET centres.	In June 2024, City of Dublin FET College communications and branding plan was outlined to FET leaders with the following key points. All City of Dublin ETB FET provision will be now known as: City of Dublin FET College. From August 2024, FET provision across all service spheres will be delivered in 4 Campus locations across Dublin City. ■ Provision will be grouped into a 10 faculty model. This is the next step in the development of one FET Service with the Learner Journey at the Centre. ■ New FET centre names were shared with FET staff in August 2024. A branding workshop was held in October 2024 to progress the branding/marketing actions. A new City of Dublin FET College logo was launched in November 2024. FET leaders meeting held on December 6th with brand updates and the rebranding timeline.
Hold end of year review with FET QA development and working groups to assess deliverables against targets and to examine the effectiveness of the new ToR and procedures.	A review meeting was conducted in June 2024, with feedback incorporated from the FET QA development team. This meeting allowed the team to evaluate progress and identify areas for improvement in the quality assurance processes for FET services.

Goal	Achievement(s)
Create a central learner information and guidance hub.	A draft model has been developed for a central learner information and guidance system and was presented in December to FET leaders. This system is designed to improve access to essential learner services, including career guidance, course information, and support services. The model is under consideration by the SPDG and expected to be finalised and rolled out in Q1 2025.
Maximise available learner recruitment and promotion opportunities to increase brand recognition and awareness of the opportunities available.	A coordination group for the Higher Options and the World skills event was established once again to focus the recruitment of learners for City of Dublin FET Colleges and Training Centres. The City of Dublin ETB stand was designed using the FET summer advertising campaign imagery and also featured information to reflect the new rebranded City of Dublin FET College campus model approach.
Support the development of SOLAS's Community Education Framework.	The North Inner City Learning Neighbourhood Showcase was successfully launched on April 14th at Croke Park, serving as a key milestone in supporting the development of SOLAS's Community Education Framework. This showcase highlighted innovative practices and collaborative efforts within community education, promoting lifelong learning and community engagement.
Contribute to the shaping of national climate literacy, Education for Sustainable Development and Green Skills policy.	City of Dublin FET College had four meetings with SOLAS's Green Skills team in 2024 to advance the dissemination of Climate Justice Education, specifically targeting NFQ Levels 1-4. Training was delivered for adult and community education tutors in Quarter 1, focusing on Climate Justice Education. Additionally, the QQI Level 3 Climate Sustainability and Justice Module was launched in Quarter 1, furthering national efforts in climate literacy and sustainable education.
Provide PLD opportunities in the area of universal design and inclusion.	Updated the Assistive Technology (AT) section on the staff Moodle and Digital Learning Team SharePoint to enhance accessibility resources. Successfully applied for and won the AHEAD Organisational John Kelly Award for UDL in Collaboration Excellence at the October ceremony, showcasing City of Dublin ETB's commitment to universal design and inclusion. Facilitated the national rollout of AHEAD's 12-week UDL Badge program, with 25 participants completing the course and 6 City of Dublin ETB staff members serving as facilitators. Introduced a new UDL Beginners badge on Moodle, with 23 staff members completing the training. Supported professional development through Trinity College Dublin (TCD), with 25 staff enrolled in Postgraduate Certificates, 11 in Postgraduate Diplomas, and 10 preparing for Master's programs in September 2024.

Goal	Achievement(s)
Develop communication strategy for City of Dublin FET College in line with FET Transformation Initiatives.	In June 2024, the City of Dublin FET College communications and branding plan was outlined to FET leaders with the following key points. All City of Dublin ETB FET provision will be now known as City of Dublin FET College. From August 2024, FET provision across all service spheres will be delivered in 4 Campus locations across Dublin City. ■ All provision will be grouped into a 10 faculty model. This is the next step in the development of one FET Service with the Learner Journey at the Centre. ■ New FET centre names were shared with FET staff in August 2024. A branding workshop was held in October 2024 to progress the branding/marketing actions. A new City of Dublin FET College logo was launched in November 2024. FET leaders meeting held on December 6th with brand updates and the rebranding timeline. The summer of 2024 also saw the roll out of the City of Dublin FET College advertising campaign. This multi-media campaign entitled 'Your Future Starts Here' used a combination of outdoor, print, radio and social to drive across the messaging of City of Dublin FET College new campus and faculty approach. City of Dublin FET College also had stands at Higher Options and World Skills in September 2024. The Higher Options stand used bright, colourful and engaging imagery from the summer 2024 City of Dublin FET College ad campaign.
Support NEIC, Cherry Orchard & Darndale redevelopment and National Children's Hospital Project.	Identified key steps to enhance FET participation in significant Dublin redevelopment projects, including NEIC, Cherry Orchard, Darndale, and the National Children's Hospital. The Cherry Orchard Implementation Board Progress Report and Draft Action Plan were launched in April 2024. City of Dublin ETB representatives actively contributed to several committees, taking on leadership roles as chair or co-chair of two committees, driving progress and alignment with FET priorities.
Implement Adult and Community Education strategy in the NEIC area.	Implemented the Strategy for Adult and Community Education in the NEIC area beginning in Q2 2024, in collaboration with community partners and networks. Established a dedicated working group to address issues affecting minority groups in the NEIC. Hosted the North Inner City Learning Neighbourhood Showcase conference and exhibition in April 2024, celebrating the achievements of adult learners and strengthening connections among education providers. Progressed the implementation of plan recommendations on an ongoing basis, advancing opportunities and support for adult and community learners in the NEIC area.

Goal	Achievement(s)
Produce and implement the organisational PLD calendar.	Developed and implemented an annual Professional Learning and Development (PLD) calendar, which was distributed to all staff. Weekly follow-ups and reminders ensured consistent engagement. Additionally, specific sessions for External Authenticators(EAs), hosted by FET Quality Assurance, were actively promoted to support staff development and upskilling.
Organise specific training for identifiable staff cohorts to respond to emerging needs, international best practice and to support enhancements in learning, teaching and assessment.	Delivered targeted training initiatives to address emerging needs, align with international best practices, and enhance learning, teaching, and assessment capabilities. Hosted an information and workshop event for staff engaged in Skills to Advance, covering topics such as state aid, documentation, and data entry on PLSS. 15 FET staff completed Youth Mental Health First Aid (MHFA) training in Quarter 1. Two planning meetings were held to coordinate the rollout of Adult MHFA training and expand participation among FET staff during Quarters 3 and 4.
Provide PLD (Promoting Literacy Development) opportunities in key themes in response to organisational priorities, national priorities and international best practice.	Delivered Professional Learning and Development (PLD) opportunities aligned with organisational priorities, national goals, and international best practices in 2024: Offered sessions on Artificial Intelligence (AI) through the annual PLD calendar, with ongoing supports promoted via the Digital Learning Team SharePoint. Turnitin usage was also addressed in scheduled training sessions. Delivered the Middle Leaders Programme to 24 AP1s and APs across Post-Primary (PP) and Further Education and Training (FET), featuring a dedicated session on articulating City of Dublin ETB values. Implemented the Emerging Leaders Programme for 45 staff members across FET and PP, fostering leadership growth. Conducted sessions with SAOLTA on Global Citizenship Education (GCE) for FET support services, and on GCE and the Global Compass Awards for Colleges, promoting awareness of global citizenship initiatives.
Conduct Annual FET Learner Survey.	Successfully conducted the Annual FET Learner Survey: Collected, reviewed, and analysed survey data to capture key insights from learners. Compiled a comprehensive report highlighting findings and shared it with both learners and staff to promote transparency and inform decision-making.

Goal	Achievement(s)
Increase FET participation in Sports and Cultural Council (SCC) events. Establish SCC Champions in each FET centre and support SCC promotion activities undertaken.	FET participation in Sports and Cultural Council (SCC) events increased significantly through the appointment of SCC Champions in each FET centre. Dedicated staffing hours were allocated to all FET centres to facilitate engagement, and centre representatives actively participated in SCC meetings and event planning. These efforts supported greater promotion and organisation of SCC activities, enhancing cultural and sports engagement across FET provision.
FET learner focus groups. Establish annual learner forum for the dissemination of survey results and to consider future actions as a means of closing the feedback loop.	In March, an annual learner forum was successfully held at City of Dublin FET College Ballyfermot Road, bringing together learner representatives from various centres and senior management. The forum facilitated the dissemination of survey results and identified priority actions for further implementation. Additionally, focus groups were conducted with learners across at least two ESP (Education and Support Program) centres and two AES (Adult Education Service) centres, ensuring a comprehensive approach to closing the feedback loop and promoting learner engagement in the decision-making process.
Host two cross FET leadership events to encourage greater collaboration across FET provision in the City and to support the implementation enhancements taking place.	Three FET leadership events were successfully hosted in 2024, exceeding the initial goal of two. The first event took place at the FET College Northeast Campus, Greendale, in January, followed by the second event at the FET College Northeast Campus, Ballymun in June. A third event was also held at the City of Dublin FET College Northeast Campus, Ballymun in December. These events fostered collaboration across FET provision and supported the implementation of key enhancements across the city.
Produce and implement the organisational PLD calendar.	The Professional Learning and Development (PLD) calendar was successfully produced and widely promoted in 2024. This calendar provides a comprehensive schedule of training and development opportunities, supporting staff across the organisation in enhancing their skills and professional growth.
Strengthen EDI, TCD courses. Increase in the number of staff participating in UDL activities compared to 2023.	A comprehensive guidance handbook was developed and disseminated to promote and provide information about the TCD Masters programme. Efforts were focused on finalising participant numbers for the 2024/2025 academic year across all three years of the TCD Masters. Additionally, planning commenced for a Learning Impact Day in Quarter 2, designed to celebrate the achievements of TCD and UDL Badge participants, further supporting an increase in staff engagement with Universal Design for Learning (UDL) initiatives compared to 2023.

Goal	Achievement(s)
Develop and promote coaching opportunities for various staff cohorts within City of Dublin ETB.	In 2024, a comprehensive mentoring programme for Deputy Principals was successfully completed, with 26 Deputy Principals engaging at various levels. Five experienced mentors were made available for new Deputy Principals starting in September. Approval was granted, and preparatory sessions were conducted for mentoring programmes targeting Community Education Facilitators (CEFs), Adult Literacy Organisers (ALOs), Adult Education Guidance Counsellors (AEGCs), and managers in sectors such as Drugs Treatment Court, Separated Children's Service (YES), and Foundations. Additionally, six managers received sponsorship for educational leadership coaching in Q4. Approval was secured to launch mentoring initiatives for ALOs, CEFs, AEGCs, YES, Foundations, and the Drugs Treatment Court in May 2024, promoting capacity building and professional development across diverse staff cohorts.
Start-up Management Development programme. Deputy Principal Mentoring Programme and Emerging and Aspiring Leadership Programme.	In 2024, the Middle Leaders Programme was successfully delivered to 24 AP1s and Assistant Principals (APs) across Post-Primary (PP) and FET sectors, including a dedicated session on articulating the values of the City of Dublin ETB. The Emerging Leaders Programme engaged 45 staff members across FET and PP, fostering leadership potential and capacity. Additionally, a Principals Network event was hosted at the City of Dublin ETB Head Office in June, featuring presentations, a guided tour, and an interactive Q&A session to strengthen collaboration and leadership connections.
Enhance the quality of assessments in City of Dublin ETB FET provision using feedback from EAs, learners, QQI benchmarking data.	In 2024, significant progress was made on enhancing assessment quality within City of Dublin ETB's FET provision. Assessment workshops and clinics were actively promoted to staff, providing guidance and support. Additionally, a QADG working group was established to design sample joint assessments across modules, fostering greater integration between teaching, learning, and assessment practices. This approach leverages feedback from External Authenticators, learners, and QQI benchmarking data to ensure continuous improvement and alignment with best practices.
Devise a Learner Support & Engagement Service Calendar that staff can use to inform events and curricular activities linked to internationally recognised days which celebrate cultural awareness and diversity.	A quarterly Learner Support & Engagement Service Calendar was developed and disseminated to centres, featuring detailed information to support the planning of events and activities aligned with internationally recognised cultural and diversity-focused days. This initiative enhanced staff capacity to promote cultural awareness and foster inclusivity within their educational environments.

Goal	Achievement(s)
As part of the strategic goal to promote Irish within our schools, as a subject and as a living language – promote International Mother Language Day.	The ‘Share Your Words’ competition was successfully continued, encouraging learners to celebrate linguistic and cultural diversity across the ETB. This initiative aligned with the strategic goal of promoting Irish as both a subject and a living language, while also fostering an appreciation for International Mother Language Day and the rich variety of languages spoken within the community.
Continue to publish a FET Learner Support and Engagement Service Newsletter, which promotes creative and innovative practices in our centres related to inclusion, diversity and learner engagement.	In 2024, three issues of the FET Learner Support and Engagement Service Newsletter were published and distributed to staff. These editions featured diverse and engaging content, including articles on Voices for Change: Learners Leading the Way, City of Dublin FET College’s inaugural Learner Conference, Pride Month celebrations, End-of-Year Shows and Exhibitions, Adult Education learner activities, Inclusion initiatives, Student Sports highlights, and the unique Breakfast in Mountjoy event. The newsletter continues to showcase and promote innovative practices across FET centres, fostering inclusion, diversity, and learner engagement.
Develop E-portfolios for use across FET.	A comprehensive proposal and implementation plan for the adoption of E-Portfolios across FET for both staff and learners was developed and approved by the Quality Assurance and Standards Planning Committee (QASPC). The E-Portfolio working group created sample portfolios using OneNote and LinkedIn Learning, showcasing effective integration in learning. Supporting materials were hosted on the Digital Learning SharePoint site, and targeted training sessions were delivered in three FET centres during September. These sessions focused on using E-Portfolios, OneNote, and Microsoft Teams to enhance teaching, learning, and assessment practices.
Use staff Digital learning hub and CDU Moodle site to enhance staff access to, and capacity to use digital tools effectively for learning, teaching/instructing and assessment.	The staff Digital Learning Hub was successfully launched and is now active at https://cdetb.sharepoint.com/sites/DigitalLearningTEL . The site features regularly updated content across key areas, including Projects, Development, Digital Platforms, Resources, and Microcredentials, providing staff with comprehensive support to effectively utilise digital tools for teaching, learning, and assessment.
Increase the capacity of City of Dublin ETB to participate in and learn from international projects.	The City of Dublin ETB signed a Memorandum of Understanding (MOU) with the Region Académique Occitanie, France, establishing a framework for collaboration. Reciprocal visits were conducted between Occitanie VET representatives and City of Dublin ETB staff to explore potential joint projects and share best practices, further enhancing the ETB’s capacity to engage in and benefit from international initiatives.

Goal	Achievement(s)
Review the rollout of the Disability Support Service provided by the NLN using administrative data, survey responses from users of the service and focus groups with staff and learners.	A review meeting was held with NLN, the Senior Leadership Team (SLT), and the Head of Learner Support to evaluate the outcomes of the Disability Support Service. Key actions were agreed upon for the 2024-25 academic year, focusing on enhancing the service. Additionally, the City of Dublin ETB is currently examining draft proposals from SOLAS aimed at expanding the service to support all full-time learners, ensuring broader accessibility and inclusion.
As part of the priority to be an autism-friendly ETB FET campuses, continue to roll out the DSS provided by the NLN using administrative data, survey responses from users of the service and focus groups with staff and learners.	Sensory and environmental audits were conducted in five FET centres, with detailed reports and recommendations shared with management teams to enhance autism- friendly practices. Four additional audits were completed, with another four due for completion in Q1 2025. A Professional Learning and Development (PLD) session for centre managers, focused on sensory and environmental accessibility in buildings, took place in December 2024, further advancing efforts to create inclusive and accessible FET campuses.
Develop an online learner hub/portal for learners to access resources and information.	Content for the Learner Hub has been fully developed and prepared for integration on SharePoint. The site's technical development, led by the Digital Learning Team (DLT), is currently underway and is expected to be completed in Q1 2025. This initiative aims to provide learners with centralised access to essential resources and information, enhancing their learning experience.
As part of the priority to promote and avail of opportunities to expand and enhance the provision of education and training services in the city of Dublin, the goal was to revalidate level 6 Dance programme.	The Level 6 Dance programme was thoroughly reviewed based on stakeholder feedback and submitted to QQI for revalidation. In June, the QQI Programmes and Awards Executive Committee (PAEC) officially validated the Level 6 CAS award in Dance, reinforcing the City of Dublin's commitment to expanding and enhancing high-quality education and training opportunities.
Continue to be a lead public educator on climate justice in the city.	In April, the City of Dublin FET College Northeast Campus (Ballymun Road) launched a new Level 3 Special Purpose Award (SPA) titled Introduction to Climate Justice. This initiative reinforces the institution's leadership role in promoting public education and awareness on climate justice in the city.
Submit QA action plan report to QQI.	In 2024, significant progress was made in preparing the City of Dublin ETB Quality Assurance (QA) report and action plan, scheduled for submission to QQI in February 2025. This work aligns with QQI's ongoing development of a new quality oversight framework tailored to the ETB sector, ensuring compliance and continuous improvement in quality standards.

Goal	Achievement(s)
FET centre and Service Sphere Quality Improvement Plans (QIP).	Centre and Service Sphere Quality Improvement (QIP) reports and plans were published on the QA Teams site, with a dedicated SharePoint site launched in Q4. A consolidated QIP report was compiled and reviewed through the City of Dublin ETB governance groups. These reports have informed the work of six QA working groups for 2024/25 and guided support service work plans, including areas such as Professional Learning and Development (PLD), Technology Enhanced Learning (TEL), Quality Assurance (QA), Learner Engagement and Support (LESE), and Employer Engagement (EE). The Support Service/CDU work plan for 2024/25 has been completed, and implementation has commenced.
Increase systematic training of learners and outcomes - improvement to data quality.	Development of a new system utilising Power BI was initiated to consolidate existing data and visualisations. This tool enhances the tracking of learner outcomes and facilitates the creation of a comprehensive course provision and mapping framework, significantly improving data quality and accessibility for informed decision-making.
Develop a policy for QBS submission of grades for use across FET colleges.	In 2024, a working group submitted detailed recommendations to the Quality Assurance and Standards Planning Committee (QASPC) for a standardised policy on QBS grade submissions across FET colleges. The recommendations received approval from the Senior Leadership Team, and a formal memo was issued to all centres, instructing them to adopt a consistent approach for entering learners on QBS, ensuring streamlined and accurate data management.
Update Academic Integrity policy and malpractice procedures for use across FET and signpost tools, resources and training to support Academic integrity.	The Academic Integrity working group submitted recommendations to the Quality Assurance and Standards Planning Committee (QASPC), which were approved by FET Directors. A memo was issued to centres instructing them to implement the updated policy. Resources were developed to address academic integrity issues, including the positive use of AI in teaching, learning, and assessment. Additionally, malpractice guidelines and resources were created to assist centres and educators in effectively managing malpractice incidents. These guidelines were accessible via the CDU staff SharePoint site to support centres in maintaining high standards of academic integrity.
Develop implementation plan for using E Portfolios across FET provision.	The E-Portfolio working group successfully developed sample portfolios utilising OneNote and LinkedIn Learning, demonstrating best practices in their application. Training materials were hosted on the Digital Learning SharePoint site, and targeted training sessions were delivered across three FET centres in September. These sessions focused on integrating E-Portfolios, OneNote, and Teams into teaching, learning, and assessment, supporting a consistent and innovative approach across FET provision.

Goal	Achievement(s)
Provide clarifications on difference between reasonable accommodations and UDL in FET assessments.	A comprehensive clarifications document was developed and published on the CDU SharePoint site to distinguish between reasonable accommodations and Universal Design for Learning (UDL) principles in FET assessments. Updates were communicated to the QA Teams Forum, and the changes are actively promoted through UDL and Guidance Teachers Communities of Practice to ensure widespread understanding and implementation.
Guidance on equivalence between traditional assessments and UDL approaches.	An equivalency guidance document was developed by a dedicated working group, incorporating recommendations submitted to the Quality Assurance and Standards Planning Committee (QASPC). The document received approval from the Senior Leadership Team and was disseminated to staff via a formal memo. It is now accessible on the CDU SharePoint site to support staff in aligning traditional assessments with Universal Design for Learning (UDL) principles.
Host launch of digital learning SharePoint site to raise awareness among staff of best practice in the area of DL, signpost resources and PLD available and create easily accessible access to new technologies available.	A dedicated SharePoint site for digital learning was successfully launched and continually updated to showcase best practices, signpost professional learning development (PLD) opportunities, and provide staff with seamless access to cutting-edge technologies and resources.
Support QAE (Quality Enhancement) governance groups by providing support to PMDG meetings, carry out requests from the PMDG in relation to programme management and development.	Significant progress was made in 2024 to support Quality Enhancement (QAE) governance. Two Level 6 major awards were developed and validated by QQI for implementation in Q3. Additionally, 10 new programmes were validated by QQI for use across FET centres, further enhancing programme offerings and aligning with sectoral needs.
Support QADG meetings, carry out requests from the QADG in relation to enhancing learning, teaching and assessment.	In September 2024, six dedicated working groups were established to develop cohesive policies, streamlined procedures, and standardised templates for implementation across FET. These groups were strategically formed to address emerging priorities identified through Quality Improvement Plans (QIPs), Quality Assurance (QA) reviews, and evolving national practices in teaching, learning, and assessment.

Youth Services

Goal	Achievement(s)
Create opportunities to promote youth work across Dublin City.	The launch of City of Dublin Youth Voices documentary in Spring highlighted the value of youth work and participation through CDYS. In addition, CDYS and a number of Youth Projects featured in the St. Patrick's Day Parade. This event allowed for City of Dublin Youth Services and Youth Work to be promoted nationally and internationally.
Promote the volunteer led youth work provision across city of Dublin.	The City of Dublin Youth Services Volunteer Recognition Event was held in Croke Park in February. This was attended by many people who were recognised for their contribution to youth. Volunteers gave feedback on the night around the development of our volunteer strategy.
Development of a volunteer strategy 2024 in collaboration with key stakeholders.	City of Dublin Youth Services Volunteer Strategy launched along with its implementation timeline. In the preparation of the strategy over 40 volunteer organisations were requested to have their input. This was furthered through informal and formal discussions with volunteer organisations. In addition, a new clubs development initiative was agreed with the DCEDIY including the Key Performance Indicators.
Facilitate a data informed approach within the youth work sector in City of Dublin. Ensure that data provided by projects/service and clubs/groups through the various reporting mechanisms and bespoke data collection are captured and utilised by the ETB in the development of plans and initiatives.	City of Dublin Youth Services continues to incorporate a data informed approach within the youth work sector in Dublin City which facilitates City of Dublin ETB in the development of plans and initiatives for the youth work sector. Quantitative data provided by staff led projects during annual progress reporting has been collated and analysed to inform planning, support and development. Data sets prepared by CYPSC for the southside are being utilised. A city-wide survey was carried out on the topic of the benefits and challenges of providing a programme of activities during the Halloween programme in disadvantaged areas. Focus group with 30 funded organisations to develop a submission to the DCEDIY to provide support and funding for a range of initiatives.

Goal	Achievement(s)
Contribute to the development of policy and practice in youth work. Consult with stakeholders around the development of the National Youth Action Plan. Ensure that the voice of young people and services are central to the development of policy direction.	Consultations were held with youth workers, providers, young people and youth work committee to develop a response to the Youth Action Plan Strategic Outcomes submitted to the DCEDIY in February. Feedback sought from Funded Organisation on the development of UBU annual progress reporting template (22 FOs engaged) and submission made to ETBI. Two planning mornings (80 people in attendance) were held with projects to develop a list of practice based seminars which would add value to the development of programmes in 2024. The May practice seminar focused on rise of racism (38 participants), June practice seminar focused on Gender Diversity (14 participants). Two Dublin-based projects gave input into the ETBI conference sharing practice developed in Dublin related to detached work and outdoor education in youth work.
Embed Core Values within the operations of City of Dublin Youth Services engagement with the youth work sector.	A values exercise was conducted at the City of Dublin Youth Services staff planning day in January and ongoing planning for a staff development day on applying the core values to our work. The use of a facilitator around staff sessions allowed for an appreciative enquiry approach that looked at staff contribution to the organisation and how in practical terms practice can reflect in our core values.
Increased collaboration with key stakeholders including hosting youth work networks to ensure collaboration at local level.	City of Dublin Youth Services collaborated with key stakeholders throughout the year and hosted a number of youth network events: ■ Two Youth Worker Networks facilitated to inform the development of capacity building programme and arts programme. Facilitated three Youth Worker Networks in the NEIC in quarter one. ■ Southside youth work managers network meeting took place on the 8th of May, Northeast Network met on 23rd May & 20th June to discuss 8 projects/services. NEIC Youth Services Network facilitated April (9 services), May (9 Services), June (7 services). 25th of April NEIC front line staff session 56 participants. ■ NEIC Network Meeting took place on 3rd Sept - 10 services with 14 attendees. On September 26th a Frontline Staff Network morning took place - 15 services/42 attendees. ■ In August, the Northeast city region five of the Projects/Services met as part of the planning for the NE Network camping trip in August.

Goal	Achievement(s)
Represent Youth Work on high level structures and subgroups with a range of stakeholders.	City of Dublin Youth Services provided input into the development of the actions under the Youth Work Services Pillar in the Cherry Orchard Implementation Board new Action Plan during Quarter 1. In addition, there is ongoing participation structures and subgroups of the NEIC, CYSC and Darndale Oversight Group. City of Dublin Youth Services has attended two Southside City CYPSC meetings and inputted into two subgroups. In quarter two, City of Dublin Youth Services established a youth work services pillar subgroup under the Cherry Orchard Implementation Board (COIB). City of Dublin Youth Services has attended four Darndale Oversight Group Meetings in preparation for the new plan. Input was also provided to the expert group for the Rainbow Awards.
Provide staff with opportunities to participate in training appropriate to their needs.	Implementation of the City of Dublin Youth Services training plan is ongoing. ■ One staff member is participating in a coaching course. ■ One staff member participated in Skills To Advance ILM Level 6 Change Management module, three staff members participated in the Minute Taking course. ■ All staff took part in 'Wellness At Work' training in September.
Provide staff with opportunities to reflect on practice and develop their professional approaches.	Each City of Dublin Youth Services team has a planning/development day/s and reflection sessions are facilitated to enhance learning from practice. Staff reflection session on the Youth Voices Event and the Volunteer Recognition Event to ensure that learnings from practice were captured collectively. Reflection opportunity was also held for the Arts and Capacity Team on St. Patricks Day with youth workers and facilitators.
The voice of young people is included in all aspect of strategic developments with regard to youth work.	In quarter one, 250 young people attended the City of Dublin Youth Voices Event on 13th of Feb for a roundtable with policy makers, sharing best practice and launch of video. A report on the event was completed and submitted to Leargas in quarter two.
Support Young Peoples' creative expression with training workshops.	Youth worker upskilling workshops on ideas for summer programmes took place in May.

Goal	Achievement(s)
Direct support from Youth Arts Project Leader through the provision of workshops for young people in visual arts including thematic approaches i.e. St. Patricks, Halloween, International Youth Day etc.	■ Quarter one saw support provided to the seven projects who participated in the St. Patricks Day Parade. Thematic work with regional youth service using visual arts approach to address the issue of inclusion. ■ In quarter two, Direct Arts summer programme took place throughout June. Metric Games programme in seven youth projects and 1 Youthreach. ■ While in quarter three, direct delivery of arts summer programme took place in July and Metric Games sessions with five projects taking place as part of the summer programme in July.
Collaboration with key partners e.g. DCC Arts, IMMA etc.	Quarters one and two saw ongoing collaboration between City of Dublin Youth Services with DCC to deliver on youth work, and Music Generation. In quarter three, programme planning with Music Generation for Song writing and Music Production Programmes for Young People across 15 different Youth Projects to begin in (October to December) with five Youth Projects and Programme planning also for training session for Youth Workers in Music Production Software.
Support the development of youth work project/services and volunteer led clubs/groups.	City of Dublin Youth Services continue to support youth work project/services and volunteer led clubs/groups. ■ In quarter one, capacity building sessions were held including inclusive practice, transforming hate, upskilling in arts approaches etc. A calendar of events will issue to FOs. ■ In quarter two, 15 youth workers participated in gender-based violence training. City of Dublin ETB Skills to Advance Leadership Level 6 was rolled out to Youth Leaders and Managers in quarter three.
Use of internal SharePoint to enhance document accessibility.	City of Dublin Youth Services launched its own SharePoint which has been shared with all staff. Staff can access all documents onsite, working remotely/off site in projects. Documents can be worked on by multiple staff members at one time increasing productivity.
Continued engagement with EU partners.	2024 has seen ongoing engagement with Europe Goes Local (bimonthly meetings). This group focuses on bringing EU youth work policy to the local level through an action plan. Input into the development of 2024 action plan for youth work.

Goal	Achievement(s)
Feedback on support provided to the youth work sector.	City of Dublin Youth Services continues to enhance its provision through collecting feedback. Youth Worker Networks collect feedback using Mentimeter. This feedback is used to enhance the experience of the session and to improve practice. A feedback survey was shared with young people in quarter two who participated in the St. Patricks Day parade. Their feedback has been collated and discussed further with them at a group event in quarter three.
Commence online grants and reporting portal (SUBMIT.COM).	City of Dublin Youth Services supported the introduction of submit.com. In quarter one, volunteer led clubs/groups registered for submit.com. In quarter two, Local Youth Club Grant Scheme (LYCGS) was launched on submit.com in April with applications paid in June. Training grant launched in June with applications received. Activity grant was launched in June with 55 applications. Quarter three saw two rounds of Activity Programme Grant (70 applications) and Special Purpose Grants launched (7 applications) in July. In August a Development Grant (13 applications) & Minor Grant (staff wellbeing and training) 25 applications were launched. The Call For Service response in relation to the pilot initiative was launched on the platform in September.
Training for volunteer led club applicants provided via in person sessions.	This year there has been ongoing support to clubs and groups delivered by City of Dublin Youth Services staff with a focus on systems from Grants Manager, Admin Team and Liaison Officers. As grants are launched on submit.com support is provided.
Timely submission of documentation to Department of Children, Equality, Disability, Integration and Youth (DCEDIY)	City of Dublin Youth Services work to ensure that there is timely submission of documentation to DCEDIY. By ensuring all relevant documentation is uploaded and accessible for approval by the DCEDIY in a timely manner it ensures that submission of the SLAs, progress reports and audited accounts are also completed in the correct timescale.
Support creativity and innovation within the sector in Dublin.	City of Dublin Youth Services continue to support creativity and innovation within the Dublin City youth sector. Innovation grants launched in June with seven applications made with five recommended. In addition, the New Targeted Employability Support Initiative launched and was awarded to two Dublin project/services. In quarter three a pilot initiative to develop volunteer led clubs in Pelletstown/Royal Canal launched.

Goal	Achievement(s)
Support FO to meet governance requirements related to the Your Place Your Space (UBU) scheme including the terms of the SLA. Under the Performance & Oversight Engagement Framework monitor progress and budgets in line with the rules of the scheme.	City of Dublin Youth Services continue to support FOs to meet governance requirements under the UBU scheme including the terms of the SLA. In addition, City of Dublin Youth Services continue to monitor progress and budgets in line with the Under the Performance & Oversight Engagement Framework. During the course of 2024, 47 Logic Models were reviewed and agreed by City of Dublin ETB. This meant that 47 meetings took place with BOM briefings re Cycle two, and 44 PPRM meetings were conducted. In addition, 42 PPRM (second 2024) were conducted and annual progress reports submitted. A total of 21 audited accounts were submitted on time by 28th June.
Carry out finance and governance reviews in a number of projects funded under the UBU scheme.	A number of FOs were selected as part of the Finance and Governance Reviews 2024 under the UBU scheme. ■ In quarter one, five selected FOs were informed of the Finance and Governance Reviews 2024 and work has commenced. ■ In quarter two, 42 PPRM (second 2024) were conducted and annual progress reports submitted. 21 audited accounts submitted in June. UBU Finance and Governance Reviews: two Complete and final reports issued, one complete and draft report issued, two fieldworks currently in progress.
Provide assurances to grantors around a variety of funding schemes administered.	A number of youth groups were selected as part of the Finance and Governance Reviews 2024. These groups have engaged with the review. ■ In quarter two, 1 FO fieldwork in progress, with four review work scheduled for August/September. ■ In quarter three, 1 Complete and draft report issued. Fieldwork in progress in quarter three. ■ Meeting with organisations and review were also started in quarter three.

SUSI (Student Universal Support Ireland)

Goal	Achievement(s)
To continue to build SUSI as a student and customer centred organisation.	■ Administered the Student Grant Scheme 2024 which received over 100,000 applications. ■ Administered the new Student Part-Time Fee Scheme for Specified Undergraduate Courses which provided funding to part-time students for the first time. ■ Administered the end-to-end processing of all applications and payments for the 1916 Bursary. ■ Administered the International Student Protection Scheme 2024 and the PLC Bursary for Displaced Persons Ukraine Scheme 2024. ■ Continued to support students and the general public through SUSI's Support Desk. Dedicated support agents handled queries via phone, email and social media. Service level agreements continued to be met throughout the year including 70% of calls answered within 30 seconds, 95% of emails responded to within two working days of receipt and 95% of social media messages responded to within one working day of receipt. ■ Developed and delivered training for the Support Desk team, which focused on the student journey. ■ Continued to support stakeholders including public representatives, guidance counsellors and USI officers through a dedicated Stakeholder Helpdesk. ■ Provided training and information sessions to over 280 stakeholders. ■ Provided stakeholder training for the Technical Working Group. ■ Met with the SUSI Advisory Group, which comprises representatives from 16 organisations, to share updates and receive feedback. ■ Operational review group meetings and strategic review group meetings continued with Department of Further and Higher Education, Research, Innovation and Science (DFHERIS).

Goal	Achievement(s)
To understand our customer.	■ Launched customer satisfaction surveys to better understand students' service needs. The surveys focused on two customer journeys – the Application Form and Support Desk calls. ■ Conducted a Public Perception Study to better understand brand awareness and public sentiment towards the brand.
To create an excellent customer experience and journey.	■ Provided information and updates through SUSI's own channels including website and social media. ■ Delivered a number of tailored information campaigns to drive awareness of key topics among students and stakeholders including the priority closing campaign which built awareness of the priority closing dates. This was supported by a nationwide advertising campaign in English and Irish, media relations and use of own communications channels. ■ Delivered an outreach programme which enabled SUSI ambassadors to meet students, their families and teachers at events across the country and provide information on the eligibility criteria and application process. ■ Further improved the user experience on the SUSI website by adding search functionality.
To deliver digital by default.	■ Developed an application platform for the 1916 Bursary which enabled applicants to complete the application process digitally. ■ Adopted DevOps for all software development life cycle programmes. ■ Delivered digitally hosted training programmes where relevant.
To undertake a digital transformation.	■ Migrated the student application platform to the cloud.
To harness data effectively.	■ Fostered existing relationships with key data partners. ■ Developed a data exchange API with Revenue to build further efficiencies in the assessment process. ■ Collaborated with the CSO to deliver research titled <i>Education and Other Outcomes for SUSI Support Recipients 2012-2022</i>. ■ Collaborated with the HEA to deliver research titled <i>Student Grant Recipients: A Collaborative Data Analysis</i>. ■ Participated in DFHERIS's sectoral research group.

Goal	Achievement(s)
To create an optimal organisation design.	■ Resourced SUSI to ensure the organisation was adequately staffed to meet evolving business needs. ■ Managed Support Desk to ensure sufficient resources were in place to meet demand. ■ Implemented streamlined processes to ensure applications were assessed in line with legislation while maintaining the best possible experience for students.
To support a model workplace.	■ Awarded gold certification in NSAI's Excellence through People scheme for the second year running. ■ Participated in the City of Dublin ETB Public Sector Duty Working Group. ■ Added equality, diversity and inclusion courses to the LinkedIn Learning syllabus. ■ Continued engagement with Staff Forum including new members. ■ Set up an Innovation Forum to encourage workplace innovation. ■ Continued the hybrid working model. ■ Supported colleague participation and attendance at a wide range of training and development courses. ■ Delivered Skills Development Month which encouraged colleagues to develop their skills. ■ Delivered Scheme and process training to 131 colleagues. ■ Developed bespoke leadership training for mid-level managers.
To create a vibrant and well-defined culture.	■ Delivered a number of internal communications initiatives including regular town halls and weekly updates. ■ Delivered induction to all new colleagues which included a focus on mission, vision and values. ■ Hosted a staff development day which focused on driving transformation in the public sector.

Organisation Support and Development (OSD)

Goal	Achievement(s)
Attendance rates at board meetings.	Hybrid meeting options were made available to board members throughout 2024 to facilitate maximum participation. In line with the requirements of the Education and Training Boards Act 2013, a 'new' Board was constituted in September 2024 following the 2024 Local Elections. Average attendance rates for both the initial 2024 board and the 'new' 2024 board remained high at 69% and 86% respectively.
Financial expertise on audit and finance committee.	Members of the Audit and Risk, and Finance Committee are equipped with the financial expertise required to exercise their duties. In line with the requirements of the Education and Training Boards Act 2013, 'new' Audit and Risk, and Finance committees were established following the constitution of the new Board, again made up of adequately qualified members.
Annual review of skill set and self - assessment of each committee.	New committee in place September 2024 with first meeting taking place quarter four 2024.
Board appraisal of work carried out by Finance and Audit and Risk Committees.	Regular reports were provided by the Finance Committee and, Audit and Risk Committee to the Board throughout the year.
Staff development.	A full programme of development opportunities was made available to staff throughout 2024. A monthly calendar of events provided numerous digital and online training opportunities, including via the LinkedIn Learning platform which was launched in 2024. This year has also seen a proactive approach to the use of social media throughout 2024 to promote and celebrate good practice and keep information flow throughout the organisation.
Departmental reporting deadlines.	Departmental deadlines were met throughout the year as required.
Risk management policy.	The implementation of the policy and procedures for Risk Management in City of Dublin ETB has been ongoing throughout 2024. In Q4 2024 both the Audit and Risk Committee and Board approved the Risk Management Plan, Risk Appetite Statement and noted the Risk Management Policy.
Internal controls to ensure compliance with legislative and regulatory obligations.	Robust internal controls are in place with regular reports to the committees. Financial Statements and Statement of Internal Control were presented and approved in quarter one 2024.

Goal	Achievement(s)
Improve internal and external communications.	Communications continues to encourage centres to keep communications department updated for website content. ■ Search bar function was implemented to website - it went live in Q2. ■ There has been Increased social media across all channels. Reach on Facebook increased by 47% in quarter three. ■ Quarterly reports of social media and website stats are submitted to SLT. ■ Footage was filmed to create a new corporate 'about City of Dublin ETB' video in Q3, this will be launched in Q1 2025. ■ Submitted newsletter proposal to SLT in quarter three. Hoping to launch the first issue in Q1 2025. ■ New creative campaign for City of Dublin FET College went live in August/September - outdoor bus shelters, Irish Times, social media and radio. Created a PPT rundown of the campaign for SLT. Facebook reach is up by 47%, Instagram reach is up by 20.0K% (compared to Q2). The FET social media campaign was responsible for the big jump in Meta Reach in Q2. Q3 saw a 7.5% increase in overall city of Dublin ETB website page views. ■ Communications officer meets with City of Dublin ETB Communications Network group to provide updates. ■ Media relations protocol and Events protocol were approved by SLT in 2024 and shared with all heads of centres. ■ A Communications Sharepoint was set up as a host for media assets such as logos, PowerPoint template, style guide.
Build on current stakeholder relationships.	There has been full engagement in ETBI working groups throughout the year across a wide variety of disciplines.
Staff Development: Health & Safety.	Throughout the year a wide variety of Health and Safety training was provided including Manual Handling, Basic Hygiene, First Responded, HASAP Prevention Management of Aggression and Violence, Fire warden Training, and People Moving and Handling. In Q4, an all-staff health and safety training survey was launched to identify training needs for 2025.
Staff Development HR.	CPD Training for non-academic/instruction staff has been ongoing throughout 2024. Engaged with the CDU to source appropriate CPD training and Core Portal training was provided for all staff and managers.

Goal	Achievement(s)
Development of a Sharepoint to cover H&S and Insurance	Work on this project has been ongoing throughout the year with a working group established. Proposal in development for full migration of intranet to SharePoint cloud solution including themed/departmental info hubs.
Engage appropriate grades and number of staff to provide optimum support to the scheme.	Vacancies continued to be prioritised and filled in a timely manner throughout the year. Challenges were experienced in filling teaching posts.
Capital Development; To promote high quality buildings and infrastructure for all staff and learners. SOLAS Funded.	Decant of Killester CFE to Marlborough St./Connolly House is now complete following refurbishment works. Two new lifts installed in 8 storey Marlborough St building in September 2024. Capital project is now being closed out with work on final account in progress. Cathal Brugha Campus. Preliminary Business Case (PBC) is being finalised for major refurbishment project completion in the original Cathal Brugha St Building (formerly the College of Catering). Proposed refurbishment works will be to both the 1960s and 1930s sections of the building. This is a work in progress between Director of FET Transformation and Knowledge and Buildings Officer. Engagement with SOLAS is ongoing and a Technical Assistance Team was appointed in October 2024. Strategic Infrastructure Upgrade Fund (SIUF) Inchicore College: Design Team appointed, and work is progressing towards a required Brief Validation Meeting with SOLAS/DFHERIS. Initial Measured, Utility, Topographical and Geo-Technical Surveys complete on the site have been completed. FET Project Management assistance appointment complete and Solas approval received for extension of these services through 2025. Coláiste Dhúlaigh CFE (Barryscourt, Coolock) – Universal Access and Lift Extension: Main Contractor has been appointed and work on site has commenced with delivery expected in Q3 2025. Coláiste Dhúlaigh CFE (Greendale, Kilbarrack): Design team has been appointed for refurbishment works to Sports Hall roof and High-level glazing. Work on updated Design and Project Cost Report ongoing. Two Expressions of Interest (EOIs) submitted to SOLAS for Minor Works projects pipeline < 900k at Coláiste Dhúlaigh CFE (Coolock) and Liberties CFE (Marks Alley).

Goal	Achievement(s)
Capital Development; To promote high quality buildings and infrastructure for all staff and learners. - DOE Funded.	Presentation College Terenure: Following submission of Stage 1a Design report for major extension to school Department has issued approval for project to proceed to Stage 2A (Pre-planning). Engagement with the Design team is ongoing and Stage 2A expected to be complete in Q3 2025. Cabra Community College Major Extension project: Tender preparation of multi- disciplinary Design Team is in progress with Design Team Appointment expected in Q1 2025. An Cosán Community Special School (Grangegorman): Phase 1 Refurbishment works completed and school opened in Q2 2024: Department approval for Phase 2 works has been received. Engagement with the Department is ongoing in relation to programming the Phase 2 works. Works expected to commence in Q1 2025 with completion expected in Q3 2025. Coláiste Dhúlaigh PP – SEN reconfiguration works: Project completed, Final Account has been agreed and engagement with Department ongoing to close out. Whitehall Site Master-planning: Engagement ongoing with Department and Outline Design team Tender Documentation received.
Sustainability and energy usage reduction (Energy).	Continue to work to ensure City of Dublin ETB positions itself to address Climate Action Challenges. This year has seen ongoing engagement with SEAI monitoring and reporting (M&R) system to facilitate migration to new SEAI M&R Platform. City of Dublin ETB Climate Action Roadmap reviewed by SLT, SEAI Gap to Target complete and major challenges identified and quantified. City of Dublin ETB are active members of ETBI Climate Action Group and will be working with ETBI throughout 2025 to leverage resources of proposed ETB Energy Bureau. City of Dublin ETB are in receipt of new SOLAS Green Devolved Capital allocation and will be working with SOLAS throughout 2025 to ensure that allocation is fully expended and targeted to Sustainability and Climate action Projects.

Goal	Achievement(s)
Implementation of City of Dublin ETB Finance Consolidation Project - Purchase to Pay and SUN Upgrade.	The City of Dublin ETB Finance department along with the ESBS project team and system vendors successfully went live with a new Purchase to Pay (P2P) & updated FMS system SUN V6.4 from 1st January 2024. This year saw frequent and successful Accounts Payable payment runs processed with positive engagement with the trade suppliers. The finance project team at Head Office actively supported users and approvers across the organisation both remotely and in person. Weekly project team meetings took place to identify any issues or feedback raised by users to ensure they are rectified. Processes that feed into the new systems were and are under constant review. A training plan was put in place for new staff. The successful implementation of P2P and SUN upgrade has now moved to Business as Usual and is fully embedded in the organisation. Processes and controls continue to be kept under review to ensure best practice with both Purchasing and Creditors teams working closely.
Implementation of City of Dublin ETB Finance Consolidation Project - additional modules Training Centre (SAP to SUN).	The key learnings from the Q1 2024 P2P/SUN implementation were applied to the next rollout phase across the two training centres. Planning for the implementation of both P2P and SUN in the two training centres commenced in March 2024 with go live planned for Q3 2024. The P2P, Contracted Training module and upgraded FMS Sun system were implemented in the two Training Centres within the agreed effective date of 1st July 2024. The finance project team in Head Office actively supported users and approvers across the two centres both remotely and in person. Weekly project team meetings took place to identify any issues or feedback raised by users to ensure they are rectified. Processes that feed into the new systems were under constant review during the year. Both centres are now actively using the P2P system for ordering. Training Centre invoices are now being processed successfully through Accounts Payable in Head Office. The successful implementation of SAP to SUN and Contracted Training has now moved to Business as Usual and is fully embedded in the organisation. Processes and controls continue to be kept under review with Training Centre Stores and managers to ensure best practice. Training needs are also being kept under active review.

Goal	Achievement(s)
Ensure effective data protection.	Throughout 2024, there was a strong focus on the roll-out of all-staff online Data Protection training, along with targeted leader training. Online training via the Privacy Engine platform commenced in Sept 2024. As of end of year approx. 900 staff have completed training and onboarding ongoing. Targeted leader training was delivered by the DPO to: School Principals and Deputies, FET Principals and Deputies and other FET leaders in Q3.
Risk management.	The Risk management plan continued to be implemented throughout 2024. Support, including site visits, was provided to centres to assist in the completion of local risk registers.
Online Recruitment Platform (The Hire Lab) HR.	All roles that have been scheduled to go live on the online platform in 2024 are currently live. A review of other positions will be taken in quarter one 2025 to ascertain feasibility.
Pension & Pay History Single Scheme HR.	Management signed off on the Head count report and pay data for all Single Scheme members from 2013 to 2023 in October 2024. Between October and December 2024, City of Dublin ETB has achieved a significant milestone in its Single Public Service pension scheme compliance, reaching 75% adherence by successfully issuing 1,800 benefit statements to eligible members.
To be compliant with the Pension Liability Financial reporting and pension legislation HR.	As part of our ongoing commitment to ensure compliance, we have successfully inputted pensionable service records for 524 staff into Core HR, representing 33% of the total data required for the legacy pension schemes. We continue to work towards completing the full data input to meet the required standards necessary to produce the pension liability report and additional resources are being allocated in 2025 to help achieve this.
Compliance with Data Protection principles.	■ Q3 work commenced on ROPA via the maturity assessment. Four centres (one school, one FET College, City of Dublin Youth Services, and Head Office) used as 'test' sites to develop baseline. ■ Privacy Engine Training Commenced in September 2024. As of end of quarter three 2024, 2250 staff onboarded to platform (approx 1000 remaining). Targeted leader training was delivered by the DPO to: School Principals and Deputies, FET Principals and Deputies and other FET leaders at the end of quarter three. Admin and CDYS leaders will be trained in Q4. Consultants have commenced maturity assessment with four centres participating in an initial test to develop baseline.

Goal	Achievement(s)
Effective and efficient governance across the ETB.	Throughout 2024, City of Dublin Education and Training Board complied with the Code of Practice for Governance of Education and Training Boards, Department of Education and Skills Circular 0002/2019 to November 24th, 2024, and the Code of Practice for Governance of Education and Training Boards 2024, Department of Education and Skills Circular Letter 0083/2024 from November 25th, 2024, onwards. In line with the requirements of the Education and Training Boards Act 2013, a new Board and committees were constituted in September 2024 following the 2024 Local Elections. City of Dublin ETB staff elections took place in May 2024 to elect one male and one female staff representative to the board.
Cyber Security IT/CS.	In order to meet the requirements of the Public Sector Cyber Security Baseline Standards, City of Dublin ETB is in the process of implementing an Information Security Management System (ISMS). This is being completed with support from ETB IAU and Kosi. Throughout 2024 regular team meetings were held to progress the ISMS implementation. An audit was conducted of the progress and findings were adequate.
Review of City of Dublin ETB Corporate Procurement Plan and update of Multi-Annual Procurement Plan.	The 2024 Corporate Procurement Plan and Multi Annual Procurement Plan were completed in 2024 and approved by the Chief Executive.

