
Donegal Education and Training Board Service Plan

2026

Adopted by Donegal ETB
on 23 February 2026



etb

Bord Oideachais agus
Oiliúna Dhún na nGall
*Donegal Education and
Training Board*

#WeAreDonegalETB

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1. Message from the Cathaoirleach of Donegal ETB - Cllr Terry Crossan

As Cathaoirleach of Donegal Education and Training Board, I am pleased to present the Service Plan for 2026. This Service Plan outlines the key priorities and objectives of Donegal ETB as specified in the Strategy Statement 2022 – 2026. It also outlines our commitment to delivering high-quality education and training services across County Donegal and reflects our statutory responsibilities under the Education and Training Boards Act 2013.

As we progress through 2026, Donegal ETB will continue to prioritise excellence in teaching and learning across the entire organisation. We remain steadfast in our mission to support all learners and build on our strong foundations while embracing new opportunities to serve the people of Donegal.

As Chairperson, I wish to acknowledge the dedication and professionalism of our Board members, committed staff and stakeholders whose input is key to successfully meeting our strategic objectives. Their commitment ensures that Donegal ETB continues to play a vital role in supporting communities throughout the county.

Cllr Terry Crossan
Chairperson Donegal ETB

2. Foreword by the Chief Executive

As Chief Executive of Donegal Education and Training Board (ETB), I am pleased to present our Service Plan for 2026. This document sets out our strategic priorities and operational commitments to ensure the delivery of high-quality education and training services across County Donegal. This plan has been developed in accordance with the provisions of Section 47 of the Education and Training Boards Act 2013.

Donegal ETB remains central to creating meaningful learning opportunities and is dedicated to strengthening the skills and knowledge needed by learners of every age. We strive to empower individuals and communities by promoting lifelong learning and enabling clear pathways into employment, further and higher education, as well as personal growth and development.

This Service Plan demonstrates our commitment to excellence and our ability to adapt swiftly to both local and national priorities. We will maintain strong partnerships with key stakeholders - including government bodies, industry partners, local communities, and our committed staff - to ensure our services continue to meet the changing educational and economic demands.

With a clear focus on innovation and continuous enhancement, Donegal ETB remains fully committed to delivering the highest quality education and training to learners across our region.

I would like to extend my sincere thanks to our learners, staff, Board members and partners for their continued dedication and support. It is through your commitment and hard work that we are able to advance our shared vision for education and training within Donegal.

We look ahead with confidence to another year marked by progress, partnership and achievement.

Anne Mc Hugh
Chief Executive

3. Profile / Background of Donegal ETB

On July 1st 2013, County Donegal Vocational Education Committee (VEC) became a new entity called Donegal Education and Training Board – Donegal ETB. The former FÁS Training provision and all of the associated functions were transferred and integrated into Donegal ETB later the following year.

Donegal ETB is the statutory body within the county with responsibilities for the delivery of education and training in second level schools, further education and training, outdoor education and training, tuition in music performance and youth services.

In accordance with the Education and Training Board Act, 2013, Donegal ETB will establish and maintain schools and centres for education and will plan, provide, coordinate and review the provision of education and training within their service areas. They will also be required (under direction from the Minister for Education and Youth) to provide support services to other education and training providers. Such support may be in the context of capital projects and land, human resources, financial services, legal services, ICT and corporate governance.

In respect of services and support, Donegal ETB is required by the Education and Training Boards Act to prepare, adopt and publish a five-year Strategy Statement (priorities, objectives and strategies). Donegal ETB is statutorily required to adopt and publish an annual Service Plan (services proposed with estimated income and expenditure) and an Annual Report (to report on the performance of its functions).

Donegal ETB is also primarily accountable to SOLAS for the delivery of a range of Further Education and Training (FET) Services. Donegal ETB is required to sign an annual Service Level Agreement (SLA) with SOLAS, setting out the training targets and commitments.

Donegal ETB's administrative headquarters are in Letterkenny, and it is a significant employer within the county with a total staff of 1,572.

The Chief Executive (CE) is responsible for the executive management of the ETB and has overall responsibility for the performance of the ETB schools, colleges, and centres with three Directors assigned responsibilities under the following three pillars:

- a. Schools
- b. Further Education and Training (FET)
- c. Organisation Support and Development (OSD)

(A). Schools

There are 15 schools throughout the county under the Patronage of Donegal ETB under this directorate. The Director of Schools works in conjunction with the Principals and Deputy Principals in managing the 15 schools. The Director of Schools links with the school principals and the ETB senior management team on a regular basis in identifying the infrastructural needs of schools, including forward planning in line with demographic and curricular needs. There is a strong emphasis on supporting education leaders in promoting excellence in teaching and learning through the schools. There is also priority given to ensuring the effective governance of the schools through strong Boards of Management.

Under this directorate, there are also several significant projects that are non-school, but they all have a strong educational focus:

Youth Work Service, REALT Service, Music Education Partnership , Educational Psychologist, Drugs and Alcohol Education.

The Director of Schools also provides executive support to the Youth Work Committee of the Board.

(b) Further Education and Training

The Further Education and Training (FET) service offers a wide range of full-time and part-time courses through which students are supported to progress both within programmes and onto further and higher education, and employment options. Provision is delivered through a network of 16 FET centres, two post primary schools and in multiple outreach locations. The Director of FET works with the Director of OSD, Director of Schools and CE to identify strategic direction for FET in accordance with national directives; and with the FET Senior Management Team who have responsibility for individual programmes and services and for areas of cross-service strategy and development, including Quality Assurance, Admissions, Guidance, Student Support, Data Management, Provision Planning and Professional Learning and Development.

(c) Organisation Support and Development

The Administrative Offices are central to Donegal ETB operations and act as the hub for the delivery of its programmes and services in the ETB schools and centres. In 2026, administrative functions will be delivered through a five-strand structure, comprising:-

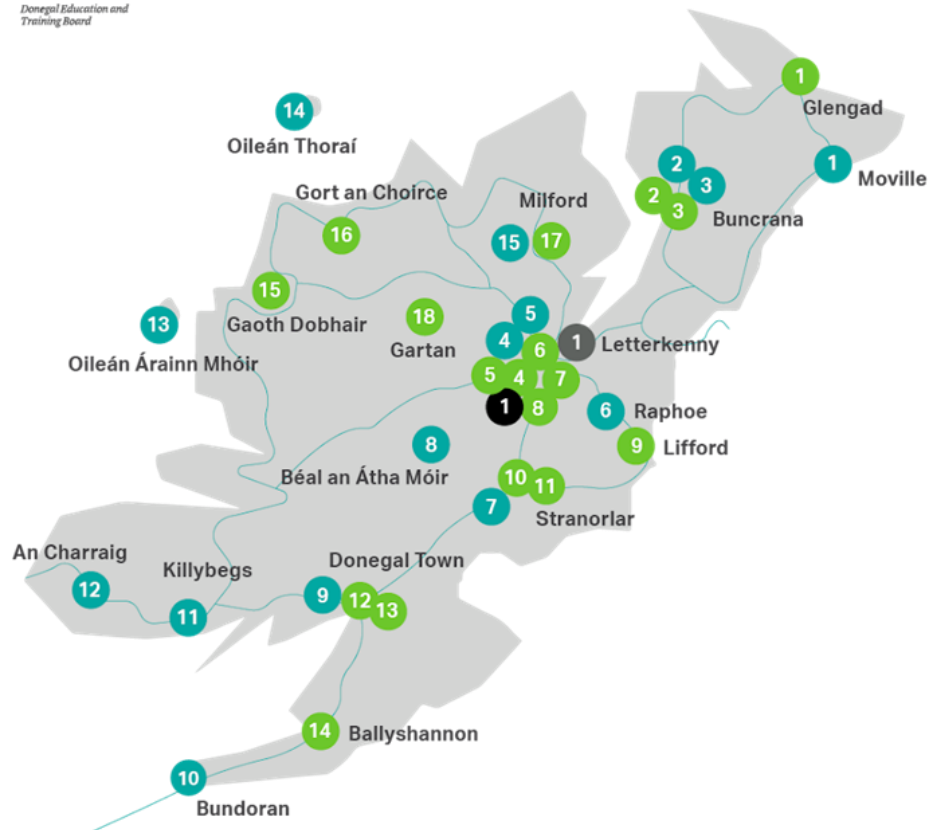
- Corporate Services including services to the Board and sub-committees, Compliance, Health, Safety and Welfare, Insurance, Data Management - FOI/Data Protection, Communications and Customer Services.
- Human Resources
- Finance, including Procurement

- ICT
- Innovation, Change Management and Capital Development

The above strands are under the Director of Organisation Support and Development (DOSD). The DOSD also has responsibility for governance and compliance, including the provision of executive support to both the Audit & Risk and Finance Committees of the Board.

The Donegal Education and Training Board has 21 Members, 12 of whom are elected following the local authority elections, two (2) members of staff, two (2) parents and the five (5) remaining members are appointed arising from nominations from bodies and organisations specified by the Minister for Education and Youth. The Board meets on a regular basis to carry out its reserved functions under the ETB Act 2013.

4. Geographical Map of Donegal ETB



School Map – Clockwise from Moville

1	Moville Community College	Moville
2	Crana College	Buncrana
3	Coláiste Eoghain	Buncrana
4	Coláiste Ailigh	Letterkenny
5	Errigal College	Letterkenny
6	Deele College	Raphoe
7	Finn Valley College	Stranorlar
8	Gairmscoil Chú Uladh	Béal an Átha Móir
9	Abbey Vocational School	Donegal Town
10	Magh Éne College	Bundoran
11	St Catherine's Vocational School	Killybegs
12	Coláiste na Carraige	An Charraig
13	Gairmscoil Mhic Diarmada	Oileán Árann Mhóir
14	Coláiste Phobail Cholmcille	Oileán Thoraí
15	Mulroy College	Milford

Administrative Offices

1	Ard O'Donnell	Letterkenny
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Music Education

1	Donegal Music Education Partnership	Letterkenny
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FET Centres – Clockwise from Glengad

1	Youthreach Centre	Glengad
2	FET Centre Buncrana	Buncrana
3	Youthreach Centre	Buncrana
4	FET Centre Letterkenny (Port Road)	Letterkenny
5	FET Centre Letterkenny (Business Park Road)	Letterkenny
6	Errigal College (PLCs)	Letterkenny
7	Training Centre Letterkenny	Letterkenny
8	Youthreach Centre	Letterkenny
9	Youthreach Centre	Lifford
10	FET Centre Stranorlar	Stranorlar
11	Finn Valley College (PLCs)	Stranorlar
12	FET Centre Donegal Town (Drumcliff)	Donegal Town
13	FET Centre Donegal Town (Ard Scoil na gCeithre Máistir)	Donegal Town
14	FET Centre Ballyshannon	Ballyshannon
15	Training Centre Gaoth Dobhair	Gaoth Dobhair
16	FET Centre Gort an Choirce	Gort an Choirce
17	FET Centre Milford	Milford
18	Gartan Outdoor Education and Training Centre	Church Hill

5. Donegal ETB Strategy Statement 2022-2026

Transforming Learning, Changing Lives

Mission – Donegal ETB

Donegal ETB offers education and training opportunities that help students to achieve their full potential and to contribute to the social, cultural, and economic life of their communities.

Vision – Donegal ETB

By 2026, we will have improved the life chances of people in Donegal, by helping them to achieve success in education and training.

Donegal ETB: Core Values

We are a learning organisation. We place students at the centre of our work. Everything we do to serve the best interests of our students is based on our core values: excellence; equality; care; community, and respect.

Excellence

We strive for excellence in all aspects of our work. We are committed to achieving the highest quality standards of teaching, learning and assessment in all our programmes. We value innovation and seek to achieve continuous improvement, supporting our staff to engage in professional development opportunities.

Equality

We strive to ensure that all students are afforded equal opportunity to participate in our education and training programmes that are based on respect for human rights and diversity. Our learning and work communities are inclusive of race, gender, religion or belief, age, family status, civil status, membership of the Traveller community, sexual orientation, ability, and socio-economic status. As an employer, we value diversity, and we aim to be fully inclusive in our staff teams.

Care

We care for the well-being of our students and our staff by creating safe and welcoming environments for learning and working. We have a culture that recognises and celebrates the achievements of students and staff. At the same time, we support people who are experiencing challenges in their lives.

Community

Our Donegal ETB community includes our staff, our students, and our partners, working together to achieve our collective goals. We are closely linked to communities throughout Donegal. We value the partnerships that we have developed with other groups and organisations to bring social, cultural, and economic benefits to the county.

Respect

We treat every person with respect. Our relationships with students, staff and communities are based on openness and trust. We respect the laws and rules that govern all aspects of our work: we operate within a culture of accountability, fairness, honesty, and inclusion.

6. Current Developments Impacting on Service Plan 2026

Strategic Plan 2027-2031

During 2026 Donegal ETB will begin planning for our next Strategy Statement, covering the period 2027-2031. Extensive consultation will be undertaken with all stakeholders as we set out our strategic priorities for the period of the plan.

Defective Blocks

Defective blocks are an ongoing issue with homes in Donegal. This presents significant challenges in our local communities and the effects are likely to increase in the coming years. Donegal ETB will continue to lobby for resources to respond to the needs of our affected students and staff. This issue is seriously detrimental to the general wellbeing of those experiencing the effects of the crisis.

The FET Service rebranded

The launch and establishment of Donegal College of Further Education and Training will take place throughout 2026. This rebrand is a fresh identity for FET and supports the national strategic direction of FET in Ireland. A key strategic and funding priority for 2026 is to rebrand the service and promote the new brand identity.

Climate Action and Sustainability

The Climate Action and Low Carbon Development (Amendment) Act 2021 gives a legal underpinning to climate action by the public sector. It requires all public bodies to perform their functions in a manner consistent with Ireland's climate ambition. The public sector is to lead by example, demonstrating the necessary climate action to reduce Ireland's greenhouse gas emissions by 51%, and to increase the improvement in energy efficiency in the public sector to 50% by 2030. This leadership role is supported by a Public Sector Decarbonisation Strategy developed by the Department of the Environment, Climate and Communications.

The ETB Sector is unique in that it has three identifiable areas:

- Primary and Post Primary School Buildings
- Further Education Buildings
- ETB Office Buildings and operations.

The Public Sector Climate Action Mandate applies to many public sector bodies including Donegal ETB (however, one of the exceptions is the Schools sector, where a sector-specific mandate applies and we follow this mandate for Schools under the remit of Donegal ETB).

Donegal ETB produced our first Climate Action Roadmap in 2024 and the roadmap is updated on an annual basis. The roadmap demonstrates how we will work with our two main funding bodies, the

Department of Education and Youth and SOLAS/Department of Further and Higher Education, Research, Innovation and Science, together with the support of the Sustainable Energy Authority of Ireland, to focus on reducing carbon emissions, and enhancing our energy management and other sustainability practices in order to meet the targets set out in the Government's Climate Action Plan.

During 2026 Donegal ETB will apply funding received from the Climate Action Summer Works Scheme for schools and the FET Green Devolved Capital Grant to implement measures to address our targets. Other funding streams can also help contribute to meeting our targets.

In 2026 we will review and update our Climate Action Roadmap within 6 months of the publication of the updated national Climate Action Plan.

Public Sector Duty

The duty requires public bodies to have regard to the need to eliminate discrimination, promote equality, and protect human rights for service users, policy beneficiaries, and employees, across all function areas.

Donegal ETB developed an implementation plan in 2023 to address these requirements in line with the relevant legislative requirements, and in 2026 we will continue implementing the Duty which will involve the development, monitoring and review of plans, internal policies, strategies, and programmes.

As mentioned above, during 2026 Donegal ETB will be formulating its next Strategy Statement and we will ensure that the Public Sector Duty is taken account of in that Statement.

Information Security Management

Donegal ETB recognises the risks that exist in relation to Cyber Security, Data Protection and Information Security. Accordingly, Donegal ETB in 2024 established an Information Security Management System (ISMS) working group. The Chief Executive nominated the Director of OSD to lead this working group and to ensure that the ISMS group focuses its work on addressing information security objectives that align with and support the achievement of the organisation's overall strategic objectives, as set out in our Strategy Statement 2022-2026.

The Chief Executive and Directors will continue to hold regular meetings in 2026 at which they will provide direction to, and monitor the progress of, the ISMS group towards meeting the objectives set out for it to strengthen Donegal ETB's security posture.

How this Service Plan was developed

This Service Plan is developed to support the implementation of Donegal ETB Strategy Statement 2022 – 2026. While the Strategy Statement sets out our priorities and aims over a 5-year period, it is important that there is a process in place to support their delivery.

In developing the Service Plan, a consultation process was undertaken with Senior Managers and Principals across all areas of provision to ensure that the actions set out for delivery during the Service

Plan cycle are appropriate to the overall priorities and aims set out in the Corporate Strategy Statement.

The consultation process also ensures that the outcomes set out for 2026 are realistic, achievable and are owned by the Senior Managers and Principals in their respective areas of service provision.

To support delivery on the outcomes identified, the following groups are in place to provide assistance and/or resources where required to ensure that outcomes are delivered upon:

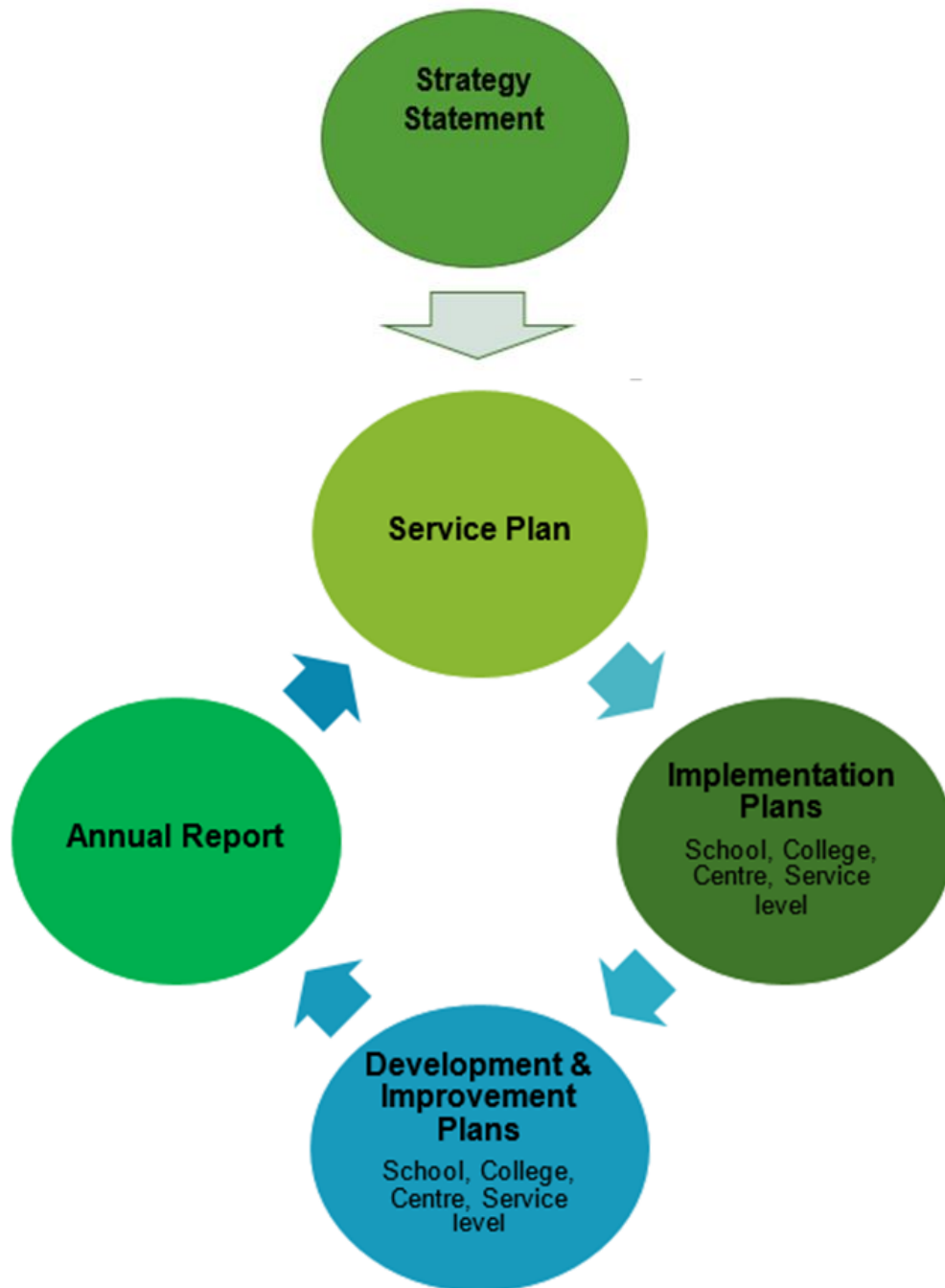
- CE/Directors Forum
- OSD Forum
- Principals Group
- Deputy Principals Group
- FET Senior Management Team
- FET Centre Managers Group
- Administration Head Office Staff
- FET Funding and Planning Group
- FET Buildings Group

These Groups meet regularly and provide cross sector/location support by ensuring a multi-dimensional communication process is in place to support and monitor delivery. This support also includes, where appropriate, the establishment of cross-service Working Groups where particular actions identified for delivery require an integrated approach.

- Communications Advisory Group
- Coiste na Gaeilge
- TEL Strategy Working Group
- Information Security Management System Working Group
- Workplace Wellbeing Strategy Group
- Climate Energy and Sustainability Steering Group
- Energy Management / Sustainability Working Group
- Public Sector Duty Working Group
- Youth Work Coordination Group

7. Planning Cycle Workflow

5 - year Strategy Statement leading to Annual Planning Cycle



It is important that the above process is utilised to ensure transparency, clarity of purpose and to keep a focus on actively working to deliver what we have set out to achieve over the lifetime of the Strategy Statement.

8. Statement of Service 2026

Under the terms of Performance Delivery Agreement between the Department of Education and Youth and Donegal ETB, the following goals and priorities were identified. The specific action for the achievement of these priorities, together with the associated performance indicators and targets to be delivered are as follows:

Goal: Optimise Student/ Learner Experience

Priority: Provide a positive learning experience for all learners, including learners from marginalised groups		
Action	Performance Indicator	Target
Ensure that digital skills offerings are in line with community and industry needs.	Maintain student beneficiary numbers on digital courses	All Centres have a basic skills offering and higher level skills education and training is available regionally.
Ensure our 5 core values are embedded across our schools and FET Centres	Greater awareness of our core values among students, staff, BoM members and parents	All schools have an active Ethos Team working on the promotion of the 5 core values
Upskill our middle management teams in our schools	Training for our middle management teams in our schools	Communities of Practice formed for middle management teams
Support FET Centres in embedding the five core values through deploying central support and facilitation.	Training and support for middle management in FET Centres	Increased awareness and understanding of core values evident in FET Centres
	Increased use of Google Classroom in Schools	All schools actively engaged in Google Classroom and exploring appropriate Apps
		All schools participate in 'Ethos Week' scheduled for Term 1 in the school year 2026/27.
Identification of opportunities for sharing good practice between Schools and Centres including continuing involvement in the TL21 and the Instructional Leadership Programme which is promoted and supported within ETBI.	Schools and Centres participating in Erasmus Projects	Increased participation in Erasmus programme
	Meeting between EA and CE to progress a possible Instructional Leadership cross border	Discrete proof of concept programme designed.

Continue to seek updates in relation to the start date for a PeacePlus IL project with the EA in NI	programme.	
Further upskilling in integrating ICT in promoting Teaching and Learning approaches	Increase use of Google Classroom in Schools Numbers of schools participating in RISE/SEN Provision Mapping as part of ETBI/MIC initiative.	10 schools participating in SEN Provision Mapping. Needs of marginalised learners addressed

Developmental work in promoting and embedding the ethos of an ETB school through the statements of practice Continue to implement the recommendations of the Public Sector Duty Working Group	Ethos Coordinator working with schools in promoting the statements of practice. Schools participating in the Patrons Short Course teacher training	Increased awareness among students, staff, parents, Boards of Managements and ETB Board Members of the ethos of ETB schools and services. IMBV embedded in schools. Key staff complete ETBI social diversity e-learning module. Junior and Senior Debating Forum held annually for students on the 5 core values of our ETB.
Further development in the 4 schools participating in an Scéim Aitheantais mar Scoil Ghaeltachta Continue to support and develop our two Island schools <u>Gaeltacht Schools:</u> Provide targeted guidance, advice and support to assist 2 schools participating but not yet officially recognised under the Gaeltacht Schools Recognition Scheme in progressing towards the criteria for recognition Facilitate access to CPD and professional learning opportunities for staff Support the development and implementation of the action plans aligned with the Gaeltacht School Recognition Scheme requirements	Progress in relation to the school plan for the Scéim Aitheantais mar Scoil Ghaeltachta Full expenditure of Island Schools funding Progression towards recognition Increase uptake of CPD Action Plans developed,	Strengthened basis upon which to continue to improve on the use of Gaeilge within the 4 schools by achieving goals for 2026. Reconfiguration of the ETB Coiste Gaeilge Ensure Island schools are not disadvantaged relative to mainland schools Strengthened basis upon which to continue to improve on the use of Gaeilge within the 4 schools by achieving goals for 2026.

Monitor and review progress in collaboration with school leadership to ensure sustained advancement towards recognition Continue to allocate available resources strategically to strengthen capacity for Irish-medium provision in both the 2 schools currently recognised and the two striving towards recognition.	implemented and monitored Resources allocated	
On-going provision of a wide range of responsive education and training programmes and relevant support in all schools, colleges and centres.	Wide range of programmes and services available and delivered across the county Complete the procurement process for the Management Information System to be used in schools.	Increased responsive provision to ensure inclusion of all learners A successful provider of MIS for schools appointed following a procurement process.
Progress the SEN Provision Mapping in Practice for Schools. Strategically plan SEN provision, build systems for promoting an approach through SSE, allocate resources and identify staff CPD Promote the resource associated with our REALT Coordinator to support students and their families in accessing and attending school provision	Provision of all the relevant resources schools need to support implementation of provision mapping in schools. Ukrainian and IPAS students integrating well into their respective school communities. CPD provided for relevant staff through the NCSE.	Strengthened SEN provision in our schools resulting in an improved learning experience for students Improve access and retention
Integrate learner payments process to improve efficiency and use of staff resources Implement any Findings and Recommendations from 2025 Internal Audit of Learner and Apprentice payrolls	Learner payments processed accurately and on time Number of recommendations implemented	All payment deadlines met Address any high/medium rated recommendations during 2026

Goal: Optimise Student/ Learner Experience

Priority: Provide a broad based curriculum		
Action	Performance Indicator	Target

Prepare and contribute to consultation on Senior Cycle Reform Continue to promote best practice in Junior Cycle across the schools	Awareness among staff on progress in relation to Senior Cycle Reform Number of curriculum reviews performed Schools successfully prepare for the further roll out in September 2026	Increased number of staff engaging with NCCA curriculum reviews
Review of current Leaving Cert subjects provided in the curriculum in each school	Clear rationale provided to Director of Schools at each school visit on the Leaving Certificate Provision Schools participate in annual review of TY	Address new and existing education & training needs of community
Further development of new FET Programmes in relevant curricular areas e.g. 'green' skills and digital skills	Number of new programmes introduced	Development and roll out of new programmes associated with SEUPB funding
Streamline how provision is presented to the public by establishing a centralised admissions service.	Naming conventions complete, duplication minimised and new website launched	New admissions service established and grow new brand and digital presence.

Goal: Optimise Student/ Learner Experience

Priority: Implement relevant and appropriate Quality Assurance Systems		
Action	Performance Indicator	Target
Continuous engagement with the Inspectorate in our schools	Positive constructive Inspection reports Recommendations from Inspection Reports presented to BoMs who provide oversight and direction.	Timely implementation of recommendations of Inspection Reports
Ongoing development and integration of QA Systems in FET Review and improve the QA G&M	Review of Governance & Management (G&M) Structures completed and implemented	A more efficient and streamlined QA G&M Structure leading to an improvement in Self-Evaluation, Monitoring and Review

Structures		
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Priority: Support students/learners at risk of educational disadvantage in line with current national policy

Action	Performance Indicator	Target
Active DEIS Plan in all of our 11 DEIS schools <u>School Completion Programme (SCP):</u> Continue to support SCP operations and governance Participate in ongoing engagement with ETBI, the Department of Education and Youth, and TESS in progressing national programme and governance developments Supporting the implementation of the agreed employment framework and service model, once agreed with the sector and finalised Ensuring alignment of local SCP provision with national policy direction and governance requirements Facilitating the effective rollout of any agreed SLA and operational guidance across SCP clusters within the ETB	Practical and dynamic DEIS Plans SCP operations supported and compliant	Address educational disadvantage All students in receipt of required support through the SCP programme.
Student Support Teams further embedded in school life Embrace and implement the new Cinealtas Guidelines	Active School Support Teams Clear procedures on dealing with bullying issues in schools Participation in Bí Cinealtá training for new staff	Improved access, retention and progression to the world of work/further/higher education
Provide increased supports to FET Students through Student Supports & Welfare Service	Maintain existing FET learner supports in a consistent manner across programmes in light of funding challenges	Referrals of FET Students to FET Student Supports & Welfare services.
Ensure student voice is	Student Forums and other student	Timely implementation of Action Plan

represented within different decision-making fora Opportunity for our 6 Irish Medium schools to contribute to discussions on ethos.	feedback mechanisms in place. Facilitated day for Irish Medium schools to discuss ethos	Evidence of implementation of changes arising from student feedback.
Promotion of REACH fund to community groups Explore method to pass on Public Sector Duty to groups in receipt of REACH funding	Support for community groups in implementing actions funded under REACH. Liaise with SOLAS re Public Sector Duty	Increase in access to disadvantaged students through Implementation of the FET REACH funding Disburse full REACH funding allocation. Awareness among groups of Public Sector Duty
Mainstreaming and integration of the FET RPL process as a means of making skills gained through experiential (workplace) learning visible	Number of learners achieving awards through the RPL process	Sustain the number of students accessing awards through the RPL process.
Continued access to Professional Learning Network/Community of Practice in Universal Design for Learning.	Number of staff participating in UDL training	Improved access, progression and retention
Continued implementation of the Adult Literacy for Life Strategy	Active engagement of marginalised learners in provision of digital upskilling, literacy and numeracy education	Maintain numbers of students engaged in literacy, numeracy and digital skills education programmes
Provision of counselling services to FET students in need	FET students engaging with the service as needed.	Continued promotion of the counselling service
Increase FET options for students with disabilities	Continue to promote the Autism programme (The Collective)	Autism programme maintained

Goal: Optimise Student/ Learner Experience

Priority: Provide Guidance and Counselling Services		
Action	Performance Indicator	Target
Guidance service available in schools and FET Centres	Engaging Guidance Counsellors in all our schools	Increased number of teachers in Donegal ETB qualified as Guidance Counsellors
	Further development of Whole School Guidance Plan (WSG Plan)	Embedding of WSG Plan in schools

Guidance Service offered in disadvantaged communities (FET)	FET Guidance service provided in unemployment “blackspots” areas	Maintain the level of access to guidance services for FET students and potential students, including in disadvantaged areas
Priority: Provide high Quality Learning/Training Facilities		
Action	Performance Indicator	Target
Continuous refurbishment and development of facilities in liaison with Estates Management Rental of FET premises where additional accommodation is required	Ongoing analysis / risk assessment of refurbishment needs of centres and schools FET facilities meeting the needs of learners and staff	OSD/FET/Schools Buildings Working Group ensuring co-ordinated planning of buildings’ projects and optimum use of resources Utilise funding streams including DEY Schools Climate Action Summer Works Scheme and Emergency Works to enhance school facilities Use FET Devolved Grant, Green Devolved Grant, Minor Capital Works Grant, SIUF and Emergency Works funding to invest in FET buildings Submit new funding applications where appropriate.
Facilitate access of students where current premises are inadequate to meet the needs of programmes/learners	Access for students facilitated	Continue to improve access in FET Centres where improvements are required. Strategically use existing funds to achieve this target and apply for additional funding as opportunities arise.
On-going review of all facilities to ensure optimum delivery to students Maximise funding streams including Schools Climate Action Summer Works Scheme, FET Devolved and Green Devolved Grants, FET Minor Capital Works Grant and Emergency Works as appropriate.	Enhanced facilities for learners Continue the upgrade of the existing WiFi infrastructure in Schools / Centres	Continued engagement with DEY, DFHERIS and SOLAS regarding the long term estates plan.

Priority: Promote and Develop Outdoor Education and Training

Action	Performance Indicator	Target
Further development of the Outdoor Education and Training Centre (OETC) funding model with progression towards embedding OET within the FET service (in accordance with national policy)	Financial performance Numbers participating in OETC activities. Further development in integration of OETC into FET	Strive towards creating a financially viable service Maximised numbers participating in OETC activities Awareness of how OETC can contribute to FET programmes
OETC delivering relevant programmes to both schools, the FET Service and the wider community. Realign OETC model to reflect all the challenges including focused branding and PR. Improve the partnerships approach of the national OETC network. Identify plans for future of centre as part of development of overall FET Estates Strategy	Dynamic and relevant programmes to meet the needs of the target groups accessing the centre Regular upskilling of staff Increased awareness of the Centre	Enhanced linkages with ETBI OETC National Network

Priority: Provide and develop Traineeship and Apprenticeship programmes

Action	Performance Indicator	Target
Continue to operate both Training Centres at full Apprenticeship capacity while exploring opportunities with SOLAS to expand further in leased facilities	Maintain the number of Apprenticeship intakes for 2026 in line with the funding available	Maintain the Phase 2 intakes across as many Apprenticeship programmes as possible while continuing to support the growth of Phase 4 and 6 delivery in ATU Donegal
Continued engagement with industry and designing programmes that respond to local needs.	New programmes approved/ validated as required	Maintain numbers engaged in employment progression courses

Priority: Prioritise STEM in Schools

Action	Performance Indicator	Target
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Support the ATU programme in linking with schools on the VEX Robotics module.	Schools aware of and participate in VEX Robotics	At least five schools participating.
Upskilling teachers in Coding Modules Embedding of Leaving Certificate Computer Science in 4 schools	Number of teachers participating in CPD	Encourage increased participation in competitions and exhibitions BTYS, SFI, VEX Robotics and STEM/STEAM related projects

Priority: Provide high quality ICT learning supports in schools/centres

Action	Performance Indicator	Target
Explore alternative teaching and learning platforms during 2026 with a view to potential transition	Alternative platforms identified	Identify the barriers and plan how to overcome them to promote transition
Extensive CPD opportunities for staff to upskill in blended Teaching and Learning provision. Increased use by teaching and learning staff of online learner management systems such as Microsoft Teams	Number and level of CPD opportunities in ICT available to staff appropriate to meet the challenge of high-quality delivery of blended teaching and learning Staff uptake of TEL upskilling opportunities Plan to rollout devices to every Staff/Teacher over next 5 years; investment in upgrading WiFi infrastructure in all schools / centres	Increased numbers participating in CPD, particularly in relation to blended Teaching and Learning Increased staff numbers engaged in TEL and other digital skills initiatives

Priority: Ensure all necessary child safeguarding measures are in place in accordance with the Revised Child Protection Procedures for Primary and Post-Primary Schools 2023 / Ensure full compliance with the Child Protection Procedures for Primary and Post Primary Schools 2023

Action	Performance Indicator	Target
Ensure all relevant staff in schools are trained in the new child safeguarding procedures.	All staff are aware of the child safeguarding procedures.	All relevant staff in schools are trained

Priority: Plan for changing demographics

Action	Performance Indicator	Target
Liaison with Estates Management, DEY and DFHERIS/ SOLAS on expected anticipated enrolments and provision Ongoing work by the Estate Management Team in liaison with School Management Continue to link with the relevant Schools Accommodation Sections in DEY Maximise usage of existing facilities in accordance with DEY guidelines	Sufficient places available for all students	Increase / maximise building stock as required

Priority: Engage effectively with employers and employer bodies

Action	Performance Indicator	Target
Work collaboratively with Regional Skills Forum/ Enterprise Ireland/ DCC Economic Unit/ IDA/ LEO/ ICBAN/ Engineering Cluster Executive/NW Regional Enterprise Plan/Northern & Western Regional Assembly. Develop new courses under GRASP and DEPTH SEUPB funding.	Numbers of employees in the county participating in QQI and vendor-certified courses. Roll out of course offerings under GRASP and DEPTH SEUPB funding.	Delivery of programmes which meet the needs of learners and industry. Grow the number of FET beneficiaries engaging in upskilling while in employment in SEUPB funded courses to offset the anticipated reduction in students on SOLAS funded courses due to the funding shortfall.
Intensive engagement with employers in key sectors in SMEs and multi-national companies e.g. engineering, tech sector with a view to new FET programme development and upskilling of existing workforce, including provision of online and blended learning opportunities	Programmes designed to meet the needs of workforce development employment opportunities in the county Delivery of online and blended learning opportunities to meet industry needs, including upskilling of existing employees Ongoing development of positive relationships with industry sector	Increased number and types of companies engaged Increased number of opportunities offered to industry sector employees e.g. green and digital skills in particular

Work collaboratively with all relevant employers/employer bodies to effectively establish training needs and provide the required upskilling. Respond to the changing needs of industry arising from technological and other advances. Maintain positive relationships in order to effect work experience and placements for DONEGAL ETB students.	Increased numbers of employers accessing our training programmes. Increased numbers of employers providing work experience. Better knowledge and awareness of what DONEGAL ETB can offer employers. Participate in Local Enterprise Week events.	Increase networking opportunities at IBEC and Letterkenny Chamber events/meetings. Expand links through Local Enterprise Week.
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GOAL: Staff Support

PRIORITY: Recruitment and retention of staff		
Action	Performance Indicator	Target
Implement an effective recruitment and retention policy to include the use of innovative approaches to attract high calibre candidates Implement a new recruitment system to streamline the application process, enhance user experience, and ensure an accessible platform for all candidates Train staff in use of new system Continuously review induction process for new / updated requirements Explore potential to transition to Capability -based interviews (PAS best practice) Make support services available equally for all staff for Staff Wellbeing	Staff retention Successful implementation and launch of the new recruitment system, reduction in application processing time and engagement from diverse candidates. Vacancies advertised and filled in reasonable timeframe Induction process to cover all staff Number of staff availing of Staff Wellbeing support	Enhanced induction processes New recruitment system embedded, reduction in application processing time. Increase in applications from underrepresented groups. Make DONEGAL ETB an employer of choice in the region

Priority: Support staff in ongoing Professional Development		
Action	Performance Indicator	Target
Enhance the organisation's Irish Language capacity Offer additional CPD opportunities for staff based on results of an annual Training Needs Analysis	Use of the language is increased within the organisation and in external engagements. Staff attendance at Courses in Gaeltacht. Reconfiguration of ETB Coiste na Gaeilge	Gaeilge CPD intervention for OSD Admin staff. Link with Lionra Leitir Ceanainn to access support. Increased number of staff attending Gaeilge courses.
Provide a range of staff learning opportunities and supports to build organisational capacity and enhance the quality of educational and training provision Seek expressions of interest from staff members in the Public Sector Apprenticeship plan Enhance the streamlining of CPD provision across the entire organisation Optimise use of LinkedIn Learning platform Review of Training Needs Analysis (TNA) to identify priority CPD requirements	Calendar of CPD opportunities Number of staff actively engaged using LinkedIn Learning Number of hours/courses completed Increase in skills aligned with priority areas Staff member enrolled in Public Sector Apprenticeship Plan Numbers undertaking CPD	High-quality CPD opportunities available at an appropriate level to meet the needs of the organisation All OSD admin staff have activated their LinkedIn Learning accounts and completed courses Greater staff confidence and capability in priority areas Targeted upskilling directed by line managers Stronger CPD culture Enhanced organisational capacity to adopt and adapt to new systems One Staff member enrolled in Public Sector Apprenticeship Plan

GOAL: Staff Support

Priority: Support and develop high quality leadership in the ETB		
Action	Performance Indicator	Target
Build leadership capacity within		

the organisation Training provided by DONEGAL ETB/ETBI and external providers to address identified needs Deliver annual managers seminar Management to identify and provide targeted training for middle management Develop career pathways on LinkedIn Learning	More people upskilling with a view to progression and promotion Numbers undertaking relevant CPD Managers seminar delivered Provision and uptake in targeted training	Continue to develop strategies to improve leadership capacity
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GOAL: Staff Support

Priority: Promote awareness of Health and Safety		
Action	Performance Indicator	Target
Identify and address H&S training needs Implement findings of HSA audits and apply learnings to other locations Apply FET Critical Infrastructure Remediation Devolved Capital Grant (CIRDCG) to address H&S requirements in FET facilities Implement checklists to assist schools and centres to manage H&S compliance Research apps available to assist with H&S checks	Less accidents occurring in schools and centres and being reported to HSA Number of Safety Statements completed Amount of CIRDCG expended in year App identified to assist in improving monitoring of H&S	Up to date Safety Statements in place for all Schools, Centres and Offices Reduce the number of incidents HSA Audit findings implemented Full expenditure of CIRDCG

GOAL: Governance

Priority: Attendance rates at Board meetings		
Action	Performance Indicator	Target
Re-emphasise the requirement for	Attendance records	Full attendance by all Board members

attendance at all Board meetings as per the Code of Practice for Governance of ETB's		
Review timing of meetings to encourage and maximise attendance		

Priority: Board Self-Assessments		
Action	Performance Indicator	Target
The Board should carry out a self-assessment, using the questionnaire included in the Code of Practice, to identify areas where improvements are required	Board Self-Assessment completed	Assessment performed annually and any identified areas for improvements addressed

Priority: Financial expertise on Audit and Risk and Finance committees		
Action	Performance Indicator	Target
Appointments to Audit and Risk and Finance committees should be made by the Board in consultation with committee chairs.		
External members of committees should bring the required audit and financial skills and experience to the role	Appropriate financial and audit expertise and experience on ARC and Finance Committee	External appointees to ARC and FC to have experience and expertise in finance and audit

GOAL: Governance

Priority: Board appraisal of work carried out by Finance and Audit and Risk Committees		
Action	Performance Indicator	Target
The Chair of the Board should ensure that Board members are provided with written reports on the work carried out by the Finance and Audit and Risk Committees as required under the	Reports submitted to Board	Reports submitted and Chairperson appraisals completed annually

Code of Practice for Governance of ETBs		
Priority: Self-Assessment by Finance and Audit and Risk Committees		
Action	Performance Indicator	Target
The Chairs of both the Finance Committee and the Audit and Risk Committee should ensure that a self-assessment exercise is completed annually as required under the Code of Practice for the Governance of ETBs	Self-assessments completed	Assessments performed annually and any identified areas for improvements addressed

Priority: Staff Development		
Action	Performance Indicator	Target
The Chief Executive will ensure that: - A member of staff is appointed as the training manager - A training needs analysis in financial management is carried out on an annual basis - A training programme on financial management is developed and implemented In addition, Donegal ETB will: Develop training for Administrative staff utilising Linked In Learning platform	Number of budget holders trained Number of training courses offered Number of staff participating in training Number of hours of Linked In Learning training completed by staff	All staff offered opportunity to participate in relevant training during the year Each school/centre budget holder receives training in financial management at least once in every three-year period All admin staff to complete 10 hours training on LinkedIn Learning

GOAL: Governance

Priority: Departmental reporting deadlines		
Action	Performance Indicator	Target
Returns to funding Departments must be accurate and reporting deadlines adhered to.	Adherence to deadlines New reports developed using d/EPM functionality and in conjunction with ESBS where appropriate	Annual Service Plan, Annual Financial Statements and Annual Report all submitted by due dates. Continue to develop and enhance the roll out of new d/EPM reporting module to enhance reporting capability and timely

		decision-making Develop additional reporting in conjunction with ESBS
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GOAL: Governance

Priority: Risk Management Policy		
Action	Performance Indicator	Target
The Board should ensure there is an ongoing process designed to identify and address significant risks involved in achieving an entity's outcomes. The Audit and Risk Committee should support the Board in this role Update the Corporate Risk Register at least annually and the Risk Management Policy in accordance with the Policy Schedule	Up to date Risk Management Policy Updated Corporate Risk Register Review of Risk Management performed by Board / ARC	Update the DONEGAL ETB Corporate Risk Register annually and Risk Management policy in line with policy requirements

Priority: Internal Controls		
Action	Performance Indicator	Target
The Board should ensure that it receives adequate assurance that specified controls are operating as intended	Board receives and reviews assurances from management and the Audit and Risk Committee regarding the operation of the internal control structure	SIC reviewed annually by ARC and Board

Priority: Develop organisational structures and systems to meet the changing needs of the organisation		
Action	Performance Indicator	Target
Engage with the Department of Education and Youth, DFHERIS, SOLAS, and ETBI to seek to implement proposed new	Staffing structures are fit for purpose	The service meets the needs of the local community

organisational structures to enable Donegal ETB to meet its statutory obligations and to carry out new and enhanced functions. Continuously review deployment of staffing resources to ensure we continue to meet the needs of our community		
Continue to enhance Donegal ETB's cyber security infrastructure Meet training and other requirements of EU AI Act Continue to participate in HEAnet SOC/SIEM project Ensure, through leadership and direction from Senior Management, and accountability and progress reports from the ISMS group, that the organisation's information security objectives are aligned with our overall strategic business objectives Implement systems to improve management of areas including Data Protection and HR Recruitment	No loss/theft of data as a result of cyber attack Progress through ISMS Implementation checklists and regular reporting to senior management Implementation of new systems	Timely responses to threat alerts Ensure Donegal ETB data is protected as far as possible Ensure compliance with EU AI Act Continue progress towards achieving NCSC Baseline Standards Complete implementation of new systems

GOAL: Governance

Priority :Efficiently use resources		
Action	Performance Indicator	Target
Ongoing guidance will be provided to Principal and Centre managers / budget holders on the best use of financial and staffing resources to maximise delivery of ETB services. Increased use of digitisation to	Delivering services that meet user needs	Annually identify opportunities for sharing best management and leadership practices and resources across the organisation

enhance productivity and improve sustainability		
Further Development of Reporting Requirements in conjunction with ESBS e.g ESF Reports to ensure compliance with EU Requirements.	ESF Reporting implemented	Successful implementation of Reporting functionality
Continue rollout of ICT Strategy	ICT Working Group progressing implementation of strategy	Deliver ICT devices and WiFi infrastructure in several more FET and School locations as resources permit

Priority: Communicate effectively

Action	Performance Indicator	Target
Develop a workplan based on the newly approved communications strategy for Donegal ETB. Communications Advisory Group to oversee implementation and advice on communication matters. Review and introduce a new FET website marketing strategy	Improved understanding within the local community of the range of services being provided by Donegal ETB Create a stand alone FET digital presence and marketing strategy in line with FET Future Strategy and FET COTF concept	Workplan drafted and commenced New FET website launched and FET marketing strategy devised and implemented
Continuously review and update Donegal ETB website	Website kept up to date	Website kept updated and reviewed regularly
Enhance the profile of Donegal ETB within the community Continue to improve accessibility of digital presence. Leverage ETB Week organised by ETBI to enhance the profile of Donegal ETB	Increased social media presence and statistical indicators Retain high accessibility score Increased awareness of Donegal ETB and its services	Continued increase in Social Media engagement and metrics Ensure score does not drop when changes are made to digital presence

Priority: Ensure effective data protection

Action	Performance Indicator	Target
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Data Protection (DP) function in place and training provided.	Number of data breaches reported	No significant data breaches requiring reporting to DPC
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Priority: Engage effectively with stakeholders and develop partnerships

Action	Performance Indicator	Target
Build on relationships already established with local community groups and employers and with relevant voluntary, statutory, cross border and other organisations to work towards shared goals: DCC, ATU, ÚnaG, IBEC, DWIBN, DETE, NWTEC, ICBAN. Begin collaboration with HSE to further goals of both organisations	MoU/SLAs signed. Specific projects agreed with various stakeholders with work plans and targets outlined. Allocation of appropriate resources, if applicable. Shared Island funding applications to be considered. Outcomes assessed against shared goals. Increase in number of employers engaging with our enterprise unit. Actions achieved in NW Regional Enterprise Plan. Participate in events to promote Donegal and the NW organised by relevant councils, Enterprise Ireland, IDA etc. Maintain numbers on tertiary courses Be a lead or support partner on a number of LECP actions	Complete actions under ICBAN working group. NWTEC Conference and work plan completed ATU collaboration progressed: metal fabrication apprenticeship Improve knowledge of skills training offering at IBEC regional meetings. Complete actions allocated to DONEGAL ETB as part of NWREP. Participate as required in events to promote the region. Participation in DCC Peace Partnership. Progress the actions of the Tertiary Education Working Group Contribute meaningfully to the LECP, 2023-2029

GOAL: Governance

Priority: Follow best practice in procurement

Action	Performance Indicator	Target
Implement updated Procurement Policy in line with best practice Implement Article 5.2 where it is appropriate to do so Mandatory use of 'green' criteria as part of procurement process for procurements > €50,000 Take account of Public Sector	More procurement competitions including the use of 'Green' criteria Evidence that Public Sector Duty requirements are being addressed in procurement competitions	Procurement exercises include 'Green' and Public Sector Duty criteria where possible

Duty in procurement processes.		
New/continuing initiatives for improving procurement compliance	Expanding the use of Panels and Dynamic Purchasing Systems (DPS) to provide a simple, efficient and compliant procurement process. The DPS and Panel remains open for the duration of the contract encouraging ongoing SME participation and a competitive supplier base.	Achieve all KPIs contained in annual CPP/MAPP process Ensure Procurement non-compliance is below threshold for reporting in Audit Certificate

Priority: Ensure compliance with statutory and regulatory requirements

Action	Performance Indicator	Target
Continuous review of the legislative / governance requirements of Donegal ETB operations and ensure implementation of outcomes.	Statement on Internal Controls	No significant compliance breaches
Comply with Official Languages Act 2003/2021 requirements - including Section 10(a) of the Act	All obligations complied with	Full compliance with Official Languages Act 2003/2021
Comply with Irish Human Rights and Equality Commission Act 2014 requirements	Identified actions under Address Step of Public Sector Duty delivered in 2026	Include a report on the implementation of the Duty in our 2025 Annual Report.

GOAL: Governance

Priority: Ensure full compliance with the Revised Child Protection Procedures for Primary and Post Primary Schools 2023

Action	Performance Indicator	Target
Approval of Child Safeguarding Statements by BOMs Ensure all schools have adopted the Child Protection Procedure for Schools 2023 by the end of 2026	Child Safeguarding Statements produced New Child Protection Procedure adopted	All statements approved by BOMs New procedure adopted
Training for Principals/Deputy Principals & BoM's	Number of Principals / Deputy Principals trained	All training to be completed

	Access to BoM Child Protection ETBI Training	
Completion of Child Protection Oversight Reports by Principals	Number of reports completed	All reports to be completed
Staff are aware of their responsibilities under Child Protection	Inspection Reports Oversight of BoM minutes Number of staff completing relevant induction module	Full awareness by all relevant employees of their Child Protection responsibilities

GOAL: Protection Programmes

Priority: Assist the DE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants

Action	Performance Indicator	Target
Embed the REALT to assist in meeting the challenges of placing Ukrainian children in primary and post primary schools Provide appropriate resources to work in partnership with other agencies to provide appropriate services for refugees and asylum seekers	Integration and progression into mainstream programmes Appropriate provision in place for new communities as required	Provide all required supports

In addition to the above nationally agreed goals and priorities, the following specific strategic priorities for Donegal ETB will be commenced or advanced during 2026 to ensure the advancement of the overall Strategy Statement:

Goal	Priority	Action	Performance Indicator	Target
	Address school provision in Buncrana	Work with the Department of Education and Youth to progress the building project	Progress the project through the DEY school building project stages	Continue to liaise with relevant authorities
	Errigal College, Letterkenny	Major extension Project (Devolved) 9,000m2	Progress the project through the DEY school	To accommodate long term projected enrolment

Capital Projects			building project stages	
	Deliver projects approved under the 2025 Climate Action Summer Works Scheme (6 DONEGAL ETB schools approved)	Run procurement processes, appoint Design Teams and Contractors to deliver projects, monitor project progress	Number of projects progressed	Complete at least 4 of 6 approved projects during 2026
	ASA Projects	Continue to engage with DEY to progress various Additional School Accommodation (ASA) projects in DONEGAL ETB Schools	Number of School ASA projects progressed	Advance several ASA projects through DEY project stages
Youth Work and work with children & young people.	The role of youth work services in enhancing the lives of young people is strengthened, more visible and better aligned with other services. An equality and rights-based approach is embedded across all youth work services and supporting structures. Youth work services reflect the diversity of the Irish youth population. Universal and targeted provision work alongside each other effectively to enable the participation and flourishing of young people from all backgrounds	Develop a model for multi-annual national youth policy priorities to be addressed through schemes and service delivery, with an annual strand to support emerging needs. Funded youth organisations and other delivery bodies will enhance their approach to proactively communicating and promoting the opportunities available to young people and the wider community, including making use of digital engagement tools. Work with the Youth Organisations and others to identify recommendations	Increase access to new youth services and additional youth workers through continued state investment. Increased engagement of young people and youth organisations in youth programmes, in particular with respect to young people who are vulnerable and disadvantaged (Youth Clubs, Youth Information Centres, UBU Your Place Your Space, Integration) Ensure monitoring and oversight through the Performance	Growth in numbers of young people supported, increased investment in youth activities, programmes and facilities.

	and communities Youth work services are high quality, accountable, sustainable and shaped by relevant data and evidence. All those working with young people, both paid and volunteer, have the right skills, training and supports to deliver high-quality youth work services to young people. Access to mainstream youth services for all young people, whatever their circumstances, and responsive to current and emerging needs. Funded youth services and opportunities aimed at all young people, and supported by a sustainable and transparent funding infrastructure. Expand, enhance and support Youth Work provision in the Donegal ETB area by ensuring the provision, coordination and oversight of youth work programmes and services. Schemes, agencies, organisations and services support	on how best to leverage and resource their role across similar strategic objectives. Assist in developing a Workforce Development Strategy for the youth work sector, to include consideration of training needs and the requirement for high-quality, accessible and inclusive youth work services and opportunities. Review the UBU Your Place Your Space scheme as a whole to ensure that it is delivering on its policy aims and identify if changes are needed to its operating system in order to meet the needs of its target groups. Map the availability and distribution of youth work and wider youth services and facilities throughout Donegal, charted against key demographic data. Collaborate with DEY incorporating and Education & Training Boards Ireland to develop strong mechanisms for young people to influence decision-	Oversight Framework. Planning and Progress Review Meetings (PPRMs) held with UBU funded Youth Organisations, to review and discuss the delivery of the UBU Service. Continued engagement with the Donegal ETB Coordination Group for Youth Work. Children and young people are a focal point for everyone, placing their rights and well-being as a core part of policy and decision-making. Increase in young people participating in high-quality non-formal youth provision embracing the five National Outcomes. Progress on implementing the National Policy Framework for Children and Young People 2023-2028 and Opportunities for Youth: National Strategy for Youth Work and Related	
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	and promote quality, innovation, collaboration and the sharing of best practice. Youth work policy and services are shaped by the complex, varying and dynamic situations, needs, interests, strengths and views of young people themselves, with special attention being paid to young people who experience particular barriers to opportunity	making and including expert and sectoral perspectives and those representing cohorts of young people who experience particular barriers to participation. Build on the good interagency work and collaboration through Donegal ETB Youth Work Committee, CYPSC, Donegal Youth Council, Tusla and HSE. Continued support and guidance for all established youth service provision, including staff and volunteer-led projects and clubs through schemes such as UBU Your Place Your Space, to influence and promote a strong youth sector. Collaboratively address the needs of children and young people through youth work and other effective methodologies. Ensure strong governance structures are implemented.	Services 2024 - 2028	
Sustainability /Energy Efficiency	Continue implementation of DONEGAL ETB	Submit the annual Climate Action Roadmap	Climate Action Roadmap completed and	To have implemented metering and monitoring systems, in as many of

	Climate Action Roadmap	Progress actions addressing Donegal ETB's "Gap to Target" as part of the national Climate Action Plan and the Public Sector mandate via Energy Audits, use of the FET Green Devolved Grant, advance the approved 2025 Climate Action Summer Works Schemes in Schools, and utilise other funding streams to apply to CES initiatives. Run a workshop for key stakeholders within DONEGAL ETB to identify actions, share best practice, encourage behavioural and cultural change throughout the organisation and continue to increase staff awareness regarding Energy Management and Sustainability Collaborate with the North West Energy Agency to perform investment grade energy audits on buildings Increased use of 'green' criteria as part of procurement process	submitted by due date Workshop delivered for key stakeholders Increased Staff awareness of Climate Action, Sustainability and Donegal ETB's Climate Action Roadmap Number of CASWS approved projects completed in Schools during 2026 Amount of FET Green Devolved Grant expended Number of energy audits performed Reductions in kWh and Oil consumption	our buildings as possible, by the end of 2026 to improve our capacity to measure our progress Workshop delivered and actions implemented based on workshop outcomes Complete as many CASWS projects as possible during 2026 Full expenditure of FET Green Devolved Grant Continued progress towards meeting DONEGAL ETB's 2030 Climate Action targets 10 Energy Audits performed in 2026 More procurement processes utilising Green criteria
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Community National Schools	Continue to gauge need for additional choice in patronage in relation to primary schools	Monitor need for this new patronage arrangement by meeting with existing patrons and promoting the CNS/CSS model.	Respond to all inquiries received by meeting relevant parties and providing further information upon request. Little Angels Special School transfer of Patronage completed as per ETBI Due Diligence documentation.	Meet any identified need for Community National schools. Little Angels Special School to come under the Patronage of Donegal ETB.
Donegal Music Education Partnership	Contribution to Donegal ETB	Lead the way in performance music education across Donegal Support the development of young musicians and contribute to the cultural life of the county	Maintaining numbers doing tuition Deliver busy programme of events Work with wide range of partners	Student timetables maintained and developed in centres DMEP concert series and workshops held Key relationships sustained with schools and centres, others Provide performance opportunities for young people.
North West Tertiary Education Cluster	In 2018 the North West Strategic Growth Partnership (NWSGP), in partnership with the FE and HE institutions of the Northwest City Region, announced a new agreement in education, training and innovation to establish the Cross-border Tertiary Education Cluster.	To continue to progress the work of the cluster with ATU, North West Regional College and Ulster University: continue to update website, progress the UNESCO Learning City Region, SEUPB funded projects, DEPTH, GRASP and ESTEEM	Work Plan actions achieved: PeacePlus programmes started. Learning City Region status progressed via 2 councils endorsement and participation in Lifelong Learning Festival. Cross border barriers highlighted via partnership collaboration.	Full attendance at meetings of steering group and reports delivered on agreed outputs Strategy Day for NWTEC Work Plan targets achieved for 2026. Annual conference hosted in Derry Guildhall October 2026. PeacePlus targets achieved. Increased participation in lifelong learning events/initiatives by all age cohorts.
Drugs and Alcohol	Promote and protect health and well-being	Research, design and deliver a range of continuous	Reach of communications via various	Increased courses and awareness around drugs and alcohol.

	Minimise the harms caused by use and misuse of substances	professional development courses in the North West Region to address the need for upskilling, knowledge refreshment and enhancement of professional development skills, educational and training needs within professional frontline staff. Deliver on national training objectives in respect of alcohol and other drugs.	networks / partnership and stakeholders	
	Support participation of individuals, families and communities	Design and deliver short courses available to community members and those in recovery as well as professionals to contribute to knowledge skills and inform change and approaches to the issues. Engage with the regional task force on projects that work with marginalised groups to address alcohol and other drug use.	Numbers of participants on various training courses Learner feedback	Address emerging trends and keep professionals informed of same via training opportunities
DCB and Affected Schools	Seek Additional Resources to Support Students and Staff	Continue to advocate for the necessary additional resources to support students and staff	Secure additional resources	Deploy additional resources if secured

9. OVERVIEW OF SERVICES 2026



Donegal ETB has signed an Oversight Agreement and Performance Delivery Agreement with the Department of Education and Youth which governs the Administration and Schools operations. Post Primary Education is served by fifteen Schools and Colleges (four of which are Gaeltacht schools and two of which are Gaelcholáistí, and eleven of which are designated as DEIS schools).

Donegal ETB's Further Education and Training Service offers a range of courses from level 1-6 on the National Framework of Qualifications on a full and part time basis. It has 16 dedicated Centres located throughout the county with FET provision also available at two post primary schools. Donegal ETB also provides further education through community education providers and is responsible for the administration of Apprenticeship in Donegal.

Obligations and responsibilities for the provision of the Youth Work Services Programmes throughout the County under the Youth Work Act through the Youth Development Officer.

Music tuition covering voice and a wide range of instruments is provided by the Donegal Music Education Partnership (DMEP) to primary and second-level students throughout the county. The DMEP also has 10 performing groups, including the Donegal Youth Orchestra.

The provision of Drugs and Alcohol Education and Training Studies Courses to Counties Donegal, Leitrim and Sligo through its Coordinator based in the Donegal ETB Administrative Offices.

There are five School Completion Programmes under the aegis of TUSLA, to which Donegal ETB provides administrative support.

The CE is a co-trustee of the 6 community schools in the county and has a contributory role in 2 comprehensive schools.

Donegal ETB works in partnership with various bodies including Donegal County Council, Donegal Sports Partnership (DSP), the Children and Young People's Services Committee (CYPSC) and the Local Community Development Committee (LCDC), ATU, ÚnaG, in the development of strategies for the County.

10. PROJECTED RECEIPTS AND PAYMENTS 2026

	Year Ended 31/12/2026	Year Ended 31/12/2025	
		*Provisional Outturn	Note 1
	€	€	
RECEIPTS			
Post Primary Schools & Head Office	72,392,156	69,085,855	
Further Education and Training	36,338,269	35,361,468	
Youth Services	1,462,705	1,353,297	
Agencies & Self-Financing Projects	5,150,000	5,728,854	
Capital	11,385,028	19,970,321	
TOTAL	126,728,158	131,499,795	

PAYMENTS				
Post Primary Schools & Head Office	Note 2	72,392,156	68,315,949	
Further Education and Training		36,338,269	33,735,023	
Youth Services		1,462,705	1,450,953	
Agencies & Self-Financing Projects		5,150,000	5,218,542	
Capital		11,385,028	19,062,133	
TOTAL		126,728,158	127,782,600	

Cash Surplus/(Deficit) for Year	0	3,717,195	
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Note 1	The 2025 Provisional Outturn is exclusive of the Opening Cash Balances c/f to 2025 and may be subject to change following completion of the Audit Fieldwork undertaken by and on behalf of the Office of the C&AG as part of the Annual Audit of the Annual Financial Statements (AFS).
Note 2	Includes the 2026 Approved Non Pay Spending Limit of €3,208,147 per Letter of Determination

		2026 Service Plan
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		2026 Service Plan Forecast Outturn			2025 Service Plan Provisional Outturn	
Programme		€			€	

						NOTE
Schools and Head Office						
Pay		65,672,054			62,276,006	
Other Non Pay		3,208,147			2,644,957	
Associated and Targeted Programmes		3,511,955			3,394,986	
Sub-Total		72,392,156			68,315,949	1
Further Education and Training (FET)						
Further Education						
VTOS		1,870,124			1,979,571	
Youthreach		3,357,952			3,267,670	
Adult Literacy/DEIS Family Literacy/ITABE		1,235,000			1,220,300	
ESOL		494,768			1,036,755	
Community Education/SPIDAS		427,816			383,615	
Skills for Work		163,048			160,673	
Back to Education		1,244,001			1,356,449	
Adult Guidance		340,221			301,221	
PLC		951,807			816,314	
FET Premises - Repairs and Maintenance		260,000			207,084	
FET Health and Safety		155,000			149,456	
RPL		198,027			192,592	
FET Promotion/Advertising		150,000			110,022	

Combined Learner Supports	180,000			183,485	
TEL	155,000			159,012	
FET Staff & Operational Costs	7,863,724			5,241,480	
REACH Funding	219,000			146,907	
Quality Costs	186,008			181,603	
Outdoor Education and Training	327,341			310,121	
Other-6 programmes	375,257			347,848	
Sub-Total	20,154,094			17,752,178	2

Training					
Specialist Training Providers (STP)	1,063,467			1,035,041	
Skills Training - Direct & Contracted Provision	2,127,094			2,566,406	
Traineeships - Direct & Contracted Provision	1,874,664			2,278,320	
Apprenticeships	10,064,572			9,099,650	
Skills to Advance Route 3 Direct & Contracted	490,618			504,778	
Evening Courses	393,926			415,029	
Other - 3 programme	169,834			83,621	
Sub-Total	16,184,175			15,982,845	2
Youth Work Services	1,462,705			1,450,953	3
Agencies/Self Financing Projects	5,150,000			5,218,542	4
Capital	11,385,028			19,062,133	5
Total	126,728,158			127,782,600	

*Literacy includes Adult Literacy/DEIS Family Literacy/ITABE

Notes

1) Schools and Head Office:

Funded by the Department of Education & Youth and Other Sources, and covers running costs in respect of the following:

- 15 Post Primary Schools/Colleges including two Island Schools on Aranmore and Tory Island.

Total Enrolments 2025/2026 : 6,179

- ETB Administrative Offices
- Servicing Board of Donegal ETB and various Committees
- Self-Financing Night Classes in ETB Schools/Colleges

2) Further Education and Training (FET):

Funded by DFHERIS through SOLAS

SOLAS has provided Donegal ETB with an initial high-level estimate of the funding available in respect of FET provision for 2026. In light of this approach the figures included in the Service Plan have been estimated based on the 2026 Indicative Funding. The funding for 2026 has not yet been confirmed by SOLAS and all communication to date has been indicative only.

3) Youth Work Services:

Funded by the Department of Education & Youth.

Covers the following:

- Youth Officer Function
- UBU - Your Place Your Space (Various)
- Youth Information Services delivered by Donegal Youth Services (DYS)
- Local Youth Club Grant Scheme

- Youth Capital Scheme for specific Projects
- Targeted Youth Employability Support Initiative (TYESI) delivered by Foróige

4) Agencies/Self Financing Projects:

Agencies: Work done at cost for Agencies & Government Departments.

Self-Financing: Activities and Budgets funded through locally generated income and operated on a fully Self-financing basis.

Details of all of the Agencies/Self-Financing Projects are detailed in the Draft Annual Financial Statements.

5) Capital:

Funded by the Department of Education & Youth

Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) and

Other Government Departments and Agencies.

Covers specifically approved Capital Projects including new and:

Additional School Accommodation (ASA),

Summer Works Schemes (SWS),

Emergency Works Schemes (EWS),

Loose Furniture and Equipment (LF&E) and ICT.

11. Appendix 1

Further Education and Training Service Provision

2026

For Donegal ETB Service Provision

Overview of Further Education and Training (FET)

Donegal ETB's Further Education and Training Service offers a range of courses from level 1-6 on the National Framework of Qualifications on a full and part time basis. Donegal ETB also provides further education through community education providers and is responsible for the administration of Apprenticeship in Donegal.

Provision can be summarised as follows:

- Full time courses
- Part time courses
- Evening courses
- Youthreach
- Adult Literacy Service
- Community Education
- Specialist Training Provision
- Services to Business
- Apprenticeship

Donegal ETB offers further education and training throughout the county to over 10,000 beneficiaries a year. Along with FET provision being offered in two post primary schools, Donegal ETB has FET Centres in the following locations:

- Letterkenny (4)
- Donegal Town (2)
- Buncrana (2)
- Gaoth Dobhair
- Gort an Choirce
- Milford
- Stranorlar
- Lifford
- Glengad
- Ballyshannon
- Church Hill

Provision is also offered in numerous other towns and villages on a needs basis in leased premises.

FET Priorities in 2026

Future-Ready Knowledge & Skills

Donegal ETB will strengthen the provision of industry-aligned learning pathways that anticipate emerging skills needs across the region. This includes expanding digital and green focused programmes, deepening collaboration with employers, and enhancing flexible learning models, such as blended, modular, and micro-credential options, to ensure learners can continuously upskill for a rapidly evolving labour market.

Inclusion for Prosperity & Cohesion

Widening participation by removing barriers to learning and ensuring equitable access for all communities remains a top priority for Donegal ETB. However, building on work already completed in wraparound supports remains challenging in the current funding cycle. A key priority for this Strategy must be to examine how the funding can follow the learner as opposed to issuing small ring-fenced budgets to ETB's.

Quality with Innovation

While Donegal ETB has made big improvements in the harnessing of data to inform quality insights, there is still room for improvement. A top priority for 2026 is to review the Quality Assurance Governance and Management Structures in FET. Alongside this review, an examination of the data available to inform self-evaluation, monitoring and review, will be completed and a plan implemented to ensure that important data insights are available and actionable.

Collaborating for Impact

Donegal ETB will continue to work in partnership with employers, community organisations and tertiary partners to maximise regional impact. The recently awarded SEUPB funding provides a unique opportunity to collaborate with tertiary partners to develop new programmes to address skills gaps in the local economy. The primary focus of this collaboration is digital and green skills.

Summary

It will be challenging to make the desired progress across these thematic areas as the indicative funding for 2026 for Core, Pathways and Workforce Skills Development combined is less than the funding received in 2025 as shown in the table below. The first quarter of the year will require a review of all provision areas to realign and balance budget allocations in line with the indication of funding received.

Funding Allocation for 2026

Donegal ETB receives funding for the provision of FET Services annually from the Department of Further and Higher Education, Research, Innovation and Science via SOLAS.

Allocation for Donegal ETB	2025 Final Allocation	2026 Allocation			
		Pay	Non-Pay	Allowances	Total
Core Funding for a Strategic & Effective ETB	7,693,441	4,411,128	3,384,536		7,795,664
Workforce Skills Development & Transformation	6,153,209	1,597,452	3,173,969	1,317,817	6,089,238
FET Pathways	11,229,220	6,691,719	2,066,184	1,719,051	10,476,954
Apprenticeship	10,032,190	1,738,944	1,151,456	8,867,013	11,757,413
Strategic Investment	219,000	-	219,000		219,000
Overall Allocation	35,326,860	14,439,243	9,995,145	11,903,881	36,338,269

Table 1: Funding Allocation for Donegal ETB

In 2026, Donegal ETB will utilise this funding to deliver:

Core Funding for a Strategic & Effective ETB
<u>Learner Support and Guidance:</u> Donegal ETB will endeavour to maintain the existing levels of guidance and wraparound support for learners in 2026. This will be challenging as the indicated Core Funding may not be sufficient to permit this. <u>Property and Buildings:</u> Outside of funding already committed to branding of FET centres, addressing the FET College of the Future concept, refurbishment spending will be prioritised to essential works as opposed to strategic investment. It is anticipated that this will be somewhat compensated by strategic use of Devolved Capital and Green Devolved Capital budgets. <u>Quality/Certification:</u> 2026 will see a decrease in the number of learners presenting for certification due to the reduction in Workforce Skills Development and Pathway funding. <u>Other Central Supports:</u> Other central supports will be maintained in so far as is possible with the indication of funding received. Prioritisation will be given to professional learning and development to meet emerging skills needs and an anticipated increase in demand for more flexible and blended modes of delivery. The annual allocation associated with the promotion of FET will also be prioritised in delivering the rebrand of the FET Service to Donegal of Further Education and Training.

Funding for FET Provision for Workforce Skills Development & Transformation

Learning for Employment Progression:

Workforce Skills Development provision will be reduced in 2026 due to the funding reduction. Provision will be prioritised on the basis of local and regional skills needs alongside examining the impact of the larger reduction in Pathway funding. The anticipated reduction in courses and student numbers is expected to be in the region of 5%.

Learning in Employment:

Again, provision will be reduced in 2026 due to funding. The anticipated reduction in courses and student numbers is expected to be in the region of 10-13%. However, this will be somewhat offset by the introduction of new digital and green skill courses under SEUPB funding resulting in a forecasted reduction of approximately 5% in line with Learning for Employment Progression.

Funding for FET Pathways

Pathways:

Pathways provision will be reduced in 2026 due to the significant reduction in funding as outlined in the Table 1. Although the funding letter points to ringfenced ESOL funding, there is still high levels of demand for ESOL provision in the county. Therefore, other areas of pathway provision will also see a compensatory reduction in courses and student numbers due to the funding shortfall.

Youth Provision:

Youth provision will be maintained at similar levels to 2025.

Community Education:

Community Education will be maintained at 2025 levels through onward grants and REACH funding.

Adult Literacy for Life:

Adult Literacy for Life provision will be reduced in 2026 although the funding allocated will be slightly more than 2025 to compensate for the cost of the Adult Educator Conversion. SOLAS and DFHERIS have made commitments to cover the cost of arrears associated with the conversion process, but there is no additional funding available to cover the actual increase in annual costs.

ESOL provision will see the largest reduction in 2026 with a further reduction in 2027. Classes which commenced in 2025 and due to run until June 2026 will be maintained. There will be a reduction of over 50% in ESOL provision from September 2026 due to the funding shortfall as per Table 1 and the indication of funding letter received from SOLAS in December 2025. As a consequence, this reduction in provision will continue into 2027.

Apprenticeship Funding

Craft Apprenticeship:

As per the table above, Apprenticeship funding has been increased by €1.7 million for 2026. This increase is due to the increase associated with the cost of delivery, an increase in allowance costs and the ongoing expansion of delivery of Phase 4 and 6 training in ATU Donegal. Anticipated Apprenticeship beneficiaries in 2026:

Phase 2: 394 beneficiaries

Phase 4: 524 beneficiaries

Phase 6: 189 beneficiaries

Donegal ETB is also expanding Phase 2 delivery of Metal Fabrication Apprenticeship provision in Letterkenny in a leased premises where ATU Donegal will also be providing Phase 4 and 6 training. As there has been a delay with sanction of staffing and access to the premises, it is expected that it will be the last quarter of 2026 before the facility and resources are in place and operational for Phase 2 training to commence.

Strategic Investment Funding

Reach:

57 community projects were granted funding under REACH in 2025. Categories that were prioritised were: pathways to essential skills, widening participation, climate and sustainability. Over 300 beneficiaries were impacted both directly / indirectly as a result of this funding being allocated to the community. It is anticipated that the same number of groups and beneficiaries will avail of REACH funding in 2026 and the same categories will be prioritised.

Signed: (Designated Signatory)

Ciaran O'Brien

Date:

12th February 2026