



County Cavan
Vocational Education Committee
Coiste Gairmoideachais Co. an Chabháin



Education Plan 2006-2010

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Chairperson's Address

The development of the Education Plan is a legislative requirement under Section 30 of the Vocational Education (Amendment) Act, 2001. The Education Plan is an important document that sets out a work programme for Co Cavan Vocational Education Committee for the next five years. This plan was developed to prepare the VEC to meet the various educational, administrative and management challenges likely to emerge for Cavan VEC between 2006 and 2010.



The importance of understanding the views and needs of major stakeholders was a priority throughout the planning process and significant emphasis was placed on the gathering of these views. The development of the plan involved extensive consultation with partners in Education. Five key educational goals have been identified as central to the mission of Cavan VEC. Each goal has a set of strategic objectives outlined for the five year time frame of this plan.

I would like to pay tribute to Mr Colm McEvoy, Chief Executive Officer, Mr John McKay, former Chief Executive Officer, the Steering Committee, the Administrative Staff, the Principals and the Centre Coordinators for their commitment and hard work throughout the preparation of the Education Plan.

The key challenge for the VEC over the next five years is the implementation of this Education Plan. We as a Committee are fully committed to the implementation of the Education Plan over the next five years. As Chairperson of Co Cavan Vocational Education Committee I look forward to working with the Committee and all the partners in the VEC sector to achieve the objectives contained in the plan.

.....
Cllr. Clifford Kelly

Chairperson, Co Cavan Vocational Education Committee



COUNTY CAWN VOCATIONAL EDUCATION COMMITTEE
Youthreach
TRAINING CENTRE

Kingscourt
YOUTHREACH



Foreword by County Cavan VEC Chief Executive Officer

I am delighted to introduce the first Education Plan (2006-2010) produced by County Cavan Vocational Education Committee in accordance with the requirements of the Vocational Education Amendment Act (2001).



Co Cavan VEC is a medium size VEC serving a population of approximately 56,000. A broad range of educational services are provided to meet the key educational needs of County Cavan. The educational services provided by Co Cavan VEC include second level education, further education, adult education, youthreach, youth services and prison education.

The development of this plan involved a process of consultation which included all sections of the VEC service providers, Committee Members, Boards of Management, Principals, Centre Coordinators, members of the public, students, parents, staff in VEC centres, schools and Cavan Institute. I wish to thank all who contributed to the consultation process. A special word of thanks is due to the former CEO, Mr John McKay and the Steering Committee of Mr John Kearney, Mr Rory Moore, Ms Maura Smith and Mr Pat Nally.

The five key strategic educational goals outlined in this plan describe the high level strategic objectives of Co Cavan VEC. Each goal has a set of strategic objectives and associated tasks that will require focus, imagination, teamwork and efficiency by the Committee and staff of Co Cavan VEC in order to achieve the successful implementation of this plan. Each year a service plan will be prepared that will outline in detail the key educational goals and associated tasks to be implemented over the following year. Progress shall be reviewed through the Annual Report.

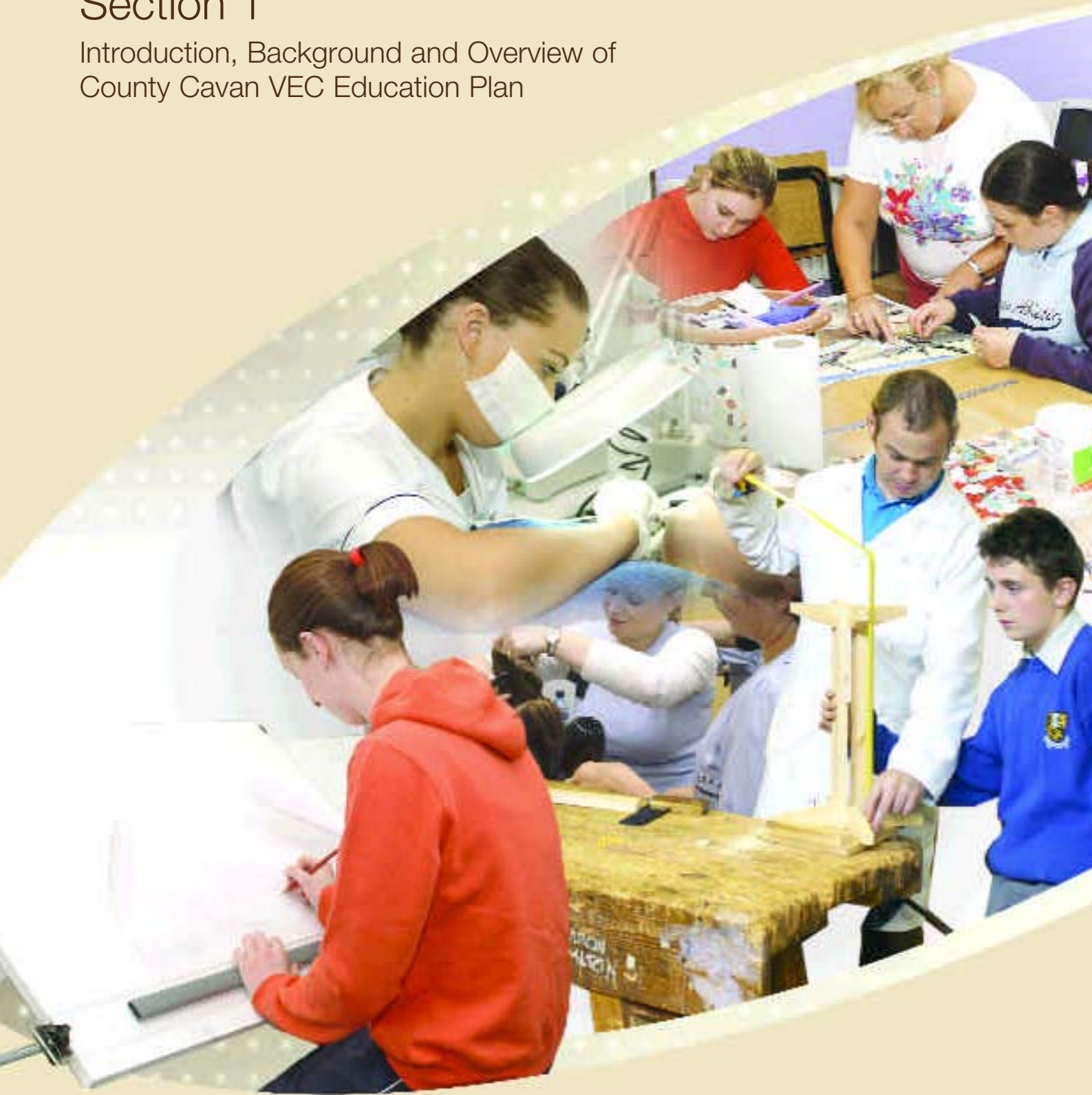
Finally, this plan while resource dependent, presents a realistic vision for the strategic development of Co Cavan VEC over the period 2006-2010 and I look forward to working with the members and staff of Co Cavan VEC in implementing this plan.

Colm McEvoy
CEO Co Cavan VEC



Section 1

Introduction, Background and Overview of
County Cavan VEC Education Plan



Section 1: Introduction, Background and Overview of County Cavan VEC Education Plan

Section 1 VEC Education Plan

1.1 Introduction

This document sets out the first Five Year Education Plan for County Cavan Vocational Education Committee. The plan was prepared by the Executive Management Team of Cavan VEC following an extensive review and consultation process with various stakeholders of the VEC during the period between January and October 2005. The plan was developed to prepare the VEC to meet the various educational, administrative and management challenges likely to emerge for Cavan VEC up to 2010. This document includes the following:

- a review of the background of Co Cavan VEC that sets the scene for its future development
- a description of the consultation process that was undertaken as part of the planning process
- analysis of the external and internal factors that are currently impacting on Co Cavan VEC and are likely to impact over the life of this plan. These are derived from the consultation and review that was carried out in preparing the education plan
- an outline of the education goals of Co Cavan VEC for the period up to 2010
- an outline of Co Cavan's VEC's proposed approach to the implementation of the Education Plan

As required under legislation, this plan will be supported by a series of Service Plans and Annual Reports. A Service Plan will be prepared each year and will set out in detail the proposed activities of the VEC for the following year. Through the preparation of the Annual Reports and Service Plans, the Education Plan will be under regular review and update by Co Cavan VEC during the five year period.

1.2 Background to County Cavan VEC

County Cavan VEC was established following the Vocational Education Act 1930. Initially, and for many years subsequently, the VEC was characterised as a rural, regional education services provider. However, over recent years, County Cavan VEC has expanded and adapted its services to meet the demands of the changing profile of its population which has become more urbanised. In particular, the eastern region of County Cavan has seen a significant increase in population as a result of the overall population growth in Leinster and the wider Eastern region of the Country.

Appendix 1 to this plan contains a more detailed description of the background to Co Cavan VEC.

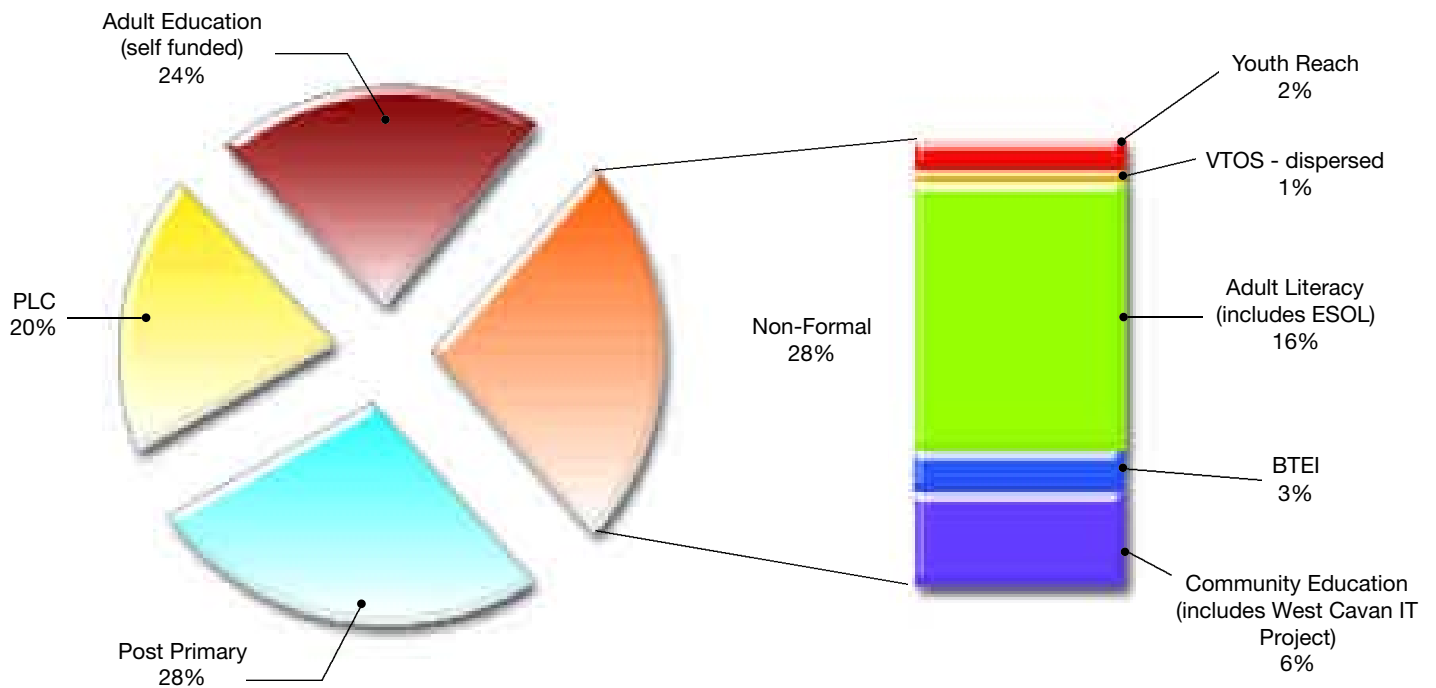
Section 1: Introduction, Background and Overview of County Cavan VEC Education Plan

1.3 Overview of County Cavan VEC

County Cavan VEC is a medium sized VEC, serving a population of approximately 56,000. It provides a broad range of education services to meet key education and training needs of the County.

The VEC itself is a significant employer and contributor to County Cavan. It manages a budget of €16.7 million and has a staff (including part-time staff) of approximately 500. While activities in Further Education continue to grow in importance for County Cavan VEC, second level remains its major educational provision.

Cavan VEC Formal and Non-Formal Provision 2004/5



Section 1: Introduction, Background and Overview of County Cavan VEC Education Plan

1.4 The Mission and Vision of County Cavan VEC

The Mission of County Cavan VEC is:

"Co Cavan Vocational Education Committee is an educational authority providing a comprehensive range of full-time and part-time educational, training and support services. It aims to provide education for life in an innovative, responsive, caring and flexible learning environment. It is committed to providing the maximum access to persons of all ages and backgrounds and to achieving quality and excellence in all aspects of its work. It achieves this through its own schools, Cavan Institute, Learning Centres and, in conjunction with other providers of education and training in the county, to meet the changing technological, economic, social and cultural needs of the community."

The Vision of County Cavan VEC is:

"the development of an education system that fosters life long learning in all VEC centres of education and training in a systematic approach that is inclusive, respects cultural diversity and implements legislative requirements"

In developing a vision statement for Co Cavan VEC, the future challenges for the VEC were considered in some detail. A set of rationale was drawn up as a basis for the vision. These are contained in Appendix 2 to this document.

1.5 Services Provided by County Cavan VEC

County Cavan VEC provides a core set of educational services as follows:

- **Second Level Education:** The VEC operates four second level schools in Cavan Town, Bawnboy, Belturbet and Virginia.
- **Further Education:** Cavan VEC delivers a range of PLC, Further, Higher and Adult Education courses from Cavan Institute. Cavan Institute is among the foremost further education institutions in the country.
- **Adult Education:** Cavan VEC provides a range of opportunities in adult learning including Adult Literacy, VTOS, BTEI, Community Education, English for Speakers of Other Languages (ESOL) as well as a comprehensive range of evening courses. The VEC also operates an Adult Education School of Lifelong Learning from Cavan Institute.
- **Youthreach:** Established in 1989, Youthreach is an innovative full-time programme of Education and Training, dedicated to the needs of early school leavers between 15 and 20 years of age, who have little or no formal education. Programmes offer a variety of courses with individual educational assessment and counselling available to trainees. There are approximately 3,000 Youthreach places in VECs nationally, of which 95 are in County Cavan.
- **Youth Services:** Youth Services promote the personal and social development of young people, outside of, but complementary to, the formal education system. Youth Services have specific regard to the needs of young people between 10-24 years of age and particularly those experiencing social or economic disadvantage. Since its inception, Co Cavan VEC has been a provider and supporter of Youth Service Programmes and activities.
- **Prison Education:** Cavan VEC provides education in the Adult Prison at Blacklion.

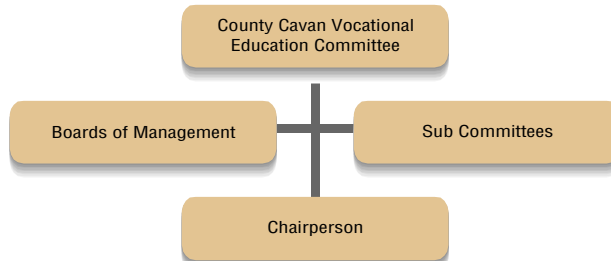
Appendix 1 outlines in greater detail the various services provided by County Cavan VEC.

Section 1: Introduction, Background and Overview of County Cavan VEC Education Plan

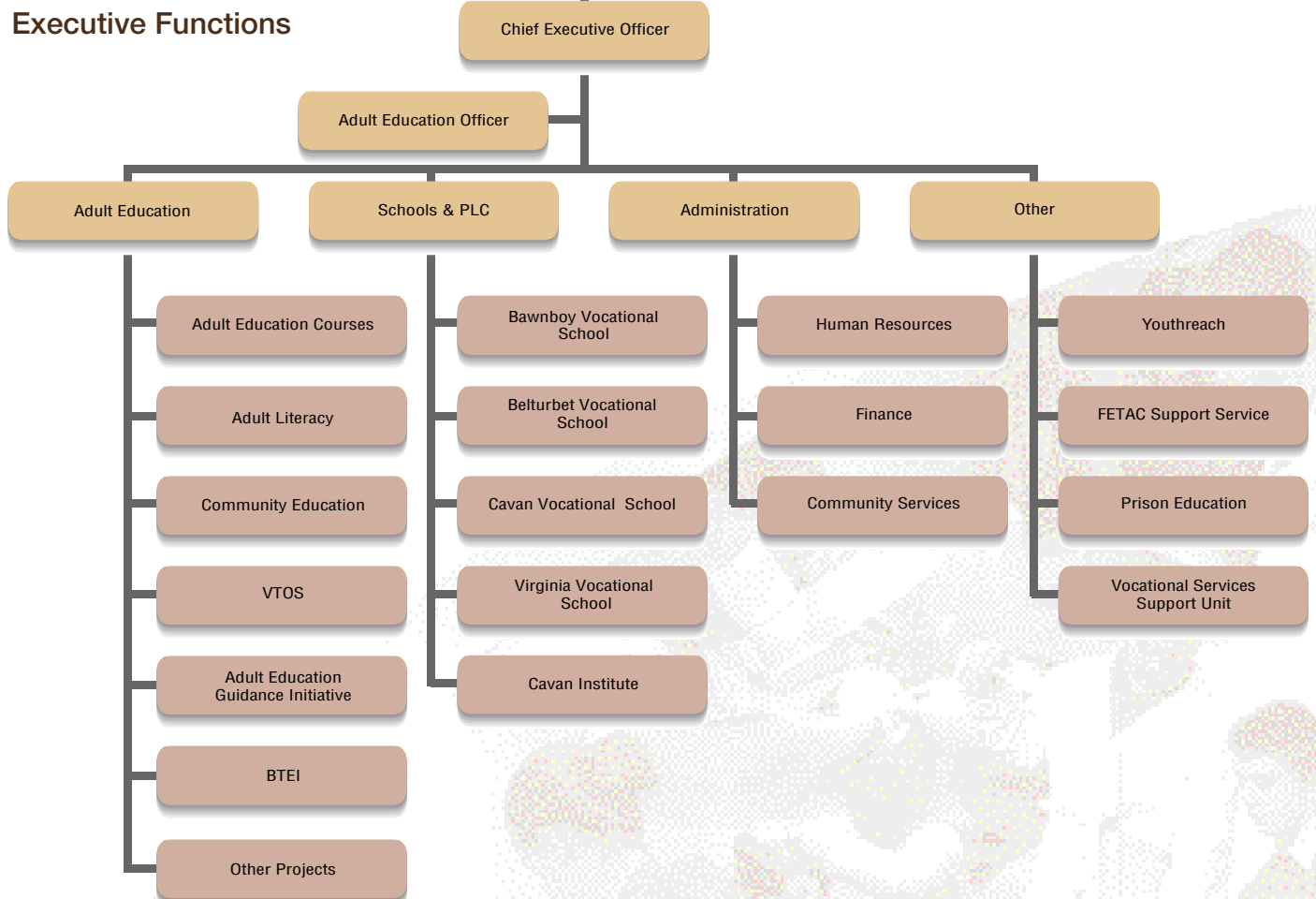
1.6 Structure of County Cavan VEC

The structure of County Cavan VEC is illustrated in the organisational chart below:

Reserved Functions



Executive Functions



As outlined earlier, County Cavan VEC employs over 500 people across the various centres and areas. The VEC is governed by a Vocational Education Committee, comprised of representatives of its key stakeholder groups as specified in the Vocational Education (Amendment) Act 2001. The Committee is supported by a number of Sub-Committees and the Boards of Management of individual schools, Cavan Institute and training centres. The Chief Executive Officer (CEO), who is responsible for executive management of the VEC, is supported by a comprehensive administrative structure covering key areas of responsibility such as finance, human resources and community services. While the CEO has overall responsibility for the performance of schools and training centres, the Principals and Managers of these centres are responsible for their day to day management.

Section 1: Introduction, Background and Overview of County Cavan VEC Education Plan

1.7 The Process undertaken in developing this Education Plan

1.7.1 Legislative Driver of the Planning Process

All Vocational Education Committees are required under the terms of the Vocational Education (Amendment) Act, 2001 to implement long and short-term planning in the form of Education and Service Plans.

Specifically, in relation to the Education Plan, Section 30 of the Act states:

"A chief executive officer shall.....

prepare and submit to the vocational education committee for which he or she is the chief executive officer a plan setting out in respect of the period of 5 years immediately following the preparation of the plan, or such other period as the Minister may direct..."

In compliance with the Act, the CEO was responsible for drafting this Education Plan under the guidance and overview of County Cavan VEC. As required by the Act, input to the plan was received from a wide range of key stakeholders in a comprehensive consultation process.

1.7.2 Agreement, Buy-in and Consensus to this Plan

This education plan is primarily concerned with setting out a road-map for the improvement and ongoing success of the VEC over the five year period 2006 to 2010. The importance of understanding the views and needs of major stakeholders was a priority throughout the planning process and significant emphasis was placed on the gathering of these views.

1.7.3 How the Planning Process was Undertaken

The approach used in the preparation of this plan is outlined briefly in the table below:

Date	Actions
January 2005	Project steering group was established to ensure delivery of the education plan. Senior VEC personnel invited to make submissions to the planning process.
	Internal and external stakeholders identified and agreed by resolution of the VEC Committee.
March 2005	Initial lead document produced that was primarily an overview of the existing VEC services and setting out the background to the plan.
April 2005	Led by the CEO, the VEC undertook consultation with key stakeholders to consider the content and implications of the lead document. On the basis of the lead document, a questionnaire was drafted and circulated to all stakeholders.
May 2005	County Cavan VEC engaged an external facilitator to carry out the consultation with all internal stakeholders.
	County Cavan VEC received a report on the consultation process from the external facilitator with returned questionnaires.
June/July 2005	On the basis of the entire consultation process, the formulation of education strategies and objectives was completed.
September 2005	Draft plan completed.
October 2005	Education Plan submitted to the VEC for approval.
December 2005	Publication of Education Plan.

Appendix 3 to this document contains a list of all of the individuals and organisations who contributed to the preparation of this plan.

Section 2: Innovators of Change



Section 2: Innovators of Change

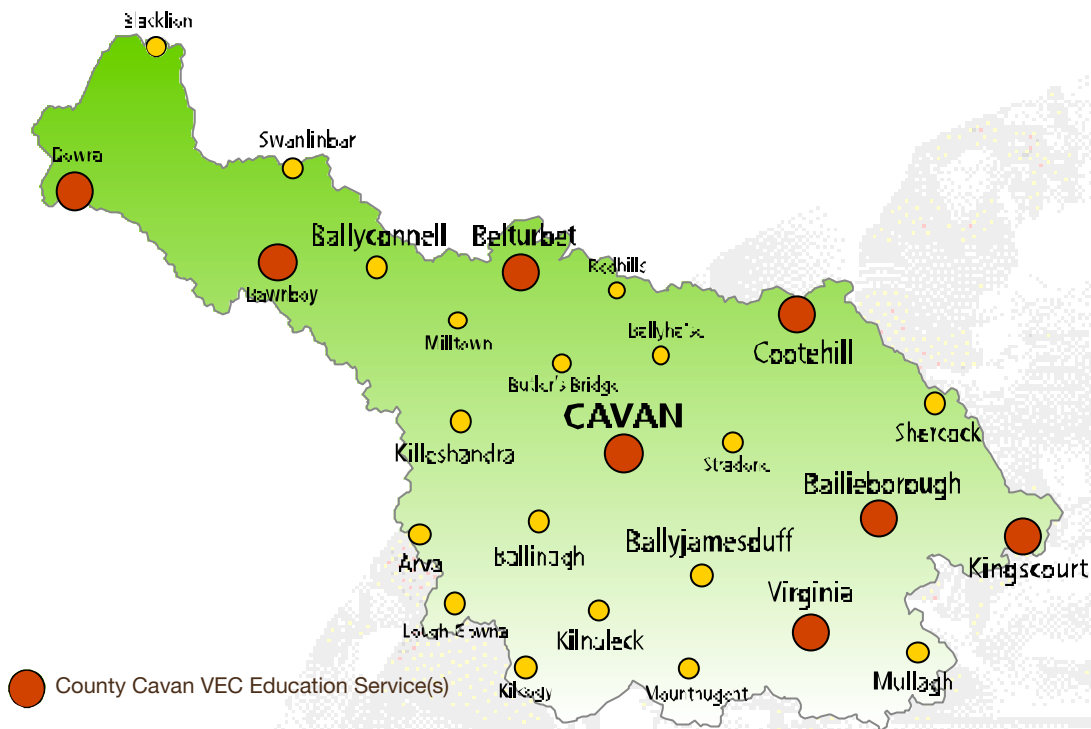
An Examination of the Demographical Trends and Environmental Factors Influencing the Preparation of County Cavan VEC's Education Plan

One of the key purposes of preparing an education plan is to identify clear objectives for the future and the best route towards achieving those objectives. To do this successfully, it is essential to fully assess and understand the various factors that may influence the VEC's role and responsibilities in the provision of education up to 2010. The demographic profile of County Cavan is and will continue to be a key factor influencing the VEC (and its competitors within the County). These considerations are dealt with in sections 2.1 and 2.2 below. However, there are other considerations that were important to the development of this plan. These include a range of internal and external influences which are outlined in sections 2.3 and 2.4 below.

These factors were considered as a key part of the review and were used to inform the development of education objectives.

2.1 Demographic Profile of County Cavan

Demographics are a key consideration in the preparation of any education plan. The key demographical trends that were identified as highly important to the development of this plan are summarised in the table below:



Demographical Factors Influencing County Cavan VEC Five Year Education Plan

- Population Trends
- Urban versus rural profile of County Cavan
- Cavan's regional profile
- Age Profile of County Cavan Population
- Growth in Diversity of the Population of County Cavan

Section 2: Innovators of Change

2.1.1 Population Trends

The 2002 Census recorded the population of County Cavan as 56,546, an increase of 6.8% on 1996 Census figures. Population projections for County Cavan vary but it is generally predicted that the County's population will continue to increase in the years ahead, despite the large proportion of the population falling into older age groups.

The projections for 2016 conservatively estimate the population to reach 60,452. Within this overall increase in population, there are projected increases within the 0 – 14, 4 – 6 and 0 – 3 age groups, of key relevance to education providers. In this context, it is generally accepted that the county should plan for the stabilisation of its population at 60,000 to 65,000 people and in the long term to anticipate modest but sustained growth.

2.1.2 Urban versus Rural Profile of Cavan

16.9% of the County's population live in three towns with populations greater than 1,500. This compares to an average of 58.1% for the Republic of Ireland (1996 census) and firmly defines Cavan's profile as predominantly rural with the majority of the population living in small villages or rural areas. Population density in Cavan is 27 persons per square kilometre, compared with a national figure of 53 persons per square kilometre.

2.1.3 Cavan's Regional Profile

Cavan is part of the Border (BMW) Region which also includes counties Donegal, Leitrim, Monaghan, Louth and Sligo. This location presents potential threats relating to the social and economic disadvantage that tends to be inherent in border regions. The National Plan's long term strategic aim for the Border Region is to secure its social and economic development through structural adjustment while protecting and improving the environment (Cavan County Development Plan 2003 – 2009). However, its location may also present opportunities to the VEC through its position close to and relatively accessible to the population of Northern Ireland.

Given its location and status as a disadvantaged area, County Cavan has benefited from the support of EU-funded programmes such as RAPID (Revitalising Areas through Planning, Investment and Development) and CLÁR (Ceantair Laga Ard-Riachtanais), both programmes aimed at supporting communities in tackling problems such as depopulation, decline, lack of opportunity and lack of services. While these funds are administered through the relevant Government department, there is a responsibility on key agencies within the County (including the VEC) to identify and prioritise needs and support the channelling of funding.



Section 2: Innovators of Change

2.1.4 Age Profile of the County Cavan Population

County Cavan has a high age dependency ratio – 66.9% compared to the national rate of 54.1%. This reflects the high level of outward migration from the County (almost certainly to other parts of Ireland – especially the Dublin Metropolitan area – rather than abroad) and is consistent with other ‘rural’ counties from which young people migrate to larger centres of population for work or education purposes. This indicator is also highly correlated with levels of economic disadvantage and the relative differential between Cavan and the State as a whole, is indicative of a relatively high level of disadvantage in the County.

2.1.5 Growth of Diversity in the Population of County Cavan

Due to the strong economic position of Ireland in recent years, there has been a large increase in the number of migrant workers attracted to our country seeking work, education and a better standard of living. As a result, Ireland has become an ethnically dynamic and diverse society in a short number of years.

As of the 2002 census, there were 56,546 residents present in County Cavan. Some 3,125 (6%) of these were non-nationals. Trends for the growth of diversity in Cavan are also reflected to some degree in an analysis of work permits for the county which account for non-EU citizens who wish to work here. These figures show that the permits issued increased from 653 in 2002, to a peak of 1,055 in 2003 and tailing off to 629 permits in 2004. However, these statistics do not take into account, immigrants from countries that acceded to the European Union in 2004. These workers no longer require work permits and therefore are not accounted for in an analysis of migrant workers. Overall, it is apparent from these figures that there is and will continue to be a significant population of non-national residents in County Cavan to whose needs, education service providers must be responsive.

A key challenge for Cavan VEC will be to identify and cater for the diverse needs of migrant workers and their families who have chosen Cavan County as their home. Education will be expected to play a major role in supporting their integration into the economic and cultural life of the county.

2.2 The impact of Demographics on Enrolment and Participation at Second Level

An analysis of Co Cavan VEC’s second level school enrolment for the period 2000/2004 illustrates that enrolment is largely influenced by demographic change. However, demographics are not the sole variable. For example, a proactive approach in providing access to particular disadvantaged groups is also a driving factor in enrolment.

Analysis of the output of Primary schools for the period 2000-2004 has shown some decline in numbers due primarily to population changes as evidenced in the 2002 Census. This fall in the school going population nationally is likely to continue to 2010, especially so in rural schools and is likely to impact on Bawnboy and Belturbet Vocational Schools during this period.

Notwithstanding the above, a significant increase in enrolment has been experienced by Virginia Vocational School due mainly to growth in population in East Cavan, arising in the main from migration of families from the Greater Dublin Area. Other important factors have been the excellent results achieved by the staff and the up-to-date facilities. A major extension including a sports hall has recently been completed at a cost of six million euro, this in addition to an earlier extension in 1988.

Section 2: Innovators of Change

This growth in population in East Cavan is relevant to education provision in Kingscourt from where large numbers of second-level students are bussed daily to schools in other neighbouring towns. As the VEC already owns property including a school site in Kingscourt, it is in a strong position to provide a second-level school should the Department consider that second-level student numbers in the area warrant it.

Overall, the schools are likely to face considerable challenges in the future. Along with demographic changes, concentration of second level schools in an area and increased transport availability provides a considerable level of consumer choice. However, the high academic standards in the schools, the teamwork and the commitment of staff, the variety of extra curricular activities such as water sports and the ability of schools to identify and respond to educational needs of students, provide opportunities for the schools.

2.3 Other Influencing Factors from the External Environment

The key external influences that are important in the context of County Cavan VEC's five year education plan are summarised in the table below. By external influences, we mean developments imposed from outside the VEC (other than demographics) that the organisation cannot influence but to which it must respond.

External Factors Influencing County Cavan VEC Five Year Education Plan

- Legislative and Regulatory Requirements
- New and Emerging Governance Requirements
- The Socio-Economic position of County Cavan
- The status of commercial and industrial development
- Growth in the use and impact of technology on Education
- Growth in Provision

Each of these influencing factors is addressed separately below.

2.3.1 Legislative or Regulatory Influences

The most significant piece of legislation affecting the VECs was the Vocational Education (Amendment) Act 2001. This legislation modernises the legislative framework for VECs first put into place in 1930 (with subsequent amendments in 1936, '44 and '70). It provides for new structures and procedures so that each VEC can meet, in an effective manner, the needs of the people it serves. Some of the main features of the Act were as follows:

- Revision of the composition of VECs to include representation by parents, interest groups and staff
- Strengthening of accountability structures in line with modern Public Service management procedures to include the classification of VEC functions into reserved and executive functions
- Additional functions for VECs in areas such as the preparation of education plans, service plans and the annual reports as well as the establishment of a finance committee
- Revised reporting, accounting and financial procedures

Section 2: Innovators of Change

Section 2

In addition to the Vocational Education (Amendment) Act 2001, there is other legislation with which all VECs must be compliant. This legislation is extensive, and covers the full range of activities carried out by the VEC. The areas covered by legislation are covered very briefly in the table below:

Service Provided by Cavan VEC	Driven by
To educate and train	Key education legislation such as the Education Act (1998), the Education for Persons with Special Education Needs Act (2004)
To provide and support staff	Key employment and equality legislation such as the Equality Act (2004)
To support resources and infrastructure	Legislation such as the Health and Safety at Work Act 2005 and Data Protection Acts (1988 & 2003)
To be accountable to stakeholders	Legislation relevant to public sector bodies such as the Ethics in Public Office Act (1995)

Set out in the table below is a more comprehensive list of legislation that applies to the VEC. This long list of Acts demonstrates the extent of the administrative challenge associated with ensuring legislative and regulatory compliance by the organisation.

Safety, Health and Welfare at Work Act (2005)	The Protection of Employees (Fixed Term Work) Act (2003).	The Official Languages Act Acht na dTeangacha Oifigiúla (2003)
The Vocational Education Amendment Act (2001)	The Youthwork Act (2001)	The Teaching Council Act (2001)
The Children's Act (2001)	The Protection of Employees (Part-time Work) Act (2001)	Equal Status Act (2000)
Education Welfare Act (2000)	Employment Equality Act (1999)	Qualifications, Education and Training Act (1999)
The Organisation of Working Time Act (1997)	The Refugee Act (1996)	

As the table also illustrates, legislation is continually being introduced, evolved and updated and the VEC must continuously be prepared to respond to new requirements. In addition, Government policy developments also bring evolving challenges to the administration of the VEC. For example, the Government White Paper on Education (1995) and the Government White Paper on Adult Education (2000) had direct implications for all VECs.

The education plan, therefore, should recognise the management and administrative requirements that will ensure Co Cavan VEC remains compliant with all of its legal and regulatory responsibilities.

Section 2: Innovators of Change

2.3.2 New and Emerging Governance Requirements of VECs

A Governance framework for VECs was introduced in 2005 to support the implementation of highest standards of corporate governance in all VECs. The framework comprises the following aspects:

- Code of Practice for Governance of VECs
- Code of Ethics for VEC Members and Staff
- Declaration of interests by members and designated staff
- Charter for internal audit and duties
- Establishment of an Audit sub-committee to provide effective overview and direction
- Appraisal and management of capital expenditure
- Procurement
- Duties of the VEC and the CEO to include integrity, loyalty, fairness and responsibility
- Principles of Quality Customer Service

The governance structures currently being implemented in the VECs, will bring them in line with current best practice in operation in other State Bodies. The implementation of these structures will be carried out during the life of this education plan and will bring significant management and administrative challenges for the VEC.

2.3.3. Socio-Economic Influences

These factors indicate how the County is likely to develop over the next five years, thereby indicating the key challenges, threats and opportunities likely to present themselves to County Cavan VEC during that time.

Housing

There is a clear demand for housing in County Cavan, indicating the vibrancy of the County and definite trend towards higher population. In 2003 there were 2036 planning applications for dwelling houses in Co Cavan excluding Local Authority applications and apartments and permission was granted for the development of 1800 of these houses. In 2004, 1,707 houses were completed. This was a 48% increase on the 2003 figure and a 145% increase on the 2000 figure (Department of the Environment, 2004 Annual Housing Statistics Bulletin).

This housing demand is being driven primarily in areas that are within the Dublin commuter belt and given prevailing trends, the bulk of new housing demand is likely to continue to be concentrated in these areas.

Tourism

County Cavan has a good tourism product with potential for further development. Tourism has primarily been based on the fishing market. However, this sector is in decline and efforts have to be made to retain Cavan's share of the market while also diversifying into other niche areas. Golf is an example of a developing tourism activity in the county. Two hotels have been built in the last few years and a large hotel development is currently underway at Farnham Estate outside Cavan town. This will further boost tourism and should provide opportunities also for those in the services area. The services area is a sector which should show strong growth in the coming years and may require some support in the production of suitably qualified graduates through Further Education courses.

Unemployment

In spite of slow growth in manufacturing employment and a declining agricultural base, Cavan does not appear as an unemployment black spot. One explanation is that in a rural area, those who are not employed on farms or elsewhere, relocate to urban areas, contributing to a lower unemployment rate in the County. From 1999 to 2001 the rates of unemployment fell to 5.8% in the Border region and 3.7 % in the State (National Household Survey). Such figures mask the considerable unemployment black spots, particularly in the west of the County. The statistics do not reflect underemployment in these areas which is a significant problem especially in the farming community. Nor do they reflect the extent of the problem of 'hidden unemployment' that is individuals who are unemployed but who have not registered as such. The majority of these individuals tend to be women.

Section 2: Innovators of Change

Availability and Qualifications of the Labour Force

County Cavan offers a well-educated, flexible and quality workforce. However, Cavan, as an agricultural county, has comparatively lower proportions of its potential workforce with tertiary level qualifications in all areas apart from Agricultural Science. The percentage of persons having any third level qualification is significantly lower than the State average – 13.4% compared to 19.0%. Cavan has also a lower level of managerial/professional workers (17%) than the State average (24%).

2.3.4 Commercial and Industrial Development

The 2002 census showed that 18% (4008 people) were employed in manufacturing in County Cavan with almost 50% of the working population (some 11065 people) employed in the services industry. 15% (3367 people) of the workforce were employed in agriculture (compared with a national average of 10%), representing a decline of 10% from the 1996 census.

Cavan has benefited greatly from indigenous development as its main source of wealth and job creation. The main players include the Quinn Group (Construction, Insurance and Hotel operations) various dairy co-operatives/PLCs (Lakeland Dairies, Glanbia etc), the Kingspan Group, Liffey Meats (Meat Processing) and Midland International (bathroom accessories). On the Foreign Direct Investment front Wellman International, Abbott Laboratories, Pauwels Trafo, Boxmore Plastics and ATA Tools and Abrasives Ltd. are examples of just some of the International companies that have found Cavan to be an effective location from which to serve their international markets. This industrial base may provide a critical foundation for Cavan VEC's Further Education services.

Cavan also exhibits a high dependence on low growth and low value-added sectors, such as traditional food processing. There is a need to develop niche, high value added products.

In agriculture, there has been a substantial fall in the number of small holdings in the County and the total number of farms is also falling. In modern agricultural terms, the County has a very large number of small farm units possibly pointing to a need for a move to more intensive forms of farming or towards consolidation. In view of the inevitable decline in the number of farms, there is a need for improved opportunities for off farm income.

Despite its relatively strong employment statistics, Cavan has not performed as well economically when compared to the rest of the state. This would be consistent with its disadvantaged status. Ireland is becoming a knowledge-based economy, depending more so on value-add activities rather than traditional manufacturing activities. If County Cavan is to attract inward investment it must be able to respond to the challenges by adapting to the new processes through developing knowledge and skills. Education will be key to this and Cavan's capacity to attract new inward investment will be contingent on the availability of people who are willing to adapt by committing to lifelong learning and the capacity of the educational system to cater for their long-term needs.

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2.3.5 Growth of the Use and Impact of Technology on Education

Recent advances and the increased potential for use of Information and Communications Technology will effect a marked influence on the provision of education services in County Cavan.

At a national level the Schools IT project (1997) and the Blueprint for the Future of ICT in Irish Education has resulted in education embracing technology with the ratio of computers to students revised downwards to one computer for every nine second level students. In addition the Schools Broadband project 2004 will have significant impact on the use of ICT in the classroom for teaching and learning, providing high speed access to the internet, multimedia applications etc

For Co Cavan VEC to be more effective and efficient in the use of technology it must ensure greater integration of technology into the curriculum across all education services. In addition greater use of technology in management /administrative processes is essential.

2.3.6 Growth in the Provision of Education in Co Cavan

In line with the increasing uptake of education and interest in lifelong learning, there is a growing number of education providers offering a range of evening, part-time and adult education courses to meet a wide range of education and training needs. In this environment, the assurance of quality, standards and reputation of education provided is a key challenge. Furthermore, some coordination is necessary to offset significant overlap of courses in some areas of education or gaps in other areas where there are specific educational needs. In this respect, County Cavan VEC is in a position to provide a leadership and coordinating role in relation to the overall provision of education and training within the County. There is, therefore, a challenge for the VEC to establish effective partnerships with all providers within the county to identify and provide a comprehensive, innovative and integrated educational structure within the County.

2.4 Other Influencing Factors from Cavan VEC's Internal Environment

The factors outlined below refer to the various challenges facing Cavan VEC. While other VECs may have similar challenges to overcome, these have been identified specially following reflection and assessment of the strengths and weaknesses of County Cavan VEC. These factors are introduced in the table here and outlined in greater detail below.

Internal Factors Influencing County Cavan VEC Five Year Education Plan

- Administrative Pressures on County Cavan VEC
- Image and Profile of County Cavan VEC
- Opportunities for growth in Adult and Further Education

Section 2: Innovators of Change

2.4.1 Administrative Pressures on County Cavan VEC

The government has undertaken a number of development strategies in recent years. These include:

- The National Development Plan (2000-2006)
- Sustaining Progress and the VEC's National Partnership Forum
- Strategic Planning by County Development Boards
- The RAPID and CLÁR Programmes to support the sustainable development of the County

While these strategies and initiatives are extremely welcome, they do bring additional administrative requirements to the organisation.

Finally, the ongoing development of legislation (such as the Youthwork Act 2001) and the introduction of regulatory reforms such as the Code of Practice for the Governance of VECs have been introduced placing increased pressure on the administrative functioning of Co Cavan VEC.

2.4.2 Image and Profile of County Cavan VEC

As competition within the education market place is ever-increasing, a key challenge for County Cavan VEC will be to increase recognition of its brand or understanding of the full scope and quality of the education services it provides. County Cavan VEC offers a wide range of educational services to the community. These services need to be publicised and marketed more vigorously and proactively to allow for the VEC brand to become more visible in people's minds. In this respect, the title "Vocational Education Committee" may not fully communicate the full range, scope or quality of the education services currently provided by the organisation. While image and brand is not the most important thing, within, an organisation, it does influence its ability to succeed. For Co Cavan VEC, it will be necessary to address brand as an issue if it is to succeed in a more competitive education marketplace where children and adults alike have a wide choice of education offerings within a certain area. This is also relevant with reference to the increased immigrant population in County Cavan. Targeting and marketing our educational services to this sector of our society will be a priority.

As a result, a key challenge over the coming five years will be to enhance recognition. This emerged as an urgent and important priority for the VEC during the consultation period. A key question is how the image of County Cavan VEC should be marketed and developed more prominently.

To complete the above agenda, particular consideration will be required for the development of a dedicated marketing strategy focused particularly on developing the County Cavan VEC Brand. The primary objective of this strategy will be to ensure that the VEC brand is recognised as the education provider of choice for all sectors of the community in the county.

Section 2: Innovators of Change

2.4.3 Opportunities for Growth in Further and Adult Education

Cavan Institute provides Further Education courses and programmes on a full-time and part-time basis. It is also an Outreach Centre of Athlone Institute of Technology providing the 1st year of three 3rd level courses. Courses are delivered under PLC, VTOS, BTEI. In addition Cavan Institute, operates a very successful Adult Education School of Lifelong Learning which offers a number of business and professional related courses including degree programmes in conjunction with the IPA. The student cohort varies from school leavers to mature students and includes identified target groups from within the localities. Cavan Institute enrolment has increased from 556 in the year 2000 to over 1000 in 2005 and Cavan Institute is now firmly established as one of the leading PLC centres in the country.

Part of the reason for the success of Cavan Institute has been the continual review of courses on offer to meet current needs and the standard of tuition provided. Cavan Institute upgrades student skills, provides qualifications to improve employment and progression prospects. The construction of a purpose built building is now near completion and this will enhance the profile of Cavan Institute and indicates a recognition of Cavan Institute's high standing.

The Adult Education service is managed by the Adult Education Organiser who reports to the CEO. Programmes and services are managed under VTOS, Community Education, BTEI, the Literacy Scheme and Self-Financing courses. At local level, there is an Adult Literacy Organiser, Community Education Facilitator and VTOS Co-ordinator. In addition, local groups and agencies are encouraged and enabled to provide specific courses to their target groups. Work based Return to Learning Programmes, in association with the Local Authorities and Return to Education Programmes with FAS are a developing feature of the service. In addition, courses are provided for Travellers and those with disabilities.

In this regard, it is worth noting that programmes such as VTOS (Vocational Training Opportunities Scheme) consistently recruit students up to the Department allocation. There is both scope and demand for expansion of the programme if more places were allocated by the Department of Education and Science. Numbers remain at 40 in spite of demand.

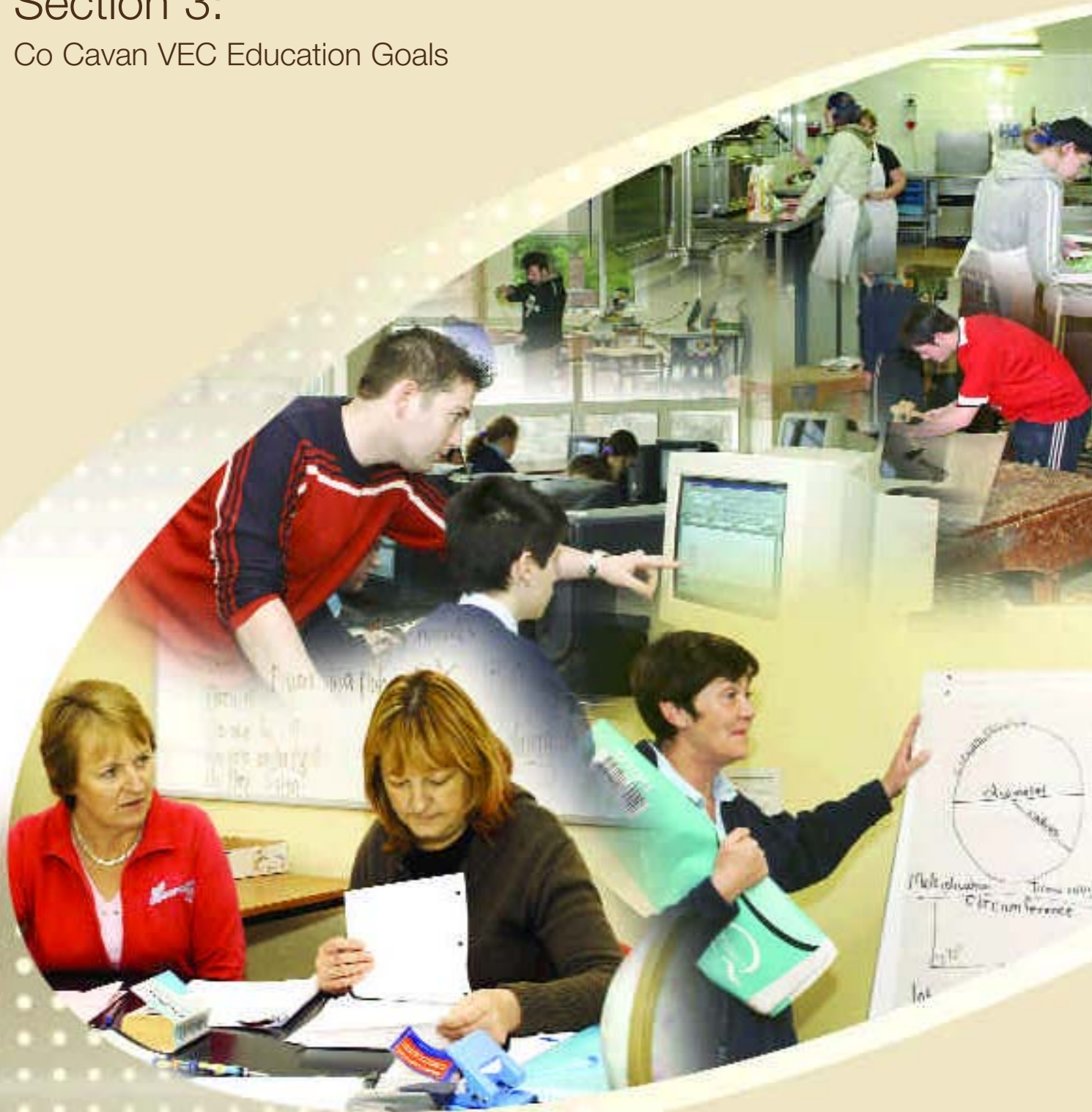
Based on this, there is a clear demand for the extension of further, higher and adult education training places by Cavan VEC. With Cavan Institute and a network of schools and training centres across the county, Cavan VEC is ideally placed to meet these growing training and education needs.





Section 3:

Co Cavan VEC Education Goals



Section 3 - Co Cavan VEC Education Goals

Section 3

Based on the review and consultation process engaged in by Cavan VEC in the lead up to preparing this plan, five education goals were identified. These are briefly presented in the table below and outlined in greater detail in this section.

Education Goals of County Cavan VEC	
Goal 1:	Development and enhancement of education service provision
Goal 2:	Development of youth and sports services
Goal 3:	Achievement of public relations objectives
Goal 4:	Development and enhancement of partnerships
Goal 5:	Continued organisational development

Each of these goals will be achieved by pursuing a series of supporting strategic objectives, which are outlined below:

3.1 Goal 1: Development & Enhancement of Education Service Provision

Cavan VEC is committed to reviewing, developing and enhancing its education service to ensure that it is consistent with the needs of its students and stakeholders and serves the social, economic and cultural needs of the County.

To achieve this goal, the VEC has identified the following strategic objectives:

- to identify and pursue new opportunities to deliver key education services which are not currently provided
- to deliver quality assured education and support services throughout the county
- to provide responsive flexible and accessible services that meet learners' needs effectively
- to support ongoing staff development through a strategic management approach
- to improve and develop education facilities throughout the county
- to improve the provision of support services and facilities that will support greater participation in education



Section 3 - Co Cavan VEC Education Goals

3.2 Goal 2: Development of Youth & Sport Services

Cavan VEC is committed to assessing and identifying priority youth and sports needs within the county and developing a suite of Youth and Sport Services that will meet these needs.

To achieve this goal, the VEC has identified the following strategic objectives:

- identify and respond to Youth and Sport needs throughout the County
- lead the development of a winning proposal for sports funding – in particular the development of a Sports Partnership
- meet the VEC's commitments under the Youthwork Act 2001

3.3 Goal 3: Achievement of Public Relations Objectives

Cavan VEC aims to develop awareness, understanding and value of its image and corporate brand so that the importance and quality of its education services are fully recognised by its key stakeholder groups.

To achieve this goal, the VEC has identified the following strategic objectives:

- promote the VEC's identity as a provider of leading educational services and project a positive Co Cavan VEC image
- improve the visibility and meaning of the VEC's brand in the marketplace
- identify and invest in key initiatives aimed at re-energising the brand and image of Cavan VEC

3.4 Goal 4: Development and Enhancement of Partnership

In line with its legislative commitments, Cavan VEC aims to develop working partnerships in areas of common interest and importance to gain maximum value from pooled resources and shared initiatives.

To achieve this goal, the VEC has identified the following strategic objectives:

- to enhance existing and develop new partnerships that will permit the effective and efficient delivery of a varied and high quality range of educational services
- to work with these partners to agree, plan and roll out joint initiatives to serve clearly identified needs
- to proactively work in partnership with key agencies within the County to promote and contribute to the overall development of County Cavan

Section 3 - Co Cavan VEC Education Goals

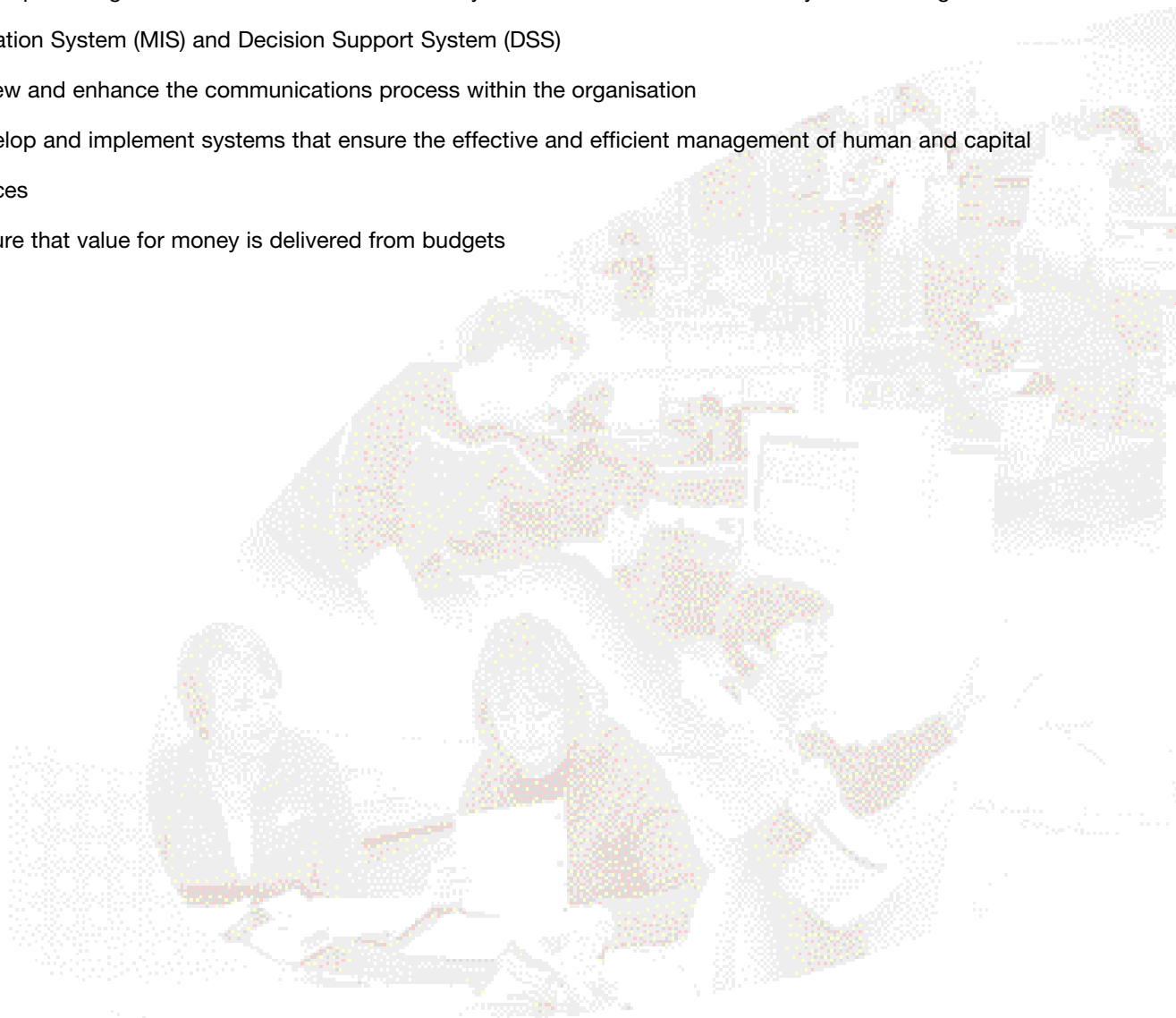
Section 3

3.5 Goal 5: Continued Organisational Development

In order to ensure that it has the governance, management and administrative capability to develop its objectives and deliver value for money to its stakeholders, County Cavan VEC will continue to work to improve its management and administration systems and practices, policies and procedures.

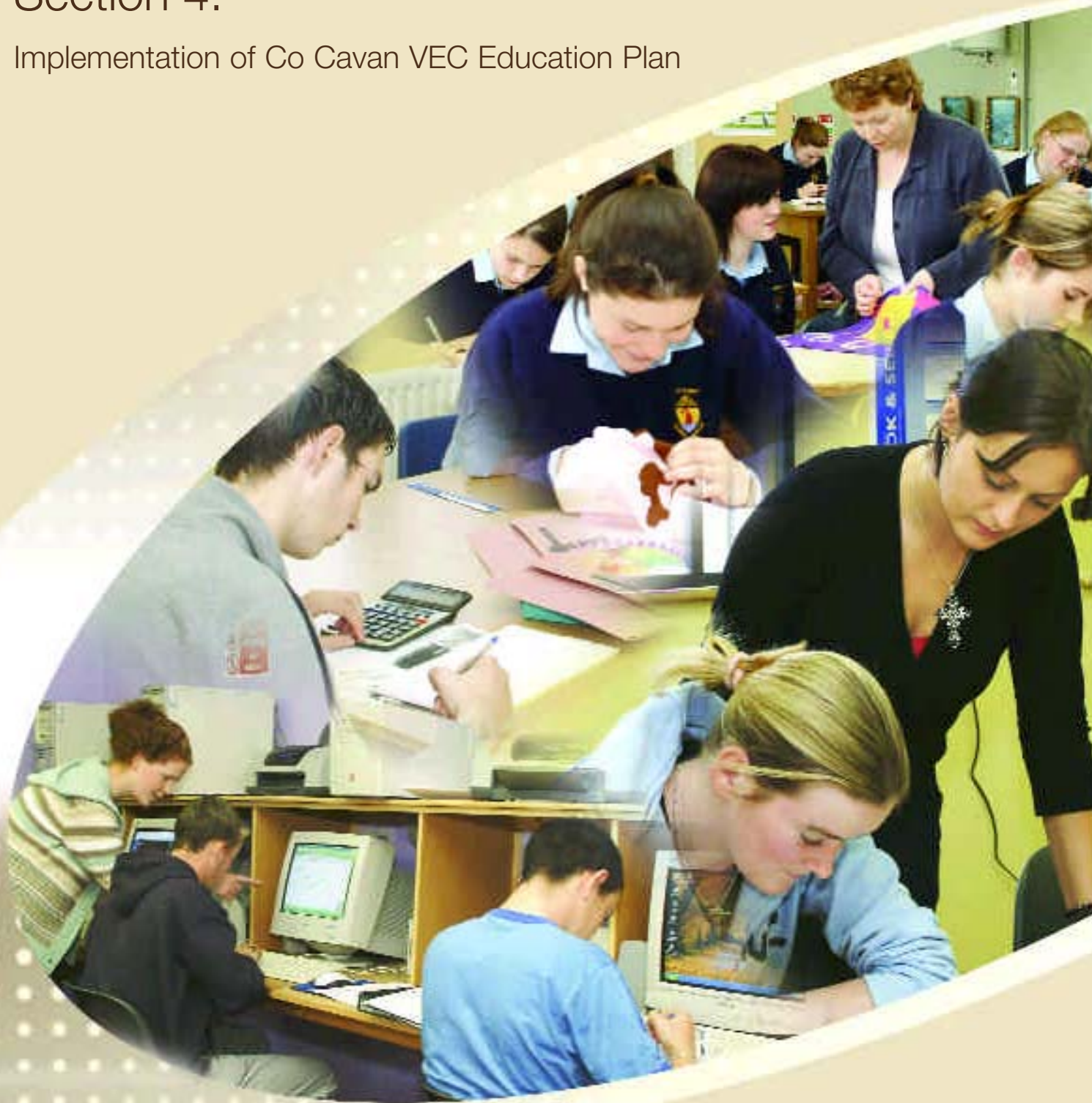
To achieve this goal, the VEC has identified the following strategic objectives:

- to review and ensure that organisational structures and resources are in place to drive organisational cohesiveness and deliver its strategy efficiently and effectively
- to complete a number of important initiatives aimed at supporting effective governance and management and delivering best practice through the Code of Practice for the Governance of VECs
- to develop and organisational wide IT infrastructure/system that will enable the delivery of an Management Information System (MIS) and Decision Support System (DSS)
- to review and enhance the communications process within the organisation
- to develop and implement systems that ensure the effective and efficient management of human and capital resources
- to ensure that value for money is delivered from budgets



Section 4:

Implementation of Co Cavan VEC Education Plan



Section 4 – Implementation of Co Cavan VEC Education Plan

Each of Cavan VEC's education goals has a set of strategic objectives and associated tasks that will require implementation by the Chief Executive Officer and all staff of the VEC. These tasks are outlined below.

4.1 Goal 1: Development and Enhancement of Education Service Provision

The following tasks will be completed by Cavan VEC in order to achieve this goal.

To identify and pursue new opportunities to deliver key educational services which are not currently provided:

- the education programmes and support services provided by County Cavan VEC will be reviewed on an ongoing basis
- the VEC will place an increased focus on the development of childcare facilities in conjunction with the community to enhance return to education opportunities for adults in the county
- there will be an increased focus on the development of pastoral, guidance support, psychological/counselling services in order to counteract the effect that societal changes are having in the classroom on both students and staff

To deliver quality assured education and support services throughout the county, the following task will be implemented:

- the VEC will review existing mechanisms for quality assurance with a view to identifying and implementing new policies and procedures for improved quality assurance

To provide responsive flexible and accessible services that meet the learners' needs effectively, the following tasks will be implemented:

- the VEC will identify and take actions to encourage the ongoing integration of non-nationals into the education system
- the VEC will investigate whether there is a sufficient demand to consider providing a Junior Cycle programme in Cavan through the medium of Irish
- the VEC will seek to broaden the scope and content of the 2nd level curriculum
- the expansion of the Provision of Further Education Courses at Cavan Institute
- an extension of Adult Literacy and Community Education provision throughout the county and particularly in West Cavan area will be pursued
- potential barriers to participation in literacy or community education due to lack of public transport and childcare facilities will be identified and addressed
- as a priority, increased VTOS allocation for the county from the Department of Education and Science will be sought to satisfy demand within the county
- the VEC will work to provide a Senior Traveller Training workshop in the county
- to review, enhance and expand Prison Education curriculum
- to develop an extensive Adult Education Guidance Service

Section 4 – Implementation of Co Cavan VEC Education Plan

To support ongoing staff development through a strategic management approach, the VEC will implement the following tasks:

- provide professional development training for staff
- allocation made for Staff Planning time, in-service and intra-service seminars etc
- the VEC will develop and implement quality assurance mechanisms to ensure the quality of its educational and other services
- the VEC will complete its Quality Customer Service Plan

To improve and develop education facilities throughout the county, the following tasks will be implemented:

The VEC will pursue a number of capital and other developments to further develop the quality and range of education services provided by the VEC. At this stage these initiatives include:

- PE Hall at Bawnboy Vocational School
- outdoor education facility in the county
- enhanced sports facilities at Belturbet Vocational School
- enhanced facilities at Cavan Vocational School
- second level school in Kingscourt
- extension of Cavan Institute and development of sports facilities for its students
- development of a Music and Drama academy for the county
- upgrade existing and develop New Youthreach Centres
- Senior Traveller Training Centre

However, it should be noted that these developments will depend on the availability of funding and new initiatives that may emerge over the five year period that will require further plans for capital development.

To improve the provision of support services and facilities that will support greater participation in education, the following tasks will be implemented:

- review existing financial, advisory and other supports currently provided by the VEC and identify additional measures that might be introduced to support students
- identify and plan for the introduction of childcare facilities that would enable a greater number of adults to return to education
- review and identify potential barriers to education for non-national residents of County Cavan and identify initiatives that County Cavan VEC might undertake to overcome these barriers

Section 4 – Implementation of Co Cavan VEC Education Plan

4.2 Goal 2: Development of Youth & Sport Services

The following tasks will be completed by County Cavan VEC in order to achieve this goal.

To identify and respond to Youth and Sport needs throughout the County the following tasks will be implemented:

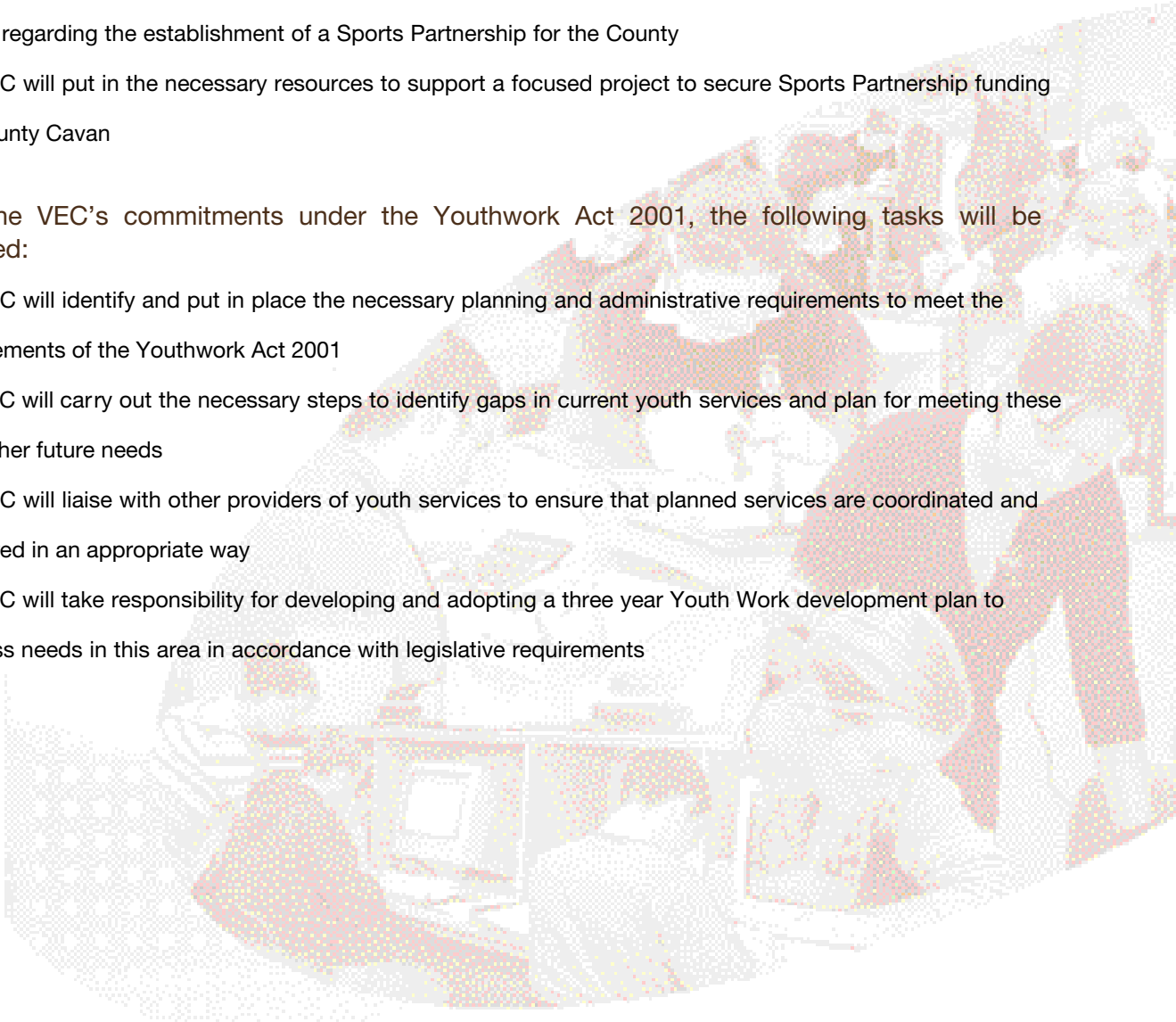
- the VEC will focus on providing increased levels of PE activity in all education facilities and development of new sports facilities will be a priority
- particular regard will be given to promoting Sports Programmes that target areas of social and economic disadvantage and young people who are marginalised and at risk

To lead the development of a winning proposal for sports funding – in particular the development of a Sports Partnership, the following tasks will be implemented:

- the VEC will engage in the development of a County Sports Plan and liaise with the County Development Board regarding the establishment of a Sports Partnership for the County
- the VEC will put in the necessary resources to support a focused project to secure Sports Partnership funding for County Cavan

To meet the VEC's commitments under the Youthwork Act 2001, the following tasks will be implemented:

- the VEC will identify and put in place the necessary planning and administrative requirements to meet the requirements of the Youthwork Act 2001
- the VEC will carry out the necessary steps to identify gaps in current youth services and plan for meeting these and other future needs
- the VEC will liaise with other providers of youth services to ensure that planned services are coordinated and delivered in an appropriate way
- the VEC will take responsibility for developing and adopting a three year Youth Work development plan to address needs in this area in accordance with legislative requirements



Section 4 – Implementation of Co Cavan VEC Education Plan

4.3 Goal 3: Achievement of Public Relations Objectives

The following tasks will be completed by County Cavan VEC in order to achieve this goal.

To promote the VEC's identity as a provider of leading educational services and project a positive image of Co Cavan VEC, the following tasks will be implemented:

- the VEC will complete and launch its Quality Customer Service Plan
- a positive image of Co Cavan VEC will be projected to internal and external audiences through the annual report, newsletters and promotional events, staff handbooks etc
- the VEC will establish a dedicated marketing and public relations function to develop an organisation-wide marketing plan to facilitate the promotion of a positive image of Co Cavan VEC's services

To improve the visibility and meaning of County Cavan VEC's brand in the marketplace, the following tasks will be implemented:

- the VEC will evaluate the implications and possible benefits of a proposed name change from Cavan Vocational Education Committee to "Cavan Education Service" to ensure that there is clarity among all our stakeholders as to what the organisation does
- the marketing and PR function will continually update an organisation-wide website, develop VEC marketing brochures and promotional material where necessary
- the VEC will undertake a project to develop an identifiable corporate image across all of its services

To identify and invest in key initiatives, aimed at re-energising the brand and image of Co Cavan VEC, the following tasks will be implemented:

- stakeholder impressions of the brand and image of Co Cavan VEC will be identified through a process of review and survey
- the outcome of this survey will be used to develop a strategy for re-developing the Cavan VEC brand as appropriate. The VEC may engage the use of external consultants to advise and support the re-branding of Cavan VEC.

Section 4 – Implementation of Co Cavan VEC Education Plan

4.4 Goal 4: Development and Enhancement of Partnership

The following tasks will be completed by County Cavan VEC in order to achieve this goal.

To enhance existing and develop new partnerships that will permit the effective and efficient delivery of a varied and high quality range of educational services, the following tasks will be implemented:

- Co Cavan VEC will continue to implement policies of partnership, consultation and collaboration with statutory organisations such as Co. Development Board, FAS, Cavan Partnership, Teagasc, Cavan County Council, LEADER, North West Regional Tourism Organisation, Cavan Town Council and voluntary organisations
- links to new organisations such as the Cavan Multi-Cultural Group will also be established and developed

To work with these partners to agree, plan and rollout joint initiatives to serve clearly identified needs, the following tasks will be implemented:

- the VEC will engage on a working level with key partners to identify areas of common interest for cooperation
- the VEC will work with its partners to develop structures and mechanisms for undertaking joint initiatives (including arrangements for funding, project leadership, governance, management and reporting)
- given its Border location, Co Cavan VEC sees benefits and opportunities for partnership and cooperation with educational providers in neighbouring parts of Northern Ireland. It will seek to identify and implement such partnerships

To proactively work in partnership with key agencies within the County to promote and contribute to the overall development of County Cavan

- given the status of Cavan as a designated disadvantaged county, Cavan VEC will place emphasis on identifying needs that might be addressed through relevant EU funding programmes (such as RAPID) and driving initiatives to win available funding

4.5 Goal 5: Continued Organisational Development

The following tasks will be completed by County Cavan VEC in order to achieve this goal.

To review and ensure that appropriate organisational structures and resources are in place to drive organisational cohesiveness and to deliver the strategy of County Cavan VEC efficiently and effectively the following tasks will be implemented:

- the VEC will carry out a review of its organisational structures and develop scheme wide policies and procedures
- the VEC will work to achieve greater levels of cohesiveness and integration of VEC Educational Services

Section 4 – Implementation of Co Cavan VEC Education Plan

- the VEC will work to develop a system of centralised resource management
- the VEC will continue to implement the Performance Management Development System (PMDS) programme on an ongoing basis

To complete a number of important initiatives aimed at supporting effective governance and management and delivering best practice through the Code of Practice for the Governance of VECs, the following tasks will be implemented:

- the VEC will continue to progress with the implementation of the Code of Practice for Governance of VECs
- the VEC will continue to provide governance training and support to the VEC and sub-committees
- the VEC will provide the necessary support to the Boards of Management of its schools to ensure that they can deliver best practice governance

To develop and organisational wide IT infrastructure/system that will enable the delivery of an Management Information System (MIS) and Decision Support System (DSS), the following tasks will be implemented.

- existing communication systems both between and within the service areas will be reviewed in terms of frequency, structure and processes
- the VEC will undertake a project to deliver an organisation wide IT system that meets its combined management needs through MIS and DSS systems
- IT support levels for the entire organisation will be enhanced

To review and enhance the communications process within the organisation, the following tasks will be implemented.

- Co Cavan VEC will seek increased resources for communicating its educational services to external bodies through marketing and promotional campaigns
- to improve communications, enable more effective management and sharing of information, a system for regular senior management meetings will be developed and implemented
- a process of Strategic Management Development will be implemented to assist in the strategic development and focus of the organisation

To develop and implement systems that ensure the effective and efficient management of human and capital resources, the following tasks will be implemented:

- the VEC will have more integrated planning and increased linkages between VEC services to prevent an increasing strain on the resources of the organisation
- as above, the VEC will work to develop a system of centralised resource management
- as above, the VEC will continue to implement the PMDS programme on an ongoing basis
- the VEC will identify staff training needs and target a training budget to deliver these needs

Section 4 – Implementation of Co Cavan VEC Education Plan

Section 4

To ensure that value for money is delivered from budgets, the following tasks will be implemented:

- Service plans will be developed annually. These will include a focus on budgets and budget control, including a focus on allocating available resources to specific goals and tasks. In this way, the VEC expects to manage its available resources against educational goals and associated objectives in a controlled and effective way
- all initiatives and projects undertaken by the VEC will be managed using appropriate project management and risk management techniques to ensure that they can be delivered within budget
- the VEC executive will seek to support the Finance and Audit Committees so that they are able to oversee the management of the organisation and achievement of value-for-money effectively
- an annual report will be prepared by the Chief Executive Officer and will seek to review the relative value-for-money achieved by the organisation and identify lessons for improving the organisation's performance in this respect

4.6 Implementation Targets

Notwithstanding the possibility of a major change in the VEC's circumstances at some stage over the next five years, it is envisaged that each of the tasks outlined above will be implemented over the period between 2006 and 2010. However, the implementation of some of the tasks will require additional resources.

Each year the VEC will prepare a Service Plan that will outline in detail key educational goals and tasks to be implemented over the following year. These service plans will address the detailed budgetary requirements associated with each of the tasks planned and will set out in some detail a prioritised list of strategic actions to be carried out by the VEC during that year.



Section 4 – Implementation of Co Cavan VEC Education Plan

However, to make this education plan as meaningful as possible, the VEC has carried out an initial assessment of its education goals. This initial assessment is summarised in the table below:

Quality Assured Education Service
Quality Customer Service Plan
Development of a 3 year Youth Work Plan
Development of a Sports Partnership
Staff Development
Extension of Cavan Institute and development of sports facilities for its students
Improve Visibility and Meaning of Co Cavan VEC Brand
Development & Enhancement of Partnerships
Develop Organisational Wide IT, MIS and DSS systems
Development of 3 year Scéim (Official Languages Act 2003)
Enhanced Sports facilities
Deliver on-going value for money from its budget
Capital Investments in schools
Development of Education/Outdoor Education service in West Cavan
Review Organisational Structures
Review and Develop Organisational Wide Policies
Implement Code of Practice for Governance
Provide Governance Training and Support to Sub Committees, Boards of Management etc
Provide IT Support to the Organisation
Enhance communication structures
Possible barriers to entry such as lack of Childcare Facilities will be examined
Upgrade existing and Develop New Youthreach Centres
Music and Drama Academy for Co Cavan
Senior Traveller Training Centre

Priority levels vary for the items outlined in the above table.

However, it is important to note that as Co Cavan VEC moves forward and circumstances change, the education priorities of the VEC may change in line with these. Therefore, the plan will be subject to review each year and will be revised according to the needs of the organisation and its stakeholders. This will enable the VEC to ensure that it is able to remain responsive and flexible to the various challenges of the next five years.

Section 4 – Implementation of Co Cavan VEC Education Plan

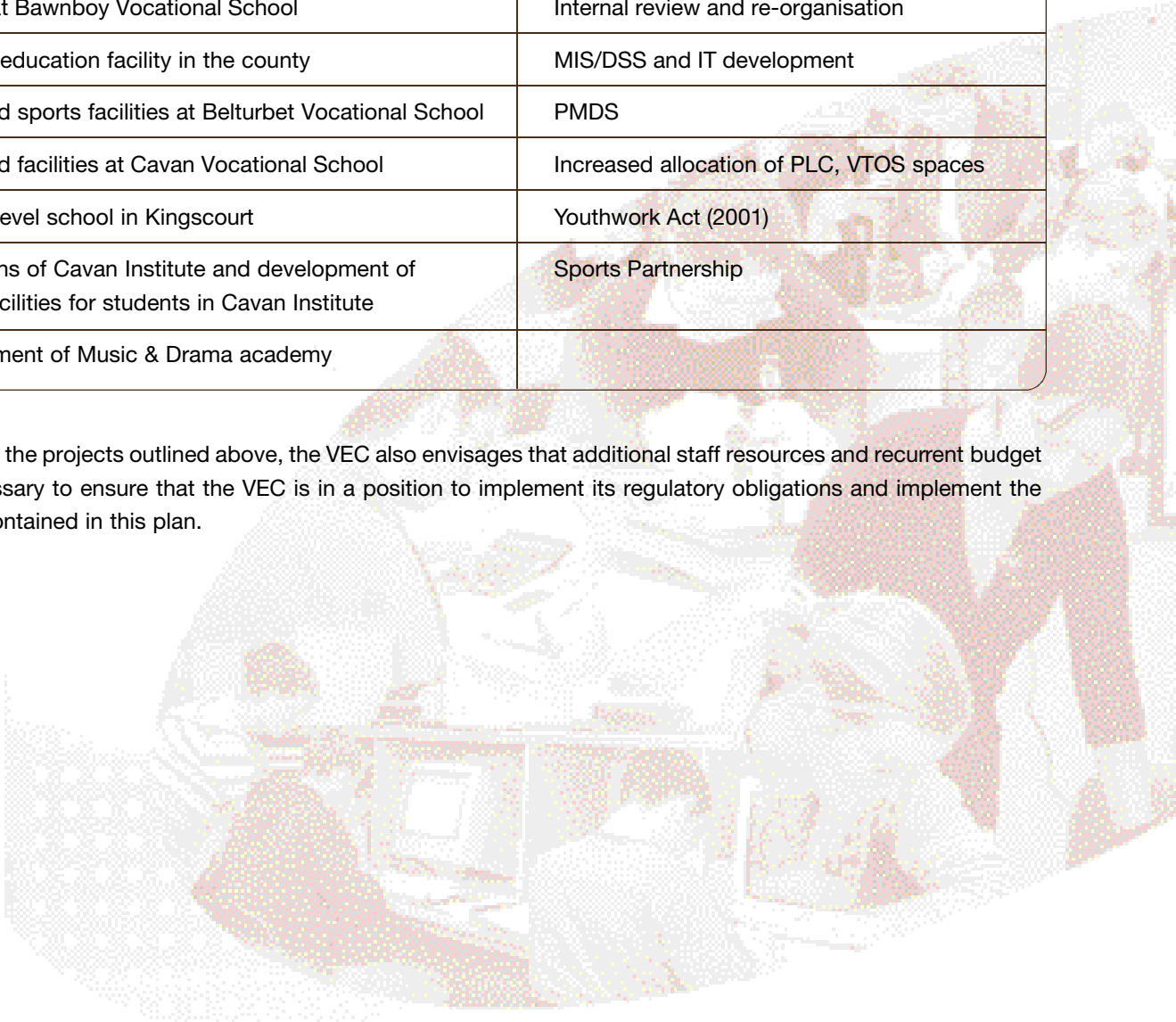
4.7 Resources, Budget & Financial Requirements for Implementation

Through the development of this Education Plan and the associated strategic objectives the need for additional resources has become apparent to ensure the full implementation of this plan. Additional resources required will include Youth Development Officer and increased counselling and psychological services provision.

Although the VEC budget is expected to increase over the lifespan of this Education Plan, additional funding will be required to take account of the Strategic Plan objectives. The specific tasks that will require additional funding if they are to be implemented are summarised in the table below:

Funding-dependent projects contained in this plan	
Capital Projects	Other Projects
PE Hall at Bawnboy Vocational School	Internal review and re-organisation
Outdoor education facility in the county	MIS/DSS and IT development
Enhanced sports facilities at Belturbet Vocational School	PMDS
Enhanced facilities at Cavan Vocational School	Increased allocation of PLC, VTOS spaces
Second level school in Kingscourt	Youthwork Act (2001)
Extensions of Cavan Institute and development of sports facilities for students in Cavan Institute	Sports Partnership
Development of Music & Drama academy	

In addition to the projects outlined above, the VEC also envisages that additional staff resources and recurrent budget will be necessary to ensure that the VEC is in a position to implement its regulatory obligations and implement the objectives contained in this plan.



Section 5:

Summary and Conclusion



Section 5: Summary and Conclusion

5.1 Summary

The five goals outlined in sections 3 and 4 describe the high level strategic aims of County Cavan VEC. Some of these goals are driven by a number of forces including legislation, external developments or internal challenges. Within each of these five goals is a set of strategic objectives and associated tasks that will require focus, imagination and efficiency by the Committee and staff of Cavan VEC in order to be implemented. Each of the five goals is of equal priority to Cavan VEC, although some may include tasks that require urgent implementation.

5.2. Conclusion

Since the establishment of Co Cavan VEC following the Vocational Education Act 1930, Co Cavan VEC has gained a reputation for the provision of high quality educational services. These educational services have been provided in an innovative, flexible, caring inclusive and responsive manner.

Traditionally Co Cavan VEC was characterised as a rural education service provider, but changes in demographic and socio-economic parameters over the years have presented many challenges as the population became more urbanised.

The ability of Co Cavan VEC to adapt its educational services is the key to its continued development and expansion. Increased legislative requirements, rapidly changing demographics, increased population diversity, corporate governance requirements, growth in the provision of education and advances in the use of information technology in education will present significant challenges to Co Cavan VEC educational services over the lifespan of this plan.

While these challenges are significant and cannot be overstated the successful implementation of this plan can be achieved given the provision of the resources required and the cooperation of all parties as outlined in this plan. Co Cavan VEC looks forward to these challenges and successful implementation of this plan will enhance the reputation of Co Cavan VEC as a leader in the provision of high quality services in this region.



Appendix 1

Background and Profile of the Services provided by County Cavan VEC

Services of County Cavan VEC

County Cavan VEC provides services to a diverse population featuring a variety of age cohorts and social strata and a number of ethnic minorities. The services include schemes and programmes approved by the Department of Education and Science. The remit encompasses mainstream second level education and further and second chance education in the context of lifelong learning. Furthermore, youth services, as well a variety of support services, are an integral part of the services delivered by County Cavan VEC.

The delivery of these services does not happen in isolation: it necessitates collaboration with communities and inter-agency co-operation. County Cavan VEC is conscious of its responsibility within the dynamic and demands of an ever-changing society. Moreover, the framework and direction of development is influenced by national legislation and international trends with particular reference to the European impetus. Change has impacted on the organisation in the past but in order to respond effectively in the future and fully take on board relevant legislation, County Cavan VEC embarked on an organisation wide approach to developing a Strategic Education Plan.

County Cavan VEC Schools

County Cavan VEC's schools represent the most significant element of service at 43% of the total budget and over 55% of total staffing cost. Second level provision consists of the 4 Vocational Schools. Each school has a distinctive identity within the locality. They provide a range of programmes which reflect the needs of the local community and the student cohort.

Bawnboy Vocational School plays a major role in providing a Second Level Educational Service in West Cavan. It operates in an open and friendly manner, has dedicated staff and achieves high academic results. A wide range of extra-curricular activities is also on offer including water sports, while also concentrating on each student's personal growth.

Belturbet Vocational School achieves excellent academic results and is viewed very positively by the local community. It provides a broad range of sports and games for students and particularly water sports. Like all our schools it has a very good pastoral care system and can treat each student as an individual in terms of their needs. It has won many awards nationally.

Cavan Vocational School has a long tradition of serving the post primary needs of the mid-Cavan region. It offers a variety of educational programmes and subjects, which are wide-ranging, student centred and modern in concept. The School consistently achieves high academic results and strives to enable all students to achieve their full potential. There is a broad range of sporting, cultural and social activities available. A feature of the school is the extensive use of the Games Hall by the local community throughout the year.

Virginia Vocational School has a long tradition of serving the post primary needs of the east-Cavan region. Increased enrolment levels have been experienced by Virginia Vocational School due mainly to growth in population in East Cavan, arising, in the main, from migration of families from the greater Dublin area. Other important factors have been the excellent results achieved by the staff and the up-to-date facilities. A major extension including a sports hall has recently been completed at a cost of six million euro - this in addition to an earlier extension in 1988. Situated in a very scenic location on the banks of Lough Ramor, the School offers a variety of extra curricular activities. The School is very much rooted in the community of Virginia and surrounding area.

In addition, all four Schools have up-to-date policies/programmes, including those detailed in the following table, which are kept under review.

Appendix 1

Background and Profile of the Services provided by County Cavan VEC

	School Plan	Pastoral Care	Code of Behaviour/ Discipline	Anti-Bullying	Health & Safety	Special Needs	Guidance
Bawnboy	•	•	•	•	•	•	•
Belturbet	•	•	•	•	•	•	•
Cavan	•	•	•	•	•	•	•
Virginia	•	•	•	•	•	•	•

	Junior Cert	Leaving Cert	Leaving Cert Applied	Schools Completion	Home School Liaison	Breakfast Club
Bawnboy	•	•				•
Belturbet	•	•				
Cavan	•	•	•	•	•	•
Virginia	•	•	•			

Cavan Institute

Cavan Institute provides Further Education courses and programmes on a full-time and part-time basis. It is also an Outreach Centre of Athlone Institute of Technology providing the 1st year of three 3rd level courses. Courses are delivered under PLC, VTOS, BTEI. In addition, Cavan Institute operates a very successful Adult Education-School of Lifelong Learning which offers a number of business and professional related courses including degree programmes in conjunction with the IPA. The student cohort varies from school leavers to mature students and includes identified target groups from within the localities. Cavan Institute enrolment has increased from 556 in the year 2000 to over 1000 in 2005 and Cavan Institute is now firmly established as one of the leading PLC Institutes in the country.

Part of the reason for the success of Cavan Institute has been the continual review of courses on offer to meet current needs and the standard of tuition provided. Cavan Institute upgrades student skills, provides qualifications to improve employment and progression prospects. The construction of a purpose-built building is now near completion and this will enhance the profile of Cavan Institute and is a recognition of its high standing.

Adult Education Provision

Adult Education has been a significant service within Co Cavan VEC for many years. The Adult Education Service has responded to the demands of a changing educational landscape during the last two decades. It aims to deliver a comprehensive, accessible and quality service, which is responsive to the needs of the individual learner and the community. The curriculum in Adult Education is as varied as the learners it serves and great emphasis is placed on the provision of accreditation opportunities and routes of progression. Delivery at a variety of learning sites at local level is also characteristic of the service. Learning programmes are available, in the local schools, the Cavan Institute, Outreach and Community settings as well as the work place.

The Adult Education service is managed by the Adult Education Organiser who reports to the CEO. Programmes and services are managed under VTOS, Community Education, BTEI, the Literacy Scheme and Self-Financing courses. At local level, there is an Adult Literacy Organiser, Community Education Facilitator and VTOS Co-ordinator. In addition, local groups and agencies are encouraged and enabled to provide specific courses to their target groups. Work based Return to Learning Programmes, in association with the Local Authorities and Return to Education Programmes with FAS are a developing feature of the service. In addition, courses are provided for Travellers and those with disabilities.

Appendix 1

Background and Profile of the Services provided by County Cavan VEC

Adult Educational Provision encompasses the following:

Vocational Training Opportunities Scheme (VTOS):

County Cavan VEC has been providing a VTOS programme since 1989. VTOS is a programme which enables the long term unemployed in receipt of certain Social Welfare payments to return to full-time education. Currently, VTOS students attend Cavan Institute, pursuing various courses. However, the programme could be expanded if more places were allocated by the Department of Education and Science. Numbers have remained at 40 in spite of demand.

Adult Basic Education

The Adult Literacy Service has expanded rapidly over the years and has identified and responded to educational needs of adults for whom there is no other educational provision. There are now two full-time Adult Learning Centres in the county, one in Bailieborough and one in Cavan, both reporting to the Adult Literacy Organiser. The service initially provided adult basic education, i.e. literacy and numeracy on a one-to-one basis but has developed and evolved to respond to the growing needs of the adults it serves. All participants are offered initial assessment and guidance and one-to-one support where appropriate. In the course of 2004 there were 129 voluntary tutors teaching basic literacy and numeracy to 200 persons.

Basic Education provision in the county spans a number of other areas including Work Based Education and Family Learning. All basic education programmes provide clearly defined routes of progression from beginners' level through to accredited courses such as FETAC and Junior Certificate. Particular attention is given to the needs of disadvantaged learners. Co Cavan VEC is proud of its track record of excellence and innovation in a programme area which is a major link in the chain of lifelong learning.

Back to Education Initiative (BTEI)

The initiative builds on existing service provision and provides for an expansion of part-time, flexible options across Further Education so that participants can combine a return to learning with other commitments, for example, work or family. The priority target groups are adults and early school leavers with less than upper second level education. Tuition is free for those in receipt of Social Welfare support and reduced fees apply in some other cases.

County Cavan VEC is very active in promoting part-time education opportunities under BTEI. It provides an extensive range of basic education programmes that include communications, computer skills and childcare. It delivers programmes that address specific skills shortages, for example, childcare, information technology, and office and business skills. The Adult Literacy Service, Cavan Institute and Outreach all contribute to BTEI provision. There are currently in excess of 100 participants on BTEI.

English for Speakers of Other Languages (ESOL)

English Language Development Programmes for a wide variety of immigrants are delivered through the Adult Literacy Programme with funding support from Cavan Partnership. In the last year 300 participants have taken part in the ESOL programme. The programme is a necessary prerequisite for engaging in other training/education programmes and is also helpful for entering the workforce. Current trends indicate that the demand for ESOL provision will continue to grow.

Community Education

County Cavan VEC is committed to community education as a way of reaching large numbers of participants, particularly those who experience disadvantage. The VEC recognises the success of community education in developing new approaches to programmes in non-formal community based settings. The VEC provides programmes in response to requests from the community. These are delivered within the community in a supportive atmosphere without the pressures of formal assessment or accreditation.

Appendix 1

Background and Profile of the Services provided by County Cavan VEC

Programmes range from art and crafts to parenting and personal development. The VEC also works with community organisations in providing community education programmes and appreciates the role such organisations play in fostering community development and social inclusion. Community based courses are often the first step towards further options and choices for the adult learner.

In addition, the VEC's Community Education Facilitator/Outreach Programme Co-Ordinator has identified a number of factors which militate against those in west Cavan who wish to avail of further education opportunities - in particular distance from well supported education centres and lack of public transport facilities. To assist those wishing to acquire employment skills, the VEC initiated the West Cavan Outreach IT Training Project to provide participants with IT training to either enhance their current level of computing skills or to introduce them to the benefits of computers. 520 people have registered to participate in IT classes of whom 260 have achieved FETAC Record of Achievement in Computer Literacy.

Adult Education – Fee Paying

A wide range of evening courses is available at a variety of venues throughout the county. The courses are based in schools, Cavan Institute, Community Centres and local halls. A fee is charged and this varies depending on the duration and scope of the courses offered. Special consideration is given to applicants on Social Welfare. While the courses are not run for profit, they do have to be self-financing.

Adult Education in Guidance Initiative

The Adult Education Guidance Counsellor was appointed in October this year (2005) to provide an Adult Education Guidance and information service for all adult learners attending certain courses (BTEI, VTOS etc) within Co Cavan VEC. The service will offer educational support eg study skills, vocational assessment and counselling to clients.

Youthreach

This programme is dedicated to the needs of early school leavers aged 15 - 20 who have little or no formal education. County Cavan VEC delivers a Youthreach programme in three centres, Cavan, Kingscourt and Cootehill. The three centres provide a range of services including FETAC Accredited courses in Maths, Communications, IT, Art and Crafts, Woodcraft, Home Economics and Personal Development etc. Including the three Co-ordinators, there is a total of eighteen Youthreach staff providing an education service to those young people most at risk.

Youth Services

Since its inception Co Cavan VEC has been a provider and supporter of Youth Service Programmes and activities. Supports include information, funding applications, grant aid, training, evaluation and monitoring, planning and resources. Key activities include special projects and services for disadvantaged young people, grant aid, youth information centre and programmes that target specific needs and issues such as early school leaving. At present the VEC is preparing to conduct a survey into Youth needs in the county as preparation for the Youth Work Development Plan.

Pilot Local Youth Club Grant Scheme provides funding to voluntary youth groups under a series of headings e.g. annual grants, training grants, special activity grants.

Grant scheme for special programmes for youth providing funding for projects and services that cater for "at risk" and disadvantaged young people in the community.

Funding for youth information centre providing information to young people.

The Sport Grant Scheme is funded by the Sport Council and provides financial support for Youth Sport Groups towards running costs and grants for special projects.

Appendix 1

Background and Profile of the Services provided by County Cavan VEC

Prison Education

The VEC provides teaching services to the Adult Prison at Blacklion. At present there are nine full-time teachers employed there, providing courses in Health Education, Music, Woodwork, Art, Computer Studies, Hill Walking, Alcohol Awareness, Horticulture, Science, Maths, Numeracy, Literacy, English and Geography. The tuition provided caters for the various identified needs and abilities of the residents.

The following schemes are also administered by the VEC:

Co-Operation with Other Institutions

County Cavan VEC co-operates with other institutions in the provision of teaching hours or financial assistance. These include Holy Family School, Cootehill, Teagasc, Ballyhaise, and Drumlin House, Cootehill. Tuition hours provided are a valuable service to the Institutions concerned and found to be of great benefit to the recipients.

Students Grants

County Cavan VEC administers three student grant schemes, the qualifying conditions for which are laid down annually by the Department of Education and Science.

- Scholarship Scheme covers full-time undergraduate and full-time postgraduate courses in third level institutions in the Republic of Ireland, Northern Ireland and in some instances England, Scotland and Wales.
- Third Level Maintenance Grant Scheme covers full-time Middle Level Technician courses up to National Certificate and National Diploma Level.
- Post Leaving Certificate Course Grant Scheme covers full-time Post Leaving Certificate courses of at least one year's duration.

Under the three schemes the organisation processes approximately 700 applications annually. It also administers payments to students under the Scholarship and Post Leaving Certificate Schemes.

Further Education Training and Awards Council Support Service

There are six FETAC regional offices, one of which is in Cavan, which support providers of further education delivering quality-assured programmes and services to learners.

Vocational Services Support Unit

The Vocational Support Services Unit was set up by the Department of Education and Science to provide support services to all VECs. In particular it carries out internal audits of VECs and examines systems in place and advises on same. The Unit has a staff of four and is operated through Co Cavan VEC.

Appendix 2 The Rationale behind County Cavan VEC Vision

The Economic Perspective

- Economic Objective:
"high skills knowledge based economy"
- The Present:
"non-national Immigration accountable for almost a quarter of the labour force increase between 1999 and 2004"
- The Future:
Education and Training for long term unemployed
Increased productivity from those already in the workforce – up-skilling and re-training and transferable skills

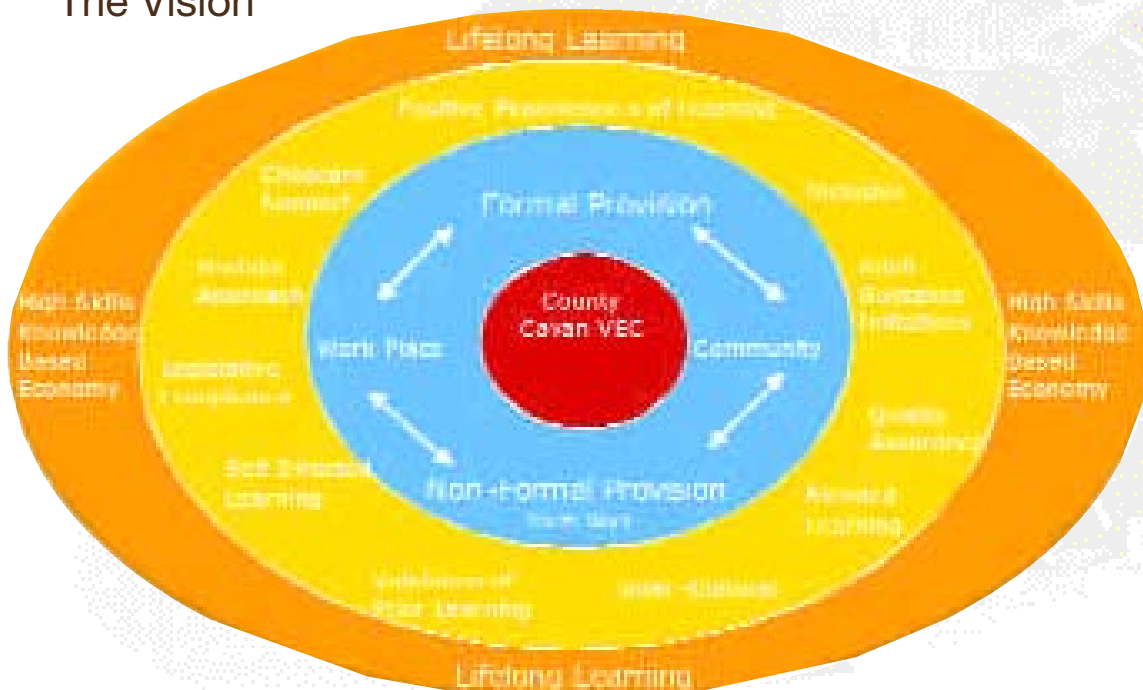
Industry Perspective

- Human Resource Management Survey 2004
9 out of 10 companies provide funding for employee education and development courses leading to professional and vocational qualifications
- Industry Requirements
Educational providers to be more flexible in terms of timing, location, modularisation and deliver tools
Recognition of Prior Learning
Priority given to employees with poor basic skills (literacy and numeracy), IT Skills
Increased access to training for older and low skilled workers
Education to cater for the needs of non-nationals and women returning to work

Human Perspective

- The need to provide opportunities for all to further their education and self development.

The Vision



Appendix 3

Contributors to the Preparation of this Education Plan

- Establishment of Steering Group in January 2005 consisting of:

Name	Title
John McKay	CEO
Colm McEvoy	Principal, Cavan Institute
John Kearney	Principal, Cavan Vocational School
Pat Nally	Adult Education Organiser
Maura Smith	Finance Officer
Rory Moore	Community Services Officer

- Initial submissions invited in late January 2005 from key personnel within the VEC as follows:

Body	Names
Principals	Colm McEvoy
	John Kearney
	Des Mooney
	John Gildea
	Jim McGuinn
Adult Education Officer	Pat Nally
Adult Literacy Organiser	Marian Duffy
Youthreach Co-ordinators	Diarmuid Wilson
	Sean Corcoran
	June Smith
Outreach Co-ordinator	Gemma Brady
Loughan House Teacher-in-Charge	Brenda McMullen

- Internal and external stakeholders identified (as agreed by the VEC).

Internal	External
Committee	Parents
Staff (Principals, Teaching, Administrative, Caretaking, Youth Reach, Adult Education, Adult Literacy, Outreach)	Students/Learners/Trainees
Boards of Management	Cavan County Council Cavan Town Council Partnership FAS Health Services Teagasc County Development Board Interested Individuals/Groups

Appendix 3 (continued)

- Initial lead document produced in late March 05, which was primarily an overview of the existing VEC services and setting out the background to the plan. The document included:
 - Profile of County Cavan
 - Profile of VEC services
 - Strengths, weaknesses, opportunities and threats
 - Mission Statement
- Meetings in April 05 with five Principals, Adult Education Officer, Adult Literacy Organiser, three Youthreach Coordinators to consider lead document
- Questionnaire (Appendix 5) drawn up relating to priority areas for consideration for inclusion in plan. Lead document and questionnaire issued to all stakeholders
- All stakeholders consulted in May 05 by means of the following
 - Letter, draft lead document and questionnaire issued to each staff member via 5 Principals, 3 Youthreach Coordinators, Adult Literacy Organiser and Teacher-in-Charge, Loughan House
 - Letter, draft lead document and questionnaire issued to five Principals, three Youthreach Coordinators for posting on students' notice boards and also given directly to student council representatives where applicable
 - Letter, draft lead document and questionnaire issued to the secretary of the Parents Associations via the four Principals of Second Level Schools
 - Letters to secretaries of the Boards of Management enclosing letters, draft lead documents and questionnaires for members
 - Letters, draft lead documents and questionnaires to Health Service Executive, County Development Board, Cavan County Council, Cavan Town Council, Teagasc, Cavan Partnership and FAS
 - Letter, draft lead document and questionnaire to each VEC member
 - Draft lead document and questionnaire posted on the County Cavan VEC Website inviting submissions
- Facilitator engaged to consult with all internal stakeholders. Consultation took place during May
- Facilitator's report and returned questionnaires considered
- Education plan strategies and objectives formulated June/July 05
- Education plan submitted to VEC for approval October 05

Appendix 4

Summary of the SWOT Analysis undertaken by County Cavan VEC

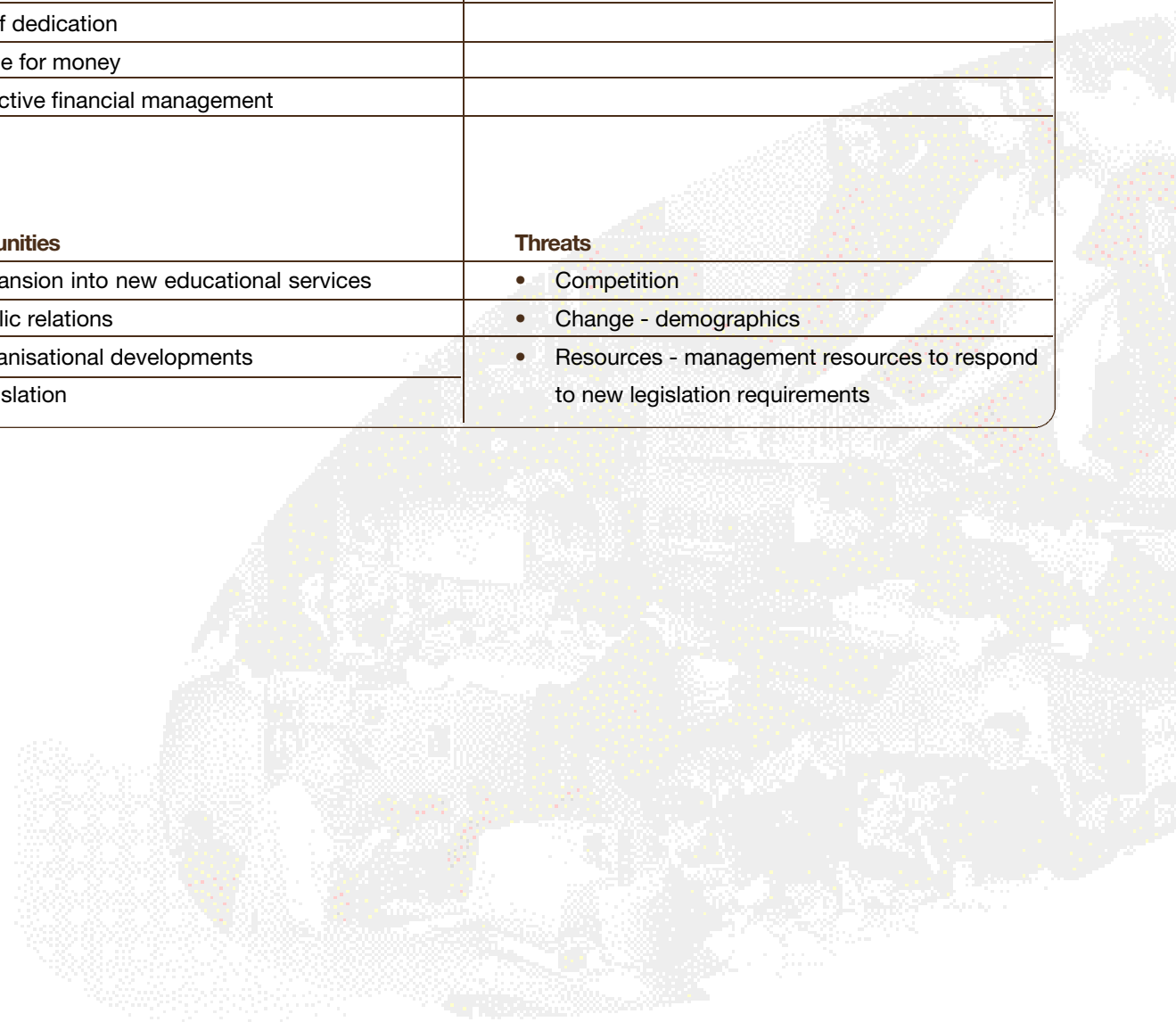
Appendix 4

Strengths, Weaknesses, Opportunities and Threats of County Cavan VEC

The following section outlines the current strengths and weaknesses of Co Cavan VEC along with associated opportunities and threats for development.

The key strength of Cavan VEC is that of the diversity and high quality of the services provided by the organisation. The foundation of this is the quality and commitment of teachers, tutors and other staff within Co Cavan VEC.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Innovative management 	<ul style="list-style-type: none"> • Insufficient Management Resources
<ul style="list-style-type: none"> • Service quality and diversity 	<ul style="list-style-type: none"> • Infrastructure - IT
<ul style="list-style-type: none"> • Community based services 	<ul style="list-style-type: none"> • Communications and Public Relations
<ul style="list-style-type: none"> • Progressive service providers 	
<ul style="list-style-type: none"> • Strong collegiality 	
<ul style="list-style-type: none"> • Staff dedication 	
<ul style="list-style-type: none"> • Value for money 	
<ul style="list-style-type: none"> • Effective financial management 	
Opportunities	Threats
<ul style="list-style-type: none"> • Expansion into new educational services 	<ul style="list-style-type: none"> • Competition
<ul style="list-style-type: none"> • Public relations 	<ul style="list-style-type: none"> • Change - demographics
<ul style="list-style-type: none"> • Organisational developments 	<ul style="list-style-type: none"> • Resources - management resources to respond to new legislation requirements
<ul style="list-style-type: none"> • Legislation 	



Appendix 5

Sample of Responses to Questionnaires and Submissions completed by key stakeholders as part of the consultation process

Introduction

In analysing the issues to be addressed an intensive process of consultation took place which enabled all involved in the provision of County Cavan VEC's services as well as our external stakeholders to inform and influence the direction of the strategy. This process has already strengthened the spirit of collaboration within the organisation.

Arising from the consultation, the following includes recommendations which emerged (in no particular order):

Pastoral Care Service – Development of pastoral support
Development of the Arts
Literacy provision throughout the County
Integration of non-national Students
Increased variety of courses including Agricultural Science
More Guidance/Counselling/Psychological Support Services
Improved sports facilities particularly in Bawnboy and Belturbet
Increase in Resource Teachers
More PE/Physical Activities in schools and centres
Training for Teachers to cater for students of various abilities
Provide a Gael Colaiste
Planning Time for Staff
Focus on all students' educational needs, including special needs resources needed
Upskilling of Teachers in Special Needs
Project positive image of VEC
Increased Support for West Cavan schools
New Education Centre in Loughan House. Involvement of the VEC in its layout etc.
Counsellor for students with problems in each school
Further Development of Cross-Border Links
Childcare Facilities – Staff and Students
Address Multi-cultural needs
More Special Needs Support
Additional professional help for Teachers
Training for Boards of Management
Transition Year in all vocational schools
County Sports Development Plan
Youthreach and Outreach to be available in conjunction with all schools
County Development Board - Continue to work through social implementation group
Arts Education Programme for County
Senior Traveller Training Centre

Examples of submissions included:

'There should be a greater number of Special Needs/Resource Teachers employed'
'Things for students to do at lunch time. More physical education'
'Planning time for Staff'
'A County Sports Development Plan should be drawn up'
'More Guidance/Counselling services in school'
'More students with issues today which are brought into the classroom'
'Literacy provision throughout the County'
'Greater provision for the weaker classes e.g. Remedial'
'Development of the Arts – Music, drama, art '
'Extend Youthreach to other towns in County'

EDUCATION PLAN 2006/2010 QUESTIONNAIRE

Appendix 5

1. What do you see as the key areas for priority for 2006/2010?

2. Why do you see these areas as priority?

3. What has to be done in these areas?

4. How will it be done?

5. How do you see the quality of teaching and learning in the schools being maintained and enhanced?

6. What new opportunities do you see for County Cavan VEC?

7. What existing services require improvement?

8. Any other comments/issues that may be relevant to County Cavan VEC for the next 5 years?

Glossary

ADM	Area Development Management: a private company established by the government to support integrated local economic and social development.
AEGI	Adult Educational Guidance Initiative: a VEC service providing information and advice on educational opportunities for adult learners and the public.
AEO	Adult Education Organiser: provides a local adult education service through the VEC.
ALO	Adult Literacy Organiser: organises adult basic education programmes within the local VEC adult education service.
AONTAS	The Irish National Association of Adult Education: national membership organisation for statutory/voluntary organisations and individuals involved or interested in adult education.
BTEI	Back to Education Initiative: national DES initiative to provide opportunities for young people and adults to return to learning.
CDBs	County Development Boards: planning bodies comprising local authorities, state agencies and organisations which devise long-term programmes for the development of local services.
CEF	Community Education Facilitator: works closely with community groups to promote partnerships between the VEC and the community sector.
CEO	Chief Executive Officer.
DES	Department of Education and Science.
ESOL	English for Speakers of Other Languages.
EU	European Union.
FÁS	Foras Áiseanna Saothaoir: national training and employment authority funded by the Department of Trade, Enterprise and Employment.
FE	Further Education: broad range of education and training opportunities for young people and adults, as distinct from provision at second level.
FETAC	Further Education and Training Awards Council: national statutory awarding body for further education and training.
HR	Human Resources.
IBEC	Irish Business and Employers Federation: the umbrella body for Irish business and employers.
ICT	Information and Communications Technology.

Glossary (Continued)

IPA	Institute of Public Administration.
IT	Information Technology.
IVEA	Irish Vocational Education Association: national representative body for the VECs.
MIS	Management Information Systems: electronic methods of sharing and collating data in an organisation.
NALA	National Adult Literacy Agency: non-profit organisation concerned with coordination, training and policy development in adult literacy work in Ireland.
NCGE	National Centre for Guidance in Education: executive agency of the DES that supports and develops guidance practice in all areas of education.
NDP	National Development Plan (2000 – 2006).
NEPS	National Educational Psychological Service: agency responsible for psychological services in primary and post-primary schools and other education centres funded by the DES.
PLC	Post Leaving Certificate: programme providing education and training for individuals to prepare for work and higher education.
PR	Public Relations.
RAPID	Revitalising Areas through Planning, Investment and Development: government led initiative to improve local services within areas of designated disadvantage.
STTCs	Senior Traveller Training Centres: VEC centres providing education and training opportunities for Travellers.
SWOT	Strengths, Weaknesses, Opportunities and Threats: process whereby an organisation identifies its positive and negative characteristics and influences.
VEC	Vocational Education Committee: state education provider responsible for managing second level, adult and further education and support services at a county/city level.
VECNPF	Vocational Education Committees' National Partnership Forum: process established under the Public Service Pay Agreement for VECs to up-date their systems and services.
VTOS	Vocational Training Opportunities Scheme: targeted intervention by the DES to assist unemployed adults to progress to education, training and employment.





COUNTY CAVAN VOCATIONAL EDUCATION COMMITTEE

FRONT ROW

Left to Right

Cllr Paddy Conaty, Niamh Smyth, Colm McEvoy, CEO,
Cllr Clifford Kelly, Chairperson, Cllr Madeline Argue, Vice-Chairperson, Cllr Mary Brady,
Cllr Pauline McCauley, Sinead Donohoe.

BACK ROW

Left to Right

Cllr Patricia Walsh, Pauline O'Brien, Cllr T.P. Smith, Francie Fitzsimons,
Cllr Anthony Vesey, Cllr Maura Maguire-Lynch, Rory Moore, Head Office,
Niall Lynch, Edel Myles, Peter Brady, Cllr Shane P. O'Reilly.

MISSING FROM PHOTO

Cllr Freddie Kettyle, Dessie Boylan

