

Irish Association of Community Training Organisations



Business Plan 2019

SOLAS Contract 1st January to 31st December 2019

Background & Context

Since 1977 Community Training Centres (CTCs) have been providing community based training for early school leavers in Ireland who would otherwise have been excluded from active participation in both the workforce and in society. With the introduction of the Social Guarantee in 1985, and of the YOUTHREACH programme in 1988, the main focus of CTCs has been on providing services to early school leavers aged between 16 and 21 as a priority group. Other young people under the age of 25, who are similarly at risk, form the second priority group. These are identified locally by each CTC Board and its staff and their exact provision agreed with the relevant Education & Training Board (ETB).

The Department of Education and Skills provides funds to SOLAS to support further education and training provision provided by ETBs. ETBs then contract with and fund CTCs through an annual business planning process. Each CTC is locally managed by a voluntary Board of Directors.

The Irish Association of Community Training Organisations (IACTO) was established in October 1999 by the network of CTCs as the employee representative body for Boards of Directors of Community Training Centres. SOLAS provides funding to IACTO for its core work and this is supplemented by individual CTC Boards who choose IACTO as their HR/IR provider.

The core supports IACTO provides to CTC Boards include a range of management services to develop, promote and enhance the delivery of quality training outcomes for learners and to empower Boards around capacity building. Nationally, IACTO supports local boards in their employer function and represents Boards in collective negotiations with the Trade Union SIPTU, ETBs and other relevant bodies. The Directors of IACTO are nominated by a CTC and elected by the membership at the AGM. IACTO supports CTC boards and management teams to resolve local level issues.

In 2016 IACTO developed a three year strategic statement 2017 – 2019. It identifies 6 strategic themes which are integrated into our 2019 business plan objectives and as highlighted throughout the plan. They are also closely aligned to the SOLAS Further Education and Training Strategy 2014-2019.

11 x IACTO Directors elected by the membership

Guss O'Connell, Blanchardstown CTC, Chairperson, Dublin, John Lonergan, Clonmel CTC, Tipperary, Vice-Chairperson, Noreen Hegarty, Blackpool CTC, Cork, Frank Donnelly, Carlow CTC, Treasurer, Michael Glennon, Sligo CTC, Michael Heaney, Galway CTC, Noel Bridgeman, Mayfield CTC, Cork, John Butler, Athlone CTC, Athlone, John Wall, Tralee CTC, Kerry, George Flynn, Cherry Orchard Equine CTC, Dublin, Mary Kearney, Kylemore CTC Company Secretary

Staff: IACTO employs two staff, an Executive Director, Estelle Webb, and an Administration/HR Officer, Siubhan Rumling.

Corporate Governance: IACTO will in 2019 review its practices in line with changes outlined in The Charities Governance Code which sets out the minimum standards which we should meet to effectively manage and control governance within our membership organisation.

Good governance involves putting in place systems and processes to ensure that a charity (which most of our member CTCs are) achieves its charitable objectives with integrity and is managed in an effective, efficient, accountable and transparent way.

‘The Governance Code’ is a voluntary code of practice for good governance of Community, Voluntary and Charitable (CVC) organisations in Ireland. The five principles of the Code are: Principle 1 - Leading the organisation. Principle 2 - Exercising control over the organisation. Principle 3 - Being transparent and accountable. Principle 4 - Working effectively and Principle 5 - Behaving with integrity.

Business Plan and Service Level Agreement: The 2019 IACTO Business Plan has been developed in an integrated manner incorporating both the IACTO core collective activities and the separate HR/IR element. It is built on the experience of 2018 where most, but not all, CTC Boards signed up to the IACTO HR/IR package. This reality is further emphasised by the Service Level Agreement that CTC Boards now sign up to with IACTO. It is implicit that CTC Boards, who have not signed up to the IACTO HR/IR package and who wish to avail of specific HR/IR related training and development, will, as in 2018, be invoiced separately by IACTO for this service.

Alongside our six 2017 – 2019 strategic statement ‘themes’ which support the work of CTCs as per the SOLAS Further Education and Training (FET) Strategy 2014 - 2019, IACTO objectives for 2019 will continue to follow the “Overarching Parameters and Guidelines Document for Grant Allocations by SOLAS to Agencies in the FET sector”. We will continue to support CTC Boards and GMs to fully utilise new planning, evaluation and funding processes (e.g. service reviews, FARRs, PLSS) in relation to SOLAS data collection, validation and analysis systems as per ETB requirements

Work Programme

Objective	Input	Activity	Output Targets	Update Quarterly	Commentary
1. Enable consistency in the application of national policy across the sector and support the drive for continuous improvement (SS2)	IACTO Board & staff	Provision of advice via telephone, email & HRM face to face, through national collective policy and employment law support as required	Collective advice and Consultancy Service to 34 CTCs employing approx. 269 FTE staff, 34 GMs and up to 245 voluntary Board Directors		We will support voluntary CTC Boards & General Managers (GMs) responsible for the provision of services to ESLs. We will support the development of HR and people management skills across CTC Boards & GMs.
2. Improve the capacity of voluntary boards to meet their employer obligations in a fair and reasonable manner through Induction & other CPD (SS3)	IACTO Board & staff & other support via IBEC membership	Support with employee relations, industrial relations and HR policies and procedures Provision of local HR/IR Consultancy Services to include: Dignity at Work, Conflict Resolution, 1:1 Consultancy and Exit processes	81 HR/IR consultancy days, Case Reviews, Research and Recommendations, Advice, Coaching, ADR and 3 rd Party Representation		This is to enable delivery of ETB requirements of a flexible FET system providing learners with the skills necessary to progress and participate in the labour market.
3. Through HR/IR support and communication strategies enable CTC management to remain focused on the delivery of services to learners (SS5)	IACTO Board & staff Briefings/Seminars, Membership of IBEC, MII, The Wheel, CIPD	Research, Develop and Agree revised/new procedures e.g. GDPR, Governance & Leadership, Protected Disclosures, Child Safeguarding	HR/IR service to individual member CTCs Agreed Policy updates and/or development of same		We will support CTC Boards to clearly define links between FET policy, new programme development, service evaluation and the provision of services to ESLs.
4. Minimise IR risk and exposure to CTCs as employers and support developing early responses to same (SS1 & 4)	IACTO Membership of IBEC, CIPD, MII, & other as appropriate	Practical advice on complex HR matters including Disciplinary processes, grievances and investigations. Review external environment, legislative and case law and assess impact for CTCs	All CTC Board Reps & General Managers Level of HR/IR Expertise Maintained and Developed and information forums delivered re same		We will support CTC Directors in the pursuit of high quality service delivery, compliance and best practice for employees and adherence to ETB systems of accountability and performance related funding requirements.

Objective	Inputs	Activity	Output Targets	Update Quarterly	Commentary
5. Implementation of collective bargaining and other CTC agreements as agreed (SS1)	Executive Director & other key stakeholders as relevant	Review of DES, SOLAS, ETB and other relevant national and international documentation Monitor operational developments	Documents reviewed and information dispersed across CTCs through regular communication forums		As a key resource we will support CTC Boards and GMs to manage change processes where appropriate and as required by the delivery of a new FET system.
6. To provide an effective early intervention ADR mechanism (SS1 & 3)		National policy discussions which may include industrial relations issues	Quarterly information forums/meetings with CTC Network		
7. To provide an efficient mechanism to agree substantive changes (SS1 & 2)	IACTO, DES, SOLAS, ETBI as Liaison Committee (LC) Access to HR/IR policies for linked organisations	Engagement with LC and trade union nationally Agree interim collective bargaining procedures with stakeholders Information flow and positions to be confirmed. Nominated contact person DES/SOLAS & Liaison Group Research and develop change proposals to meet changing employment law e.g. GDPR, Retirement age/Pension access.	Liaison Committee: IACTO will work to agreed terms of reference, roles, responsibilities and accountabilities. Appropriate information flows exist in order for the 'official' /management side to function effectively. Proposals for management agreement and changes to Employee Handbook made.		This will include identifying changes to their programmes which support their local ETB plans, e.g. the identification of business sectors likely to require additional employees to meet labour market demands and the skills learners require to meet those demands.

Objective	Inputs	Activity	Output Target	Update Quarterly	Commentary
<p>8. Identify how CTC Boards can be supported in the short, and medium term to build a strong, diverse, engaged and connected membership (SS1, 2, 3, 4, 5)</p> <p>9. Identify what role IACTO can play in supporting CTC Boards in delivery of services to ESLs and other disadvantaged and unemployed young people (SS5, 6)</p>	<p>72.5 days HR/IR 'consultancy' interventions</p> <p>A series of up-to-date briefings on key CTC business issues including HR best practice</p> <p>The opportunity to join working groups and have a direct input into policy recommendations on a wide range of CTC issues</p> <p>Executive Director, IACTO Board & CTC Boards & GMs.</p> <p>Liaison Group input where agreed</p> <p>Local ETB input where agreed</p>	<p>CTC & Stakeholder Information Forums quarterly</p> <p>1:1 Consultancy as required</p> <p>IACTO/CTC Strategic/Business Planning Day</p> <p>CTC Board Information & Briefing sessions both regional and local as per request</p> <p>CTC Board & GM HR/IR workshops as required</p> <p>NACTM Briefings as agreed</p> <p>IACTO AGM</p> <p>Key Stakeholder consultation events</p>	<p>34 Boards and General Managers & other stakeholders engaged</p> <p>Series of 4 (quarterly) regional meetings.</p> <p>Development of a 3 year strategic statement 2020 – 2022 & offer workshops to CTCs to support their own strategic planning</p> <p>3 days HR/IR consultancy interventions offered per HR member CTC</p> <p>Series of Regional & Information forum type meetings with CTC Boards and GMs to include operational management refreshers e.g. Coaching, PMDS, Modes of CTC delivery and application of Operating Standards where requested</p>		<p>We will develop an annual two part Service Level Agreement (SLA) detailing HR/IR services offered to CTC members</p> <p>We will support CTC Boards and GMs development to enable delivery of a broad range of programmes and career pathways to learners from identified priority cohorts, disadvantaged communities/backgrounds in order that they access FET opportunities matched to availability and their individual needs. Subject to local ETB</p> <p>We will support CTC Boards and GMs to develop Employer Engagement Strategies to strengthen Linked Work Experience (LWE) Programmes</p> <p>We will support CTC Boards & GMs development ensuring programmes enable learners to make well informed realistic career choice decisions (WIRD) linked to labour market</p>

Objective	Inputs	Activity	Output Target	Update Quarterly	Commentary
10. To build the capacity of CTC Boards and GMs to effectively engage with ETBs at local level (SS3, 4, 5, 6)	Executive Director & Board members	Regional Meetings with Boards and General Managers Board/GM meetings with ETBs where possible to minimise 3 rd party intervention and support ADR systems locally	Quarterly Meetings 1:1 where required CPD (Training and Development) 'menu' developed to meet CTC Board and GM needs and build capacity across network		We will support the development and build HR/IR capacity across CTC member Boards and GMs We will support CTC Boards and GMs to fully utilise new planning, evaluation and funding processes (e.g. reviews, FARRs, *PLSS) in relation to SOLAS data collection, validation and analysis systems as per ETB requirements
11. To support the exchange of information and re-develop communication and engagement structures with CTC Boards and GMs to support service delivery (SS5)	IACTO office Executive Director Liaison Group where appropriate and agreed	Meetings with CTC Boards & NACTM	IACTO Website fully utilised by members Quarterly Meetings		We will develop an IACTO/CTC Communications Strategy in consultation with key stakeholders We will support regional and national meetings and deliver planned sustainable interventions to develop themes for a new IACTO Strategic Statement 2020-2022

