

City of Dublin Education and Training Board

# Strategy Statement

2026-2030





# Contents

Welcome Message .....	1
Developing the Strategy Statement .....	4
<i>What We Do</i> .....	5
<i>Strategic Context</i> .....	7
<i>Consultation</i> .....	9
Strategy Statement .....	13
<i>Vision and Mission</i> .....	15
<i>Values</i> .....	16
<i>Strategic Pillars</i> .....	17
<i>Strategic Pillar 1: A Leading Digital Public Service</i> .....	18
<i>Strategic Pillar 2: Transforming Lives through Championing     Learner Voice and Quality Services</i> .....	19
<i>Strategic Pillar 3: The Education Partner of First Choice</i> .....	20
<i>Strategic Pillar 4: A Great Place to Work</i> .....	21
<i>Implementation and Monitoring</i> .....	22
Appendices .....	23
<i>Appendix 1. City of Dublin ETB Strategy Statement 2026 – 2030 Working Group</i> .....	24
<i>Appendix 2. Legislation and National Strategies</i> .....	24
<i>Appendix 3. Education and Employment Trends</i> .....	25
<i>Appendix 4. Organogram</i> .....	27

# Contents

# Welcome Message

## from the Cathaoirleach and the Chief Executive Officer of City of Dublin Education and Training Board

We are delighted to jointly present  
City of Dublin ETB's Strategy  
Statement 2026-2030. This Strategy  
Statement sets out the strategic  
direction and priorities for City of  
Dublin ETB over the next five years.

We live in times of great political and technological flux, and some might say it is impossible to imagine where Dublin city will be in five years' time let alone how City of Dublin ETB will be part of that future. Yet living and working in times of such socio-economic uncertainty makes it all the more important that as the statutory provider of education and training in Dublin, we clearly delineate where we see ourselves going, and how we will contribute to the future of the capital city. It is for this very reason that being clear about our vision, our mission, and our values and our service priorities are so important.

The future direction set out in this document came as a result of extensive and comprehensive consultation and engagement with staff, learners, and key stakeholders. Contributions from over 600 staff, 12 focus groups and 80 stakeholder survey respondents have all shaped the current plan. What was clear also was the passion and commitment of staff who have a clear sense of how they can help transform the lives of so many people in our capital city. Equally strong was the voice of learners saying that our education and training services have a real impact on their lives, and a desire to ensure that such learning opportunities extend to learners of all ages in the years ahead.

The message from this Strategy Statement is very strong and very clear about where we want to be as an ETB in 2030. City of Dublin ETB will be a leading digital public service, which is the education partner of first choice that transforms lives through inclusive e-services, and is also a great place to work. As the statutory body with responsibility for education and training in Dublin city, we look forward to working together to make this a reality.

**Cllr Keith Connolly**

Cathaoirleach City of Dublin ETB

**Dr Christy Duffy**

Chief Executive City of Dublin ETB







# Developing the Strategy Statement

## About City of Dublin ETB

City of Dublin ETB is the state education and training authority for Dublin city with over 3,000 staff who provide education and training opportunities for over 34,000 people.

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 with 9 faculties in the city, providing Post Leaving Certificate courses, apprenticeships, traineeships and a range of further education and training opportunities for adults. We also provide education services in seven prisons, and fund a range of Community Training Centres and Local Training Initiatives.

City of Dublin ETB supports the provision, coordination, administration and assessment of youth work in Dublin city, and is the lead partner in Music Generation Dublin City. City of Dublin ETB is also responsible for Student Universal Support Ireland (SUSI), the national awarding authority for student grants in Ireland.

Our provision is supported by the Head Office administrative staff in Ballsbridge. Other support services include a psychological service, a curriculum development unit, a learner support and engagement service, an employer engagement service, a data and strategic planning unit, and a buildings maintenance unit.

City of Dublin ETB was established on 1st July 2013 under the Education and Training Boards Act, 2013 and is governed by a board of 21 members. The board is comprised of Dublin City Council representatives, staff representatives, parent representatives and representatives appointed under Section 30 (d) of the Education and Training Boards Act. Following the announcement of the 2024 Local Election, and in line with the Education and Training Boards Act, a new City of Dublin ETB Board and constituent Committees were established in September 2024.

# What We Do

## CITY OF DUBLIN ETB



**3,000+**

Staff members



**€565M**

Expenditure 2024



**34,000+**

Total Learners



**102k**

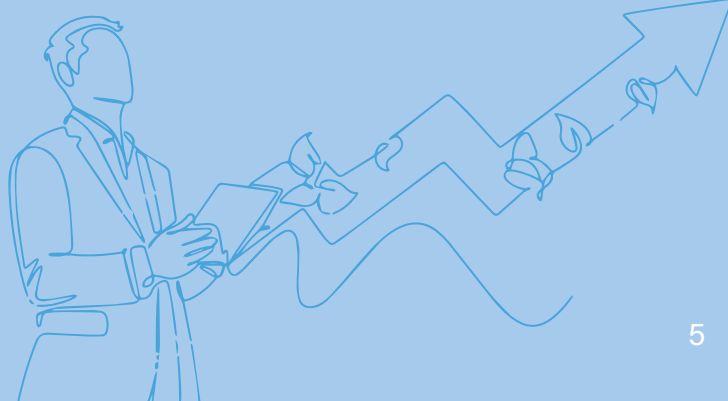
Grant Applications

**2024/25  
Academic Year**



**€295M**

Expenditure



**Music Generation  
Dublin City**

**3,900**

Children and Young  
People Participants



# CITY OF DUBLIN ETB SCHOOLS



**4,000**

School Learners



**1** Community  
National School



**2** Community  
Hospital Schools



**1** Community  
Special School



**11** Community  
Colleges

City of Dublin   
**FET College**



**9** Faculties



**4** Integrated  
Campuses



**30,000**

FET Learners

**12,000**

Full-time  
Learners

**18,000**

Part-time  
Learners

City of  
Dublin

Bord Oideachais agus Oiliúna  
Education and Training Board

Servísí Óige  
Youth Services

**44** Youth  
Projects

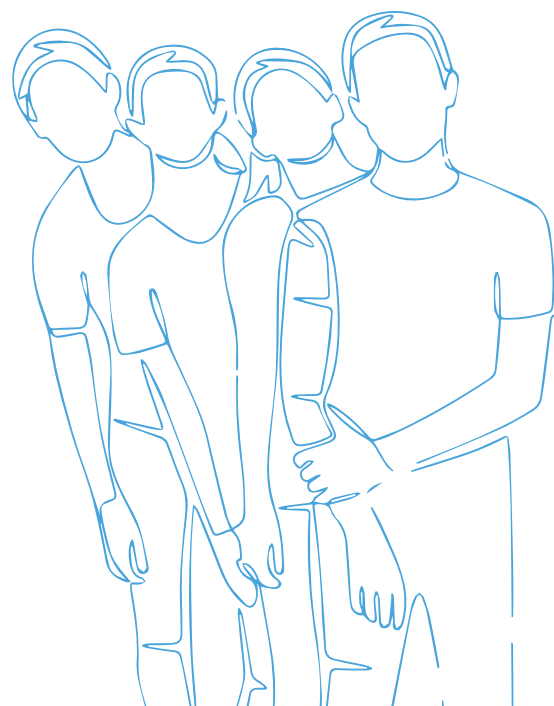
Reaching

**42k** Young  
People

**108** Youth  
Clubs

Reaching

**9k** Young  
People



# Strategic Context

## Strategic Context

The Education and Training Boards Act 2013 sets out that each ETB must prepare a Strategy Statement every five years. In doing so, City of Dublin ETB must be cognisant of legislative and policy developments that shape how we work.

## Policy Developments

The Primary Curriculum Framework, launched in 2023, forms the basis for high-quality learning, teaching, and assessment at primary and special schools. Since 2021, City of Dublin ETB has taken over the patronage of one Community National School, two Community Hospital Schools, and one Community Special School, and will be guided by this Framework and the Education (Admissions to Schools) Act 2018 in our provision. At second level, City of Dublin ETB Community Colleges continue to adapt to meet the requirements of Senior Cycle and Junior Cycle Redevelopment, with the introduction of new subjects, assessments and grade bands.

In the delivery of our Further Education and Training provision, we continue to work with our partners the Department of Further and Higher Education, Research, Innovation and Science, and SOLAS in ensuring alignment with national strategy, and the delivery of inclusive, lifelong learning opportunities for young people, and adult learners. City of Dublin ETB's youth work provision aligns with, and delivers on, the National Strategy for Youth Work and Related Services 2024-2028.

For additional information see Appendix 2. Legislation and National Strategies.



# Context

## Equality and Human Rights

City of Dublin ETB is committed to implementing The Public Sector Equality and Human Rights Duty, which places a statutory obligation on public bodies to eliminate discrimination, promote equality of opportunity and protect the human rights of their staff and those they provide services to. Our assessment [\*"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 and helps inform our delivery of education and services. City of Dublin ETB reports on implementation of the Duty in our annual reports.

## Digital, Innovation and Changing Work Practices

Recent rapid technological developments, particularly the advent of Artificial Intelligence, are transforming how we learn, teach, and work. At City of Dublin ETB, we are committed to ensuring that we maximise the potential benefits of new and emerging technologies, while ensuring safe, secure and compliant utilisation. The City of Dublin ETB Digital Strategy 2025-2030 provides a framework for people-centred digital transformation that will enhance and innovate our education provision and service delivery.

With all new technological developments comes the increased threat of cyber-attacks. The importance of information security and business continuity planning has never been more acute. City of Dublin ETB are currently working towards compliance with the Public Sector Cyber Security Baseline Standards to ensure the security and resilience of our information management.

## Climate Action and Sustainability

The Climate Action and Low Carbon Development (Amendment) Act 2021, annual Climate Action Plans, and Public Sector Climate Action Mandate (2022) place increased responsibility on public bodies to perform their functions in a manner consistent with national climate plans and strategies, furthering the achievement of the national climate objective. City of Dublin ETB is committed to meeting our obligations under the Public Sector Climate Action Mandate, and published the first iteration of our Climate Action Roadmap in January 2025. The City of Dublin ETB Climate Action Roadmap will be updated annually.

## Education and Employment Trends

The changing education demographics of Dublin City, along with employment and labour market developments shape how City of Dublin ETB operates. For more information see Appendix 3. Education and Employment Trends.



# Consultation

The development of the City of Dublin ETB Strategy Statement 2026-2030 has been informed by input from a wide variety of stakeholders.

Over the course of 2025, a series of consultation activities took place to capture the thoughts, opinions and ideas of our internal and external stakeholders. These diverse viewpoints have helped shape the direction of our Strategy Statement and identify our key priorities for the next five years.

Consultation activities focused on our vision, mission and values, along with four key strategic pillars.

1. A Leading Digital Public Service
2. Transforming Lives through Championing Learner Voice and Quality Services
3. The Education Partner of First Choice
4. A Great Place to Work

## Focus Groups

Twelve focus groups were conducted with the following cohorts:

- School Learners
- School Leaders
- Young People
- Youth Workers
- FET Adult Learners
- FET Leaders
- Administration and SUSI Staff

### Key findings from focus groups:

- 'Sustainability' and 'Climate Action' are considered critical priorities amongst young people.
- Adult learners feel our education opportunities and services are not widely understood by the general public.
- Staff across the organisation want greater opportunities to meet, network, and collaborate across services and centres.

## Surveys

The output of the focus groups helped to inform the design of two Strategy Statement surveys targeting:

1. Staff Survey approx. 600 respondents
2. Stakeholder Survey (Board, Committees, Boards of Management, Student and Parent Councils, Community and Industry Partners, Statutory Bodies) approx. 80 respondents

In addition, two further surveys conducted earlier in the academic year 2024/2025 provided additional insights:

1. Staff Digital Survey approx. 450 respondents
2. FET Learner Survey approx. 3,200 respondents

**HAVE YOUR SAY!**

**STRATEGY STATEMENT**

**OUR VALUES**

- 1. RESPECT**
  - DON'T BULLY
  - BE KIND
  - DON'T LEAVE PEOPLE OUT
- 2. INCLUSIVE**
  - STICK WITH IT!
- 3. LOYALTY**
  - BE HONEST

**FINGLAS**

**VALUES**

- RESPECT
- INCLUSIVE
- LOYALTY
- CREATIVITY
- KINDNESS
- CARING
- HEARD
- SEEN
- FEEL
- COLLABORATION
- SUPPORT
- MENTAL HEALTH
- POSITIVE EXPERIENCES!
- EQUAL OPPORTUNITY FOR ALL!
- PEOPLE DESERVE TO HAVE

Leahdesign.ie @Design.Leah



# What we heard

Our “vision statement” sets out the aspirations of an organisation - what are we working towards.

*“We cater for all learners, everyone is welcome.”*

*“We believe learning is for life, learning is life-long.”*

Our “mission statement” sets out our purpose - why we exist and what we do.

*“Our work changes lives, giving learners a positive future.”*

*“Our services positively impact not just the individual but the community at large.”*

Our “values” are the core beliefs and principles that guide our actions, decisions, and culture.

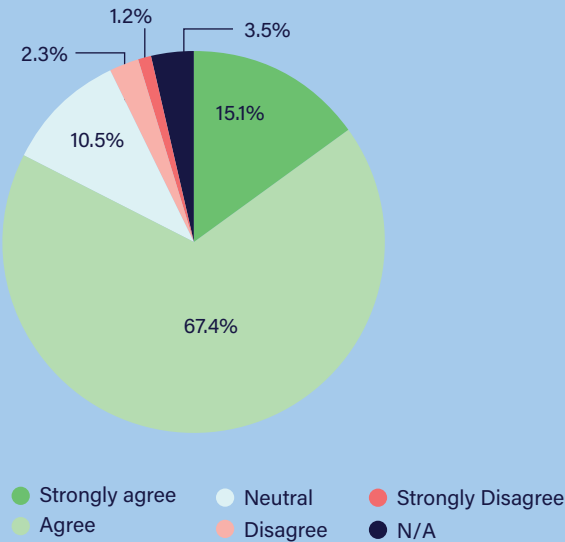
*“We put people first.”*

*“Inclusivity and accessibility are vital to what we do.”*

*“Our services are professional and high quality.”*

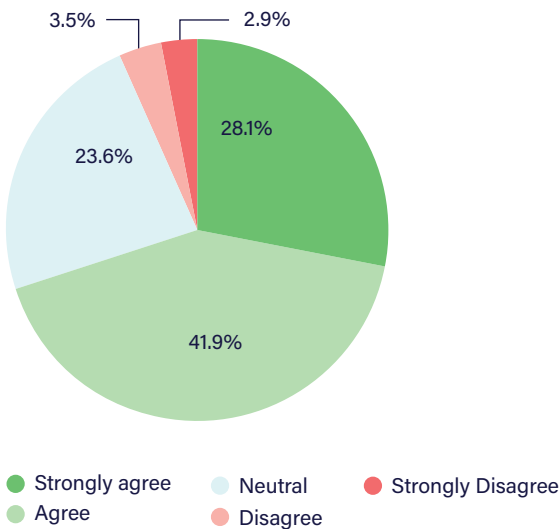
*“City of Dublin ETB offers high quality education programmes, services and pathways for families, communities and employers”*

**Stakeholder Survey**



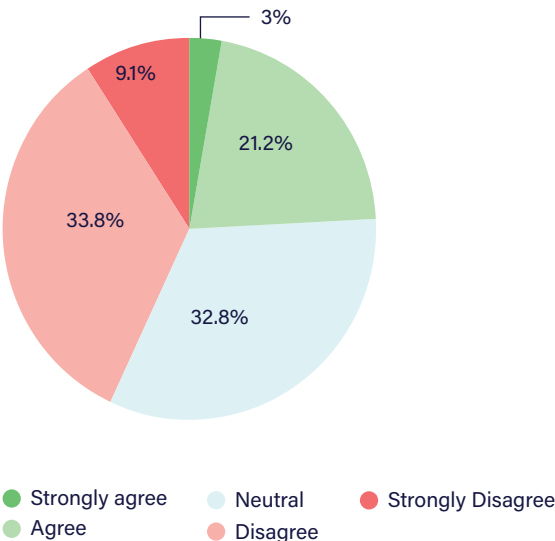
*“I am proud to work for City of Dublin ETB”*

**Staff Survey**



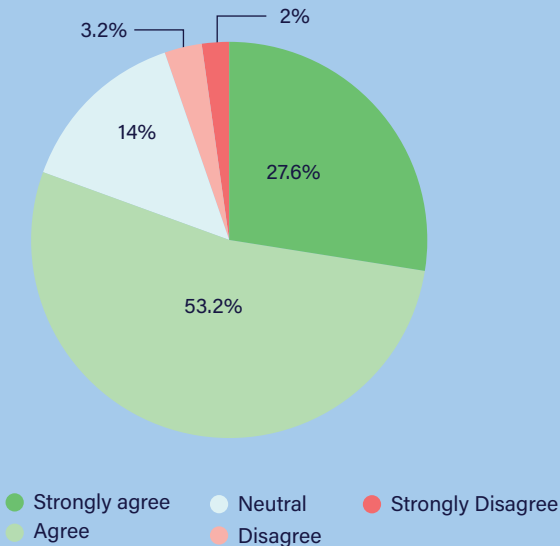
*“The public understand the diverse range of education services offered by City of Dublin ETB”*

**Staff Survey**



*“I recommend City of Dublin ETB education services to my friends and family”*

**Staff Survey**



# Strategy



# st





# Statement

# Our Vision

City of Dublin Education and  
Training Board - where life-long  
learning is for everyone



# Our Mission

City of Dublin ETB's mission is to  
transform lives and communities  
through education, training,  
youth work and services.





# Our Values



## People-Centred:

We put people first. We ensure our learners, young people, staff and other stakeholders have opportunities to be heard and to shape our work.



## Inclusive:

We provide accessible education and services for everyone – no matter who. We celebrate the diversity of our learners, young people, staff and communities.



## Respectful:

We recognise and respect the contributions of everyone – learners, young people, staff and other stakeholders to the organisation.



## Quality:

We ensure our services are professional and we deliver consistent quality across all services.



## Sustainable:

We put sustainability and climate-action to the fore of what we do, recognising our responsibility to the planet and the next generation.



## Accountable:

We are driven by integrity and upholding the trust placed in our organisation. We are committed to transparency and openness.

# Strategic Pillars

# By 2030

we want City of Dublin ETB to be...



**A Leading Digital  
Public Service**

**Transforming Lives  
through Championing  
Learner Voice and Quality  
Services**



**The Education  
Partner of First Choice**



**A Great  
Place to Work**

# Strategic Pillar 1:

## A Leading Digital Public Service

Through embracing digital transformation, City of Dublin ETB will maximise the impact of our education and services, and achieve professional excellence in teaching, training, and youth work.

For City of Dublin ETB, 'Digital' is a transformative approach that integrates technology into every aspect of our operations and services. It is not just about adopting new tools but about reimagining how education is delivered and accessed by learners. Digital transformation enhances collaboration, streamlines administrative processes, and focuses on delivering value through innovative solutions, skills development, and new ways of working.

By 2030, City of Dublin ETB will be a leading digital public service that meets the changing needs and expectations of our learners, staff and stakeholders. We will achieve this by working to achieve the following four goals:

- 1.1** Ensure a future-ready, scalable and adaptable digital learning environment.
- 1.2** Provide available, reliable and trusted systems for learning and administration.
- 1.3** Deliver unified and harmonised services that support anytime, anywhere learning.
- 1.4** Equip learners and staff with modern and relevant digital skills.





# Strategic Pillar 2:

## Transforming Lives through Championing Learner Voice and Quality Services

Changing lives through education, training, and youth work is at the core of what we do. For City of Dublin ETB, we want to ensure that, for everyone who engages with our services, we provide a quality experience where diversity is respected and celebrated.

We recognise the opportunity to enhance our provision by strengthening integration across all of City of Dublin ETB. Our unique breadth of services means that we can offer supportive pathways and opportunities for learners and young people across multiple services within our organisation.

By 2030, City of Dublin ETB will be transforming lives through quality education and services, championing the voices of learners and young people. We will achieve this by working to achieve the following four goals:

- 2.1** Deliver quality-assured education, training, youth work and services that ensures collaboration, communication and integration across all of City of Dublin ETB.
- 2.2** Maximise the potential of all participants at every stage of their journey by clearly signposting all pathways and promoting inclusion, respect and diversity in all our services.
- 2.3** Embrace Universal Design principles in teaching, learning and service delivery, and ensure access to supports for all learners.
- 2.4** Promote learner-centred practice and facilitate the opportunity for all learners and young people to have a voice which influences the work of City of Dublin ETB.

# Strategic Pillar 3:

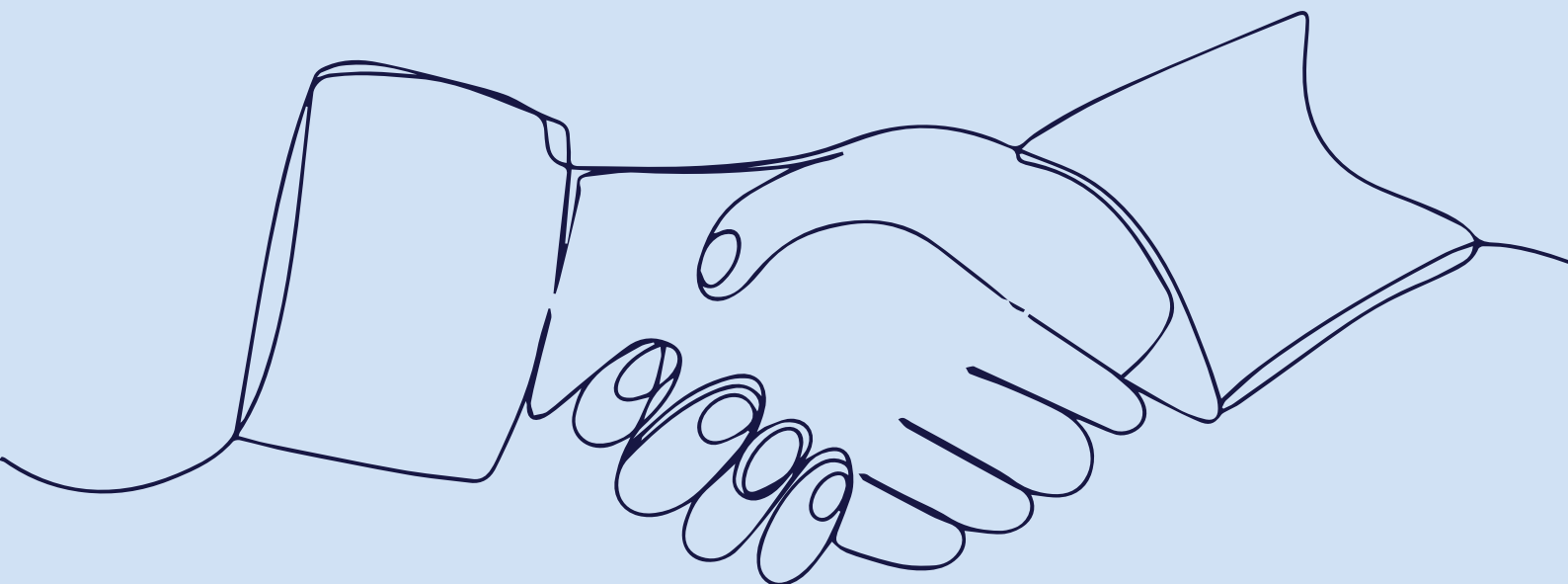
## The Education Partner of First Choice

City of Dublin ETB aspires to be the first port of call for education across the city. We want everyone to know that no matter where you are on your learner journey, at City of Dublin ETB we have a learning opportunity for you.

This means enhancing awareness of our services by building networks and partnerships with community organisations, industry and others, and by promoting stories of change that celebrate the wealth of learner achievements across our organisation. We will provide the best possible education facilities for our learners, while recognising the importance of ensuring sustainability and climate action are to the fore of how we work.

By 2030, City of Dublin ETB will be the education partner of first choice in Dublin city with a distinct and widely recognised identity, synonymous with high-quality, diverse education and services. We will achieve this by working to achieve the following four goals:

- 3.1** Promote and communicate the City of Dublin ETB brand plus the diverse range of services and supports available to learners.
- 3.2** Develop and improve our facilities, infrastructure and resources, ensuring a positive learning and work environment, prioritising sustainability and climate-action.
- 3.3** Build community and foster strong relationships by engaging with a wide variety of stakeholders.
- 3.4** Celebrate learner success and achievements by promoting stories of transformation.







## Strategic Pillar 4: A Great Place to Work

At City of Dublin ETB, we believe that our staff are our greatest asset. Across the organisation, over 3,000 people work to deliver high-quality and innovative education and services.

We recognise that being a great place to work is a critical 'enabler' that allows us to continuously enhance the quality of our work and strengthen our culture of accountability. For City of Dublin ETB, a great place to work means fostering a high-trust culture where colleagues feel valued, heard and recognised, with opportunities for growth, upskilling and development.

By 2030, City of Dublin ETB will be a great place to work with a strong sense of community and development opportunities that enable staff to meet their full potential. We will do so by working to achieve the following four goals:

- 4.1** Implement professional development and in-service training, supporting all staff to reach their full potential and maximise pathways for progression.
- 4.2** Build community and a feeling of belonging through opportunities to collaborate with colleagues and engage across services.
- 4.3** Ensure the highest standards of consistent governance and accountability across the organisation.
- 4.4** Foster a positive, inclusive, innovative culture, creating opportunities for meaningful staff input and feedback, and recognition at all levels of the organisation.

# Implementation and Monitoring

Responsibility for the implementation of the City of Dublin ETB Strategy Statement lies with the Chief Executive, reporting to the City of Dublin ETB Board.

A robust implementation and monitoring system, including annual service plans, annual reports and midpoint review, will ensure continued accountability throughout the lifecycle of the strategy statement.

## Annual Service Plans

Annual service plans directly linked to the strategic pillars and goals outlined in this Strategy Statement will be developed by the City of Dublin ETB Chief Executive and Directors (Appendix 4 Organogram), approved by the Board and the Department of Education and Youth.

Approved annual service plans will be published on the City of Dublin ETB website.

Key Performance Indicators aligned with key actions will provide quantifiable measurements that track progress, subject to quarterly review by the Chief Executive and Senior Leadership Team.

## Annual Reports

An annual report identifying the key actions implemented with regard to the Strategy Statement will be prepared by the Chief Executive, approved by the Board and the Department of Education and Youth.

Approved annual reports will be published on the City of Dublin ETB website.

## Mid-Strategy Review

A mid-strategy review will be conducted, engaging with key stakeholders to assess performance and direction, ensuring the City of Dublin ETB Strategy Statement remains agile and adaptable to changes that may arise in the future.

## Ongoing Partner Engagement

Throughout the life cycle of the Strategy Statement, City of Dublin ETB will continue to work proactively with relevant Departments and funding agencies to successfully implement the strategy and ensure that it remains relevant to national and sectoral policy.



# Appendices



# Appendix 1.

## Strategy Statement 2026–2030 Working Group

**Anthony Creevey**

Principal, Clonturk Community College

**Lorraine Downey**

Adult Education Officer, Learner Support and Engagement, City of Dublin FET College

**Celene Dunne**

Director of City of Dublin Youth Services

**Gillian Flynn**

Assistant Principal Officer, Finance Section, City of Dublin ETB

**Aoife Greene**

Organisation Development Manager, Student Universal Support Ireland (SUSI)

**Brendan Gribbon**

Compliance Officer, Corporate Services, City of Dublin ETB

**Blake Hodkinson**

Director of Operations and Quality (FET), City of Dublin ETB

**Aishling Lennon**

Head of Corporate Services, City of Dublin ETB

**Ciaran McNulty**

Deputy Principal, City of Dublin FET College, Dhúlaigh

**Gwen Redmond**

Adult Education Officer, City of Dublin FET College

**Ciaran Wrynne**

Deputy Principal, Coolock Community College

# Appendix 2.

## Legislation and National Strategies

The below list outlines a non-exhaustive selection of key legislation and national strategies that inform the work of City of Dublin ETB.

- [Education Training Boards Act 2013](#)
- [Code of Practice for the Governance of ETB's 0083/2024](#)
- [Further Education and Training Act 2013](#)
- [Education Act 1998](#)
- [Education \(Admission to Schools\) Act 2018](#)
- [Opportunities for Youth National Strategy on Youth Work and Related Services 2024-2028](#)
- [Qualification and Quality Assurance \(Education and Training Act 2012\)](#)
- [Primary Curriculum Framework 2023](#)
- [Irish Human Rights and Equality Commission Act 2014 \(Section 42 Public Sector Equality and Human Rights Duty\)](#)
- [Official Languages Act 2003](#)
- [Climate Action and Low Carbon Development \(Amendment\) Act 2021](#)
- [Better Public Services – Public Service Transformation 2030 Strategy](#)
- [Harnessing Digital – The Digital Ireland Framework](#)
- [Data Protection Act 2018](#)
- [EU Artificial Intelligence \(AI\) Act](#)
- Policy and Legislation pertaining to SUSI functions:
  - [National Access Plan: A Strategic Action Plan for Equity of Access, Participation and Success in Higher Education 2022-2028](#)
  - [Student Support Act 2011](#)
  - [Annual Student Grant Scheme](#)
  - [Annual Student Part-Time Fee Scheme for Specified Undergraduate Courses](#)
  - [International Protection Student Scheme \(for FE/HE Students\)](#)

# Appendix 3.

## Education and Employment Trends

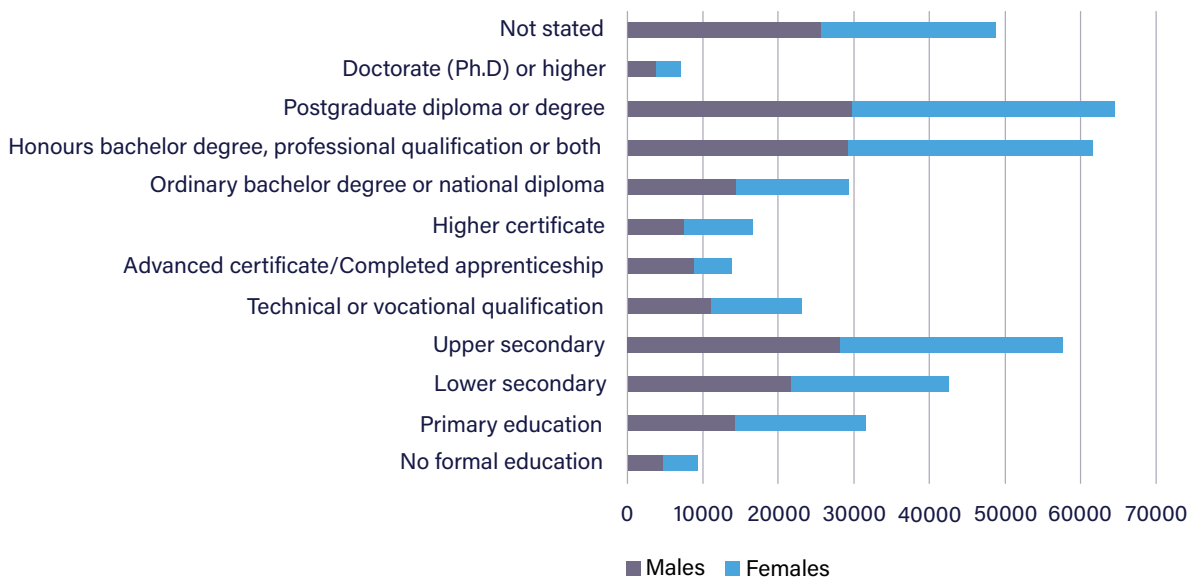
City of Dublin ETB  
Administrative Area Population  
CSO National Census 2022

# 592,713

+6.9% increase since 2022



### Population aged 15 Years and Over by Sex and Highest Level of Education Completed



# 218,308

People aged 15 and over that have third level education



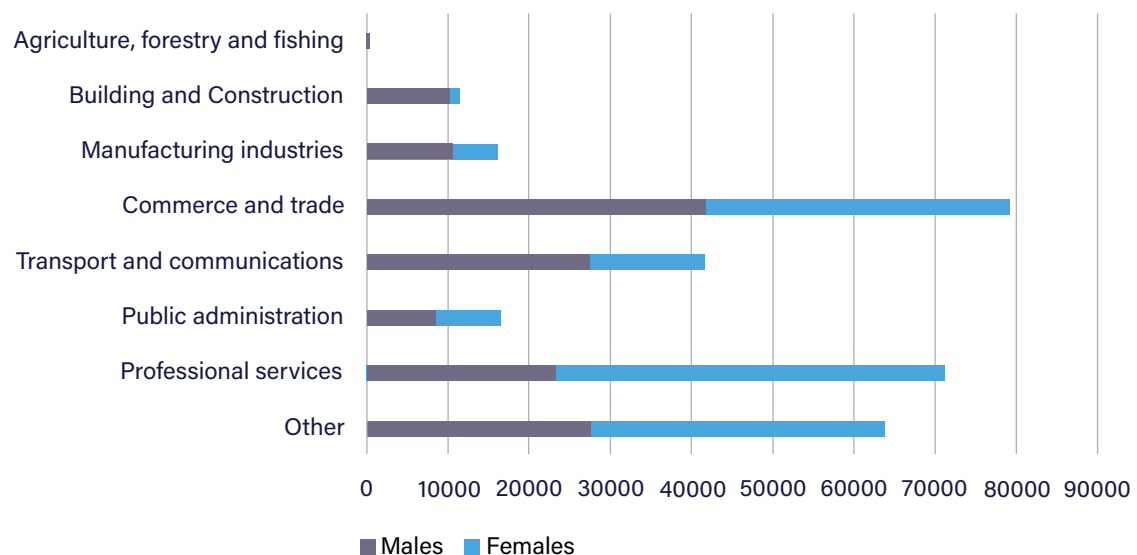
# 21

Average age at which education ceased for people aged 15 years and over



City of Dublin ETB services the administrative area covered by Dublin City Council, stretching from Finglas and Coolock (north and north-east of the city) to Ringsend and Ballyfermot (south and south-west of the city). In addition to this, SUSI, as the national awarding authority for further and higher education grants, is a national service.

## Persons at Work by Industry and Sex



**336,761**

Jobs located within  
City of Dublin ETB  
Administrative area



**4.3%**

Rate of unemployment  
in Dublin Region

# Appendix 4.

## Organogram

