Kerry Education and Training Board

BORD OIDEACHAIS
AGUS OILIÚNA CHIARRAÍ

KERRY EDUCATION
AND TRAINING BOARD

ICT Strategy 2014 – 2017

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Foreword

I am delighted to introduce Kerry Education and Training Board ICT Strategy 2014-2017. Kerry Education and Training Board (Kerry ETB) provide Education and Training opportunities for circa 15,000 students/learners annually throughout Co. Kerry. This strategy will provide strategic direction for the development and enhancement of ICT systems and resources in the medium term.

The Kerry ETB ICT Strategy Steering Committee was established in December 2013. The committee membership was representative of all areas of education and training provision across the scheme. The agreed terms of reference for the Committee were:

"To plan in a strategic manner for the development and use/integration of ICT to support, (1) Teaching and Learning and (2) Administration and Management on a scheme wide basis in an integrated manner to the benefit of staff, learners/students and the public"

Extensive consultation with all stakeholders underpinned the development of the strategy. In developing the strategy four strategic priorities were identified and agreed. Each priority area has an associated strategic goal with related tasks for implementation. Successful implementation of the strategy will be measured using Key Performance Indicators (KPIs) associated with each strategic goal. Progress in implementing the strategy will be monitored by the Strategy Development Committee on an annual basis.

I wish to thank all involved in the development of the strategy, in particular the members of the Steering Committee for their commitment and dedication to the process. Kerry ETB is fully committed to meeting the targets set out in the strategy.

This Strategy, while resource dependent presents a realistic vision for the development of ICT across the scheme over the period 2014-2017. I look forward to the successful implementation of the strategy. Its full implementation will enhance the reputation of Kerry ETB as a vibrant and progressive provider of education and training opportunities for learners/students in an efficient and effective manner.

Colm Mc Evoy
Chief Executive Officer

Introduction

Kerry Education and Training Board (formerly Kerry Education Service – the VEC in Kerry) was established on July 1st 2013. Kerry ETB is a statutory agency with responsibility for the delivery of education and training services in Co. Kerry.

Kerry ETB Programmes and Centres:

- 8 Second Level Schools (Castleisland Community College, Causeway Comprehensive School, Coláiste na Sceilge in Caherciveen, Gaelcholáiste Chiarraí in Tralee, Killarney Community College, Killorglin Community College, Listowel Community College, Coláiste Glenn Lí in Tralee.
- 4 Schools offering Post Leaving Certificate (PLC) courses (Cahersiveen, Killarney, Listowel, Tralee).
- Kerry ETB Training Centre, Monavalley, Tralee.
- 4 Adult Education Centres (O'Connell Centre in Cahersiveen, An Tóchar in Causeway, Kenmare Adult Education Centre, Tech Amergín in Waterville).
- 5 VTOS Programmes (Tralee, Assistive Technology Tralee, Killarney, Listowel, South Kerry).
- 5 Youthreach Programmes (South Kerry, Tralee (2), Killarney and Listowel in conjunction with Kerry Diocesan Youth Service (KDYS)).
- 8 Adult Literacy & Basic Education Programmes (Cahersiveen, Castleisland, Dingle, Kenmare, Killarney, Killorglin, Listowel, Tralee).
- Countywide Back to Education Initiative (BTEI) Programme.
- Countywide Community Education Programme.
- Night Class Programme offered in 5 Schools and 4 Adult Education Centres.
- Countywide Adult Guidance and Information Service.
- Cappanalea Outdoor Education Centre & Killarney National Park Education Centre.
- Tralee Regional Sports & Leisure Centre jointly owned by Kerry ETB and Tralee Town Council.

ICT Strategy Steering Committee

Colm Mc Evoy	Head Office
Ann O'Dwyer	Head Office
David Brick	Head Office
Karen O'Connor	Head Office
Jeremy Wrenn	Head Office
Malcom O'Sullivan	Head Office
Margaret Godley	Kerry ETB
Michael Woulfe	Head Office
Donal Dowd	Cappanalea OEC
Donal O'Reilly	Killorglin Community College
Gavin Quinlivan	Killorglin Community College
Donnacha Hickie	Castleisland Community College
Eilish O'Leary	Killarney Community College
Kerri McCarthy	Killarney Community College
Joan Ann Brosnan	Assistive Technology, Tralee
Austin Ó Seachnasaigh	Gaelcholáiste Chiarraí
Karen Ní Artaigh	Gaelcholáiste Chiarraí
Kathleen Keating	Killarney VTOS
Mike Quirke	Tralee Community College
Nora O'Callaghan	Kerry ETB Training Centre, Tralee
Sean O'Shea	Kerry ETB Training Centre, Tralee
Pat Lawlor	Causeway Comprehensive School
Susan Walsh	Tech Amergín, Waterville
Shivaun Shanahan	Kerry ETB
Sharon Browne	Kerry ETB
Kevin Beasley	Listowel Community College
Ann Marie Killen	Coláiste na Sceilge, Caherciveen

Strategy Background

Kerry ETB is a large, geographically dispersed provider of Education and Training opportunities to over 13,000 learners annually. Currently Kerry ETB employs over 1000 staff working in various locations across the county (see figure 1).

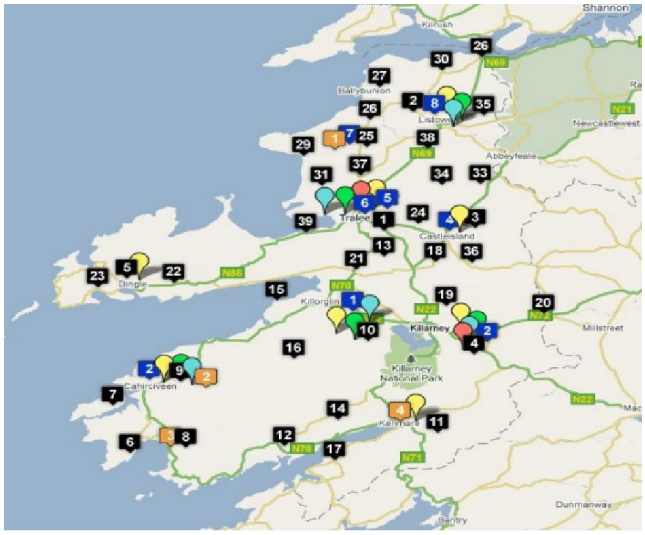


Figure 1: Kerry ETB Schools/Centres

A key driver in the development of this strategy was to enhance and develop the organisations current ICT infrastructure and systems with a view to maximising the potential use of ICT for learners, staff and the public on a daily basis. Traditionally the ICT infrastructure had developed on a location by location basis with the emphasis placed on developing a robust and effective local ICT infrastructure at the various locations across the county. Figure 2 depicts the typical ICT infrastructure that has been developed in the various schools/centres across the scheme.

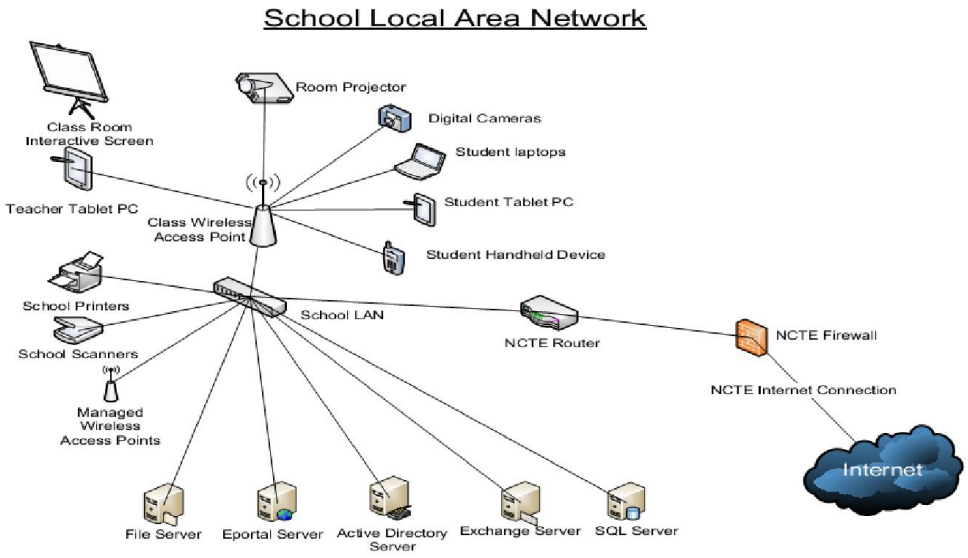


Figure 2: Current School/Centre ICT Architecture

Terms of Reference

The following terms of reference for the development of the strategy were agreed by the Steering Committee:

"To plan in a strategic manner for the development and use/integration of ICT to support:

1. Teaching and Learning
2. Administration and Management

on a scheme wide basis in an integrated manner to the benefit of staff, learners/students and the public".

In framing the terms of reference due consideration was given by the committee to the themes of the following recent publications:

- The consultative paper: "Building Towards a Learning Society: A National Digital Strategy for Schools[1] December 2013"
- The ICT Skills Action Plan 2014 – 2018[2].

[1] St. Patrick's College, Dublin; Dr. Deirdre Butler, Dr. Margaret Leahy, Dr. Gerry Shiel, Dr. Jude Cosgrove.

[2] This Action Plan is a collaborative effort by Government, the education system and Industry. Ruairi Quinn T.D. Richard Bruton T.D.

Methodology

In November 2013 expressions of interest for membership of the ICT Strategy Steering Committee membership were invited. The Steering Committee was established in December 2013 and its first meeting was held on December 12th 2013. Having agreed the terms of reference for the Committee the methodology for the development of the strategy was discussed. The importance of extensive consultation underpinned the development methodology. The following table provided a synopsis of the development methodology.

January 2014	**Steering Committee meeting – agree draft strategy priority areas**	**Planning Phase**
February 2014	Development of a template Questionnaire that addresses each of the identified Priority Areas.	
March 2014	Issue all Schools /Centres with a Template Questionnaire (see appendix 1) that addresses each of the identified Priority Areas. Each School/Centre was requested to submit a composite response to the Questionnaire by **March 14th 2014.** The completed Questionnaires were analysed and a Draft Strategy Document was completed which the ICT Strategy Committee considered at its meeting March 27th 2014.	**Consultation Phase**
April 2014	A Consultation Meeting with all Principals/Centre Managers and relevant ICT Staff was scheduled for **Thursday, April 3rd at 10.00a.m**. The purpose of this meeting was to review the Questionnaire feedback and the Draft Strategy Document, providing another opportunity for consultation, prior to the finalisation of the Strategy Document.	
May 2014	ICT Steering Committee meeting **May 8th 2014** to finalise the draft strategy prior to its circulation for feedback. All feedback required by **May 22nd 2014**.	
June 2014	Planned publication of the Kerry ETB ICT Strategy 2014 – 2017.	**Publication**

Identification of Strategic Priorities

The Steering Committee at the January meeting identified the following strategic priorities for the strategy to address:

Priority	Areas included
1. IT Infrastructure	**System architecture, technical support, connectivity, IT planning, licensing etc.**
2. Teaching and Learning	**Addressing curriculum, application of ICT for teaching and learning, preparing for Junior Cycle reform, use of eBooks, use of iPads, use of tablets etc.**
3. CPD for Staff	**Addressing short term and long term needs**
4. ICT for School/Centre Administration	**Timetabling systems, attendance systems, general administration, internal communications**

The priority areas chosen were very reflective of the terms of reference for the development of the strategy.

Fifteen centres/schools completed and returned the questionnaire. The analysis of the completed questionnaires showed that all centres/schools supported the priorities identified.

The following priority areas were attached the greatest importance:

1. IT Infrastructure
2. Technical Support
3. CPD for Staff
4. Integration of ICT into Teaching and Learning
5. Broadband/ Connectivity

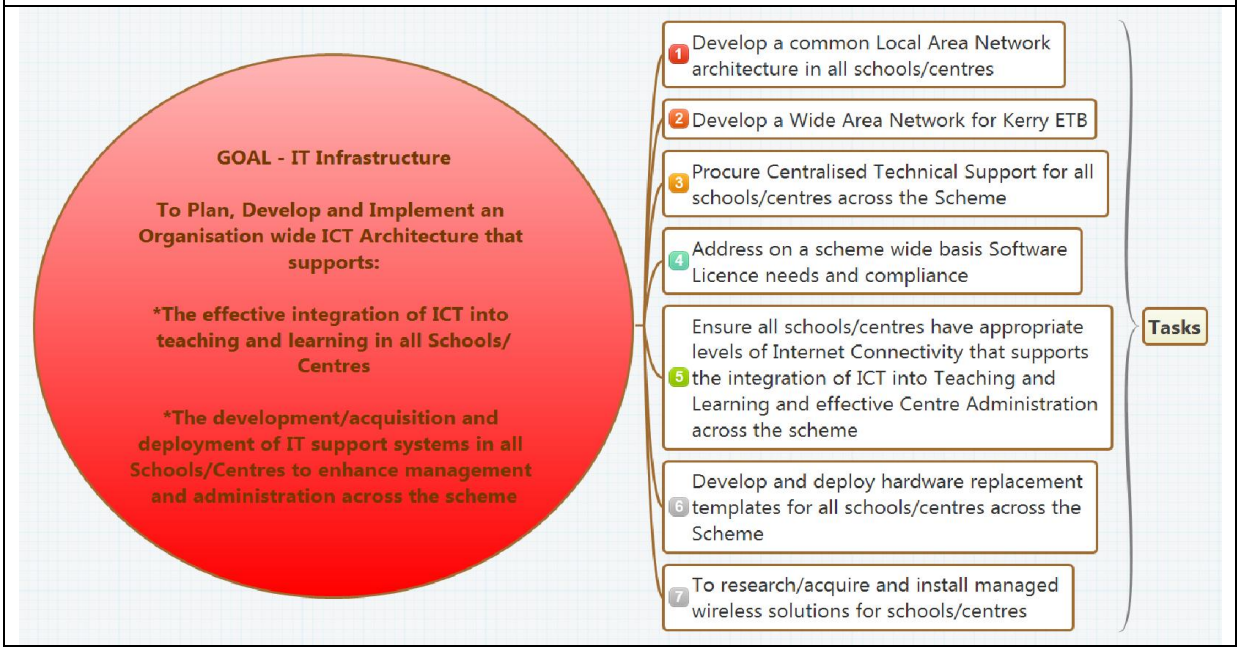
The following priority areas were attached the least importance:

1. ICT for School/Centre Administration
2. Use of Tablets/iPads
3. Timetabling Systems

Strategic Goals and Tasks

Clear strategic goals and associated tasks were identified and agreed during the consultation process for each of the priority areas. The following tables outline the strategic goals and associated tasks:

Goal 1: IT Infrastructure[3]

Strategic Priority Goal 1: IT Infrastructure
To plan, develop and implement an organisation wide ICT architecture that supports: ꕥ the effective integration of ICT into teaching and learning in all schools/centres ꕥ the development/acquisition and deployment of IT support systems in all schools/centres to enhance management and administration across the scheme
Associated Tasks:
○ Develop a common Local Area Network architecture in all schools/centres ○ Develop a Wide Area Network for Kerry ETB ○ Procure centralised technical support for all schools /centres across the scheme ○ Address on a scheme wide basis software licence needs and compliance ○ Ensure all schools/centres have appropriate levels of internet connectivity that supports the integration of ICT into teaching and learning and effective centre administration across the scheme ○ Develop and deploy hardware replacement templates for all schools/centres across the scheme ○ To research/acquire and install managed wireless solutions for schools/centres


[3] The infrastructure development is not platform specific

Goal 2: Teaching and Learning

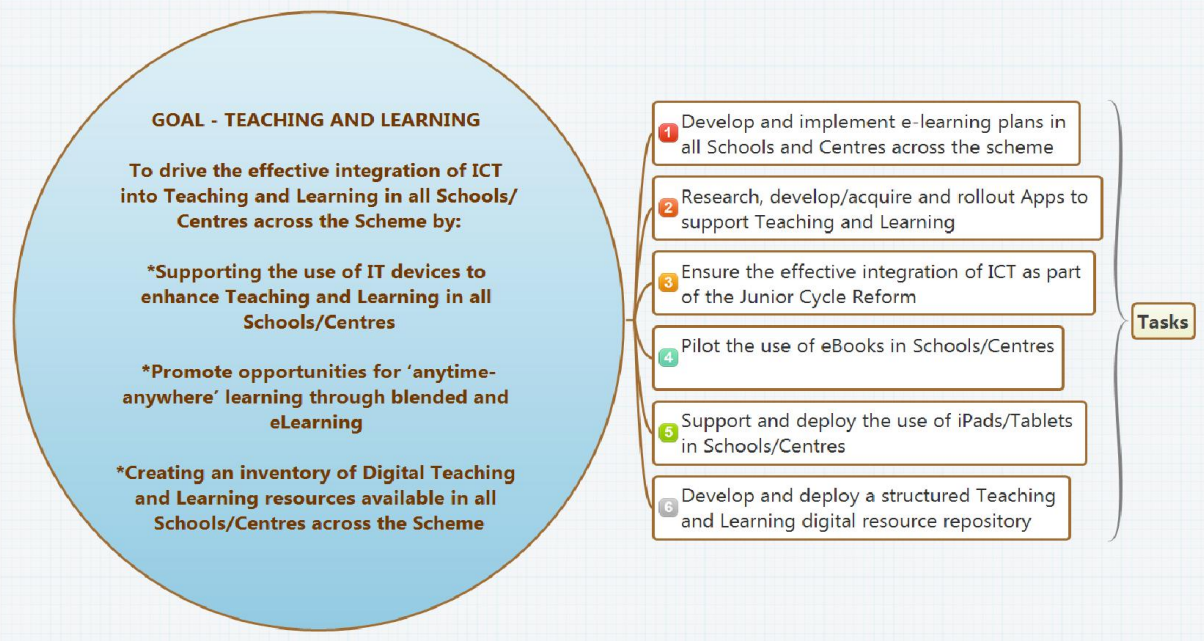
Strategic Priority Goal 2: Teaching and Learning

To drive the effective integration of ICT into Teaching and Learning in all schools/centres across the scheme by:

- supporting the use of IT devices to enhance Teaching and Learning in all schools/centres
- promote opportunities for 'anytime-anywhere' learning through blended and eLearning
- creating an inventory of Digital Teaching and Learning resources available in all schools/centres across the scheme

Associated Tasks:

- Develop and implement e-learning plans in all schools and centres across the scheme
- Research, develop/acquire and rollout Apps to support Teaching and Learning
- Ensure the effective integration of ICT as part of the Junior Cycle reform
- Pilot the use of eBooks in schools/centres
- Pilot, deploy and support the use of iPad/tablets in schools/centres
- Develop and deploy a structured Teaching and Learning digital resource repository



Goal 3: Continuous Professional Development for Staff

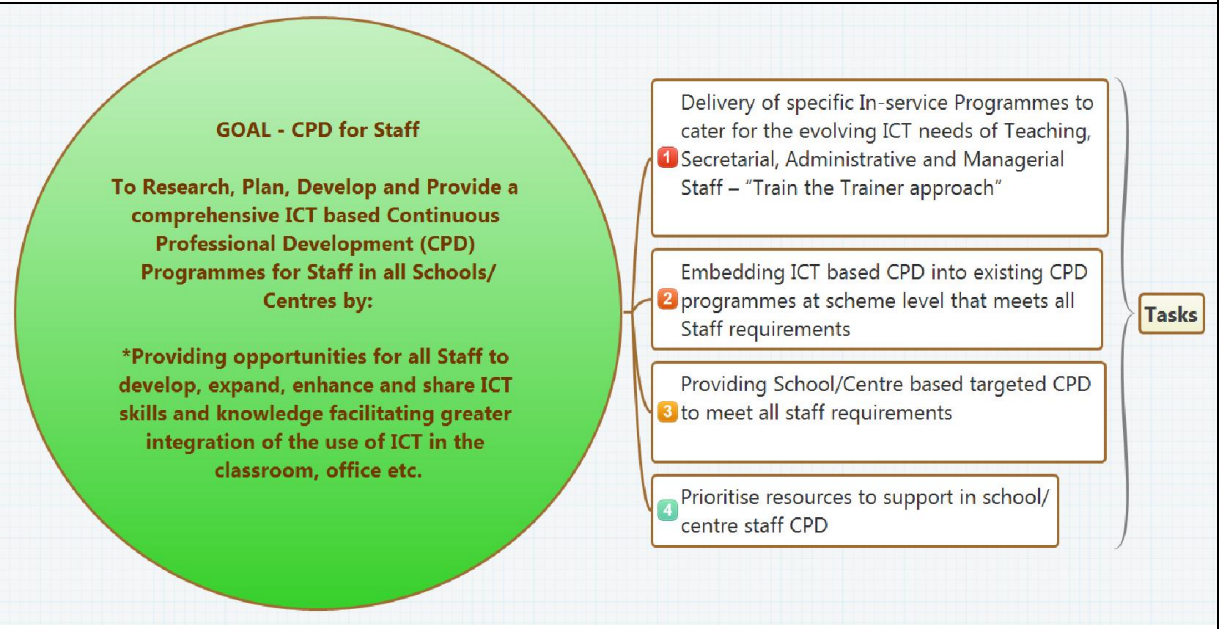
Strategic Priority Goal 3: Continuous Professional Development for Staff

To research, plan, develop and provide a comprehensive ICT based Continuous Professional Development (CPD) programmes for staff in all schools/centres by:

- Providing opportunities for all staff to develop, expand, enhance and share ICT skills and knowledge facilitating greater integration of the use of ICT in the classroom, office etc.

Associated Tasks:

- Delivery of specific in-service Programmes to cater for the evolving ICT needs of teaching, secretarial, administrative and managerial staff – "train the trainer approach"
- Embedding ICT based CPD into existing CPD programmes at scheme level that meets all staff requirements
- Providing school/centre based targeted CPD to meet all staff requirements
- Prioritise resources to support in school/centre staff CPD



Goal 4: School/Centre Administration

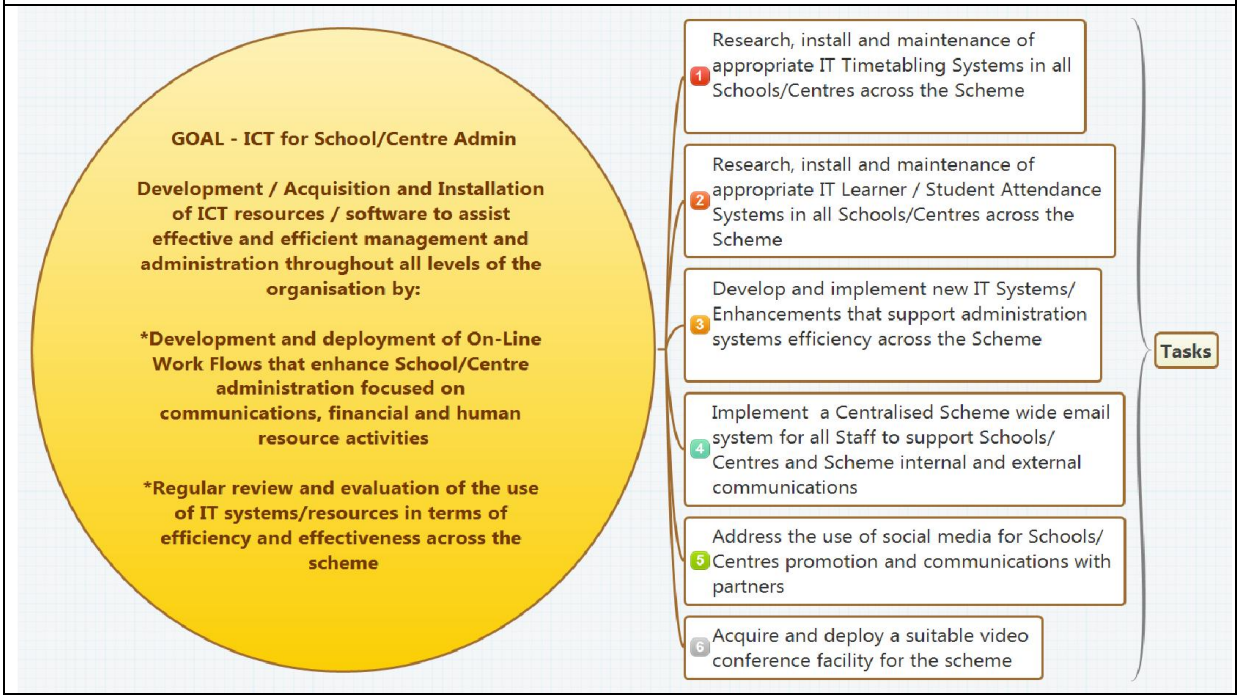
Strategic Priority Goal 4: School/Centre Administration

Development/acquisition and installation of ICT resources/software to assist effective and efficient management and administration throughout all levels of the organisation by:

- Development and deployment of On-Line Work Flows that enhance school/centre administration focused on communications, financial and human resource activities
- Regular review and evaluation of the use of IT systems/resources in terms of efficiency and effectiveness across the scheme

Associated Tasks:

- Research, install and maintenance of appropriate IT timetabling systems in all schools/centres across the scheme
- Research, install and maintenance of appropriate IT learner/student attendance systems in all schools/centres across the scheme
- Develop and implement new IT systems/enhancements that support administration systems efficiency across the scheme
- Implement a centralised scheme wide email system for all staff to support centres/schools and scheme internal and external communications
- Address the use of social media for schools/centres promotion and communications with partners
- Acquire and deploy a suitable video conference facility for the scheme

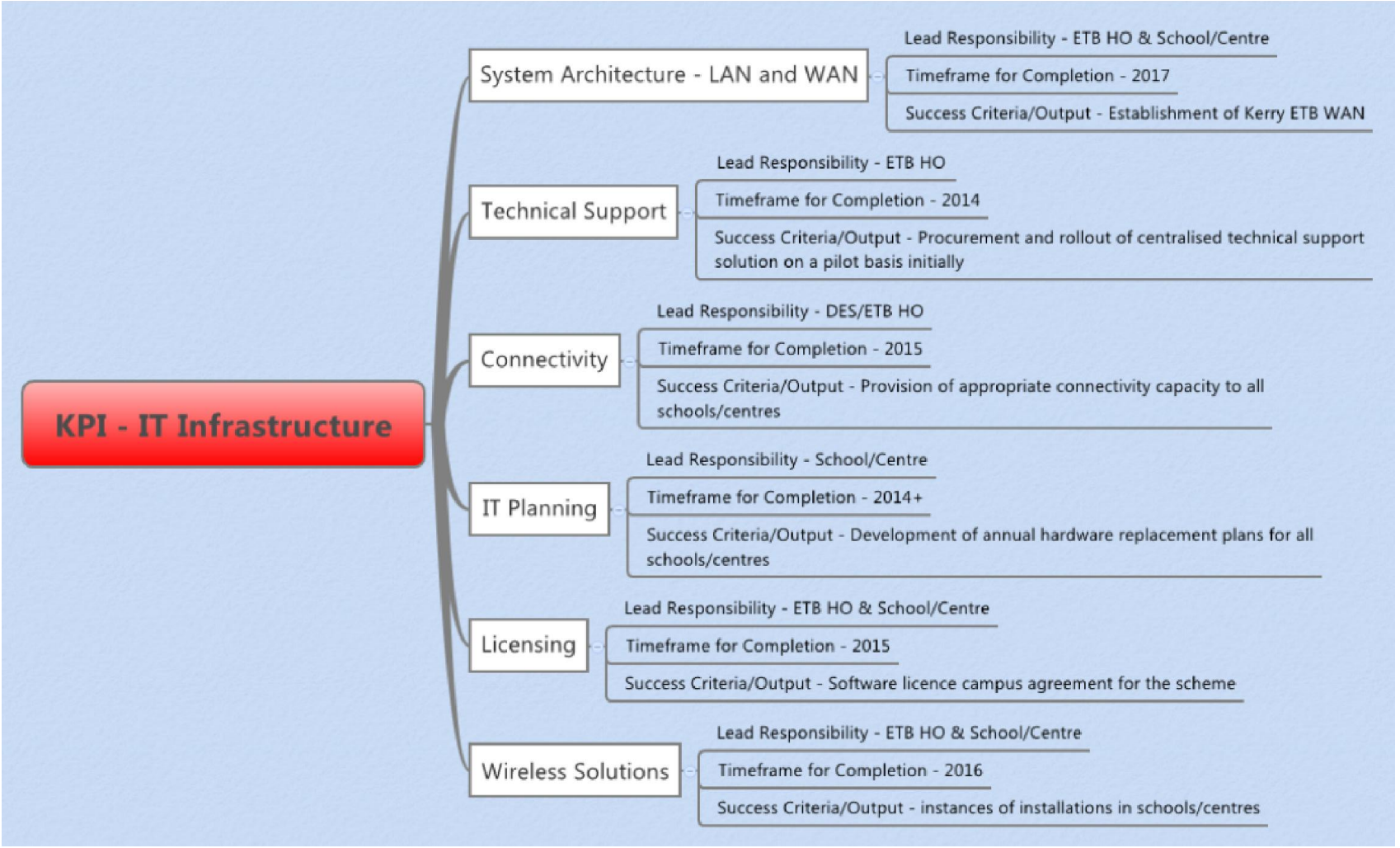


Implementation and Key Performance Indicators

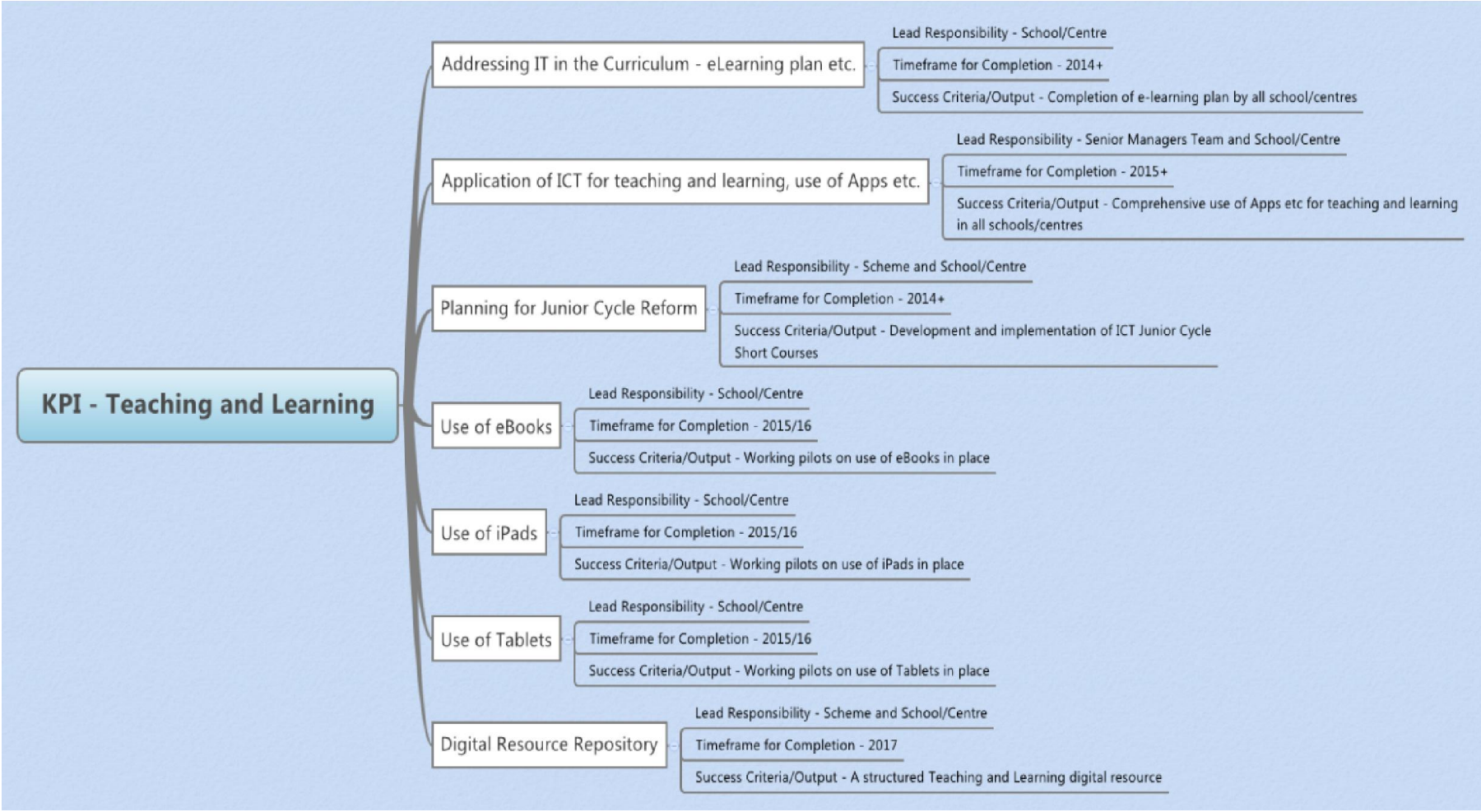
The lifetime of this strategy 2014-2017 and its successful implementation will impact Kerry ETBs ICT development for many years beyond 2017. Key Performance Indicators (KPIs) have been identified for each strategic goal and associated tasks. These KPIs assist in providing tangible measures of implementation and progress. Key to measuring implementation of the Plan will be reporting on the actual "Evidence" relating to each identified KPI. The KPIs address the following for each strategic goal:

Priority Area	Strategic Task	Lead Responsibility	Success Criteria	Timeframe for completion

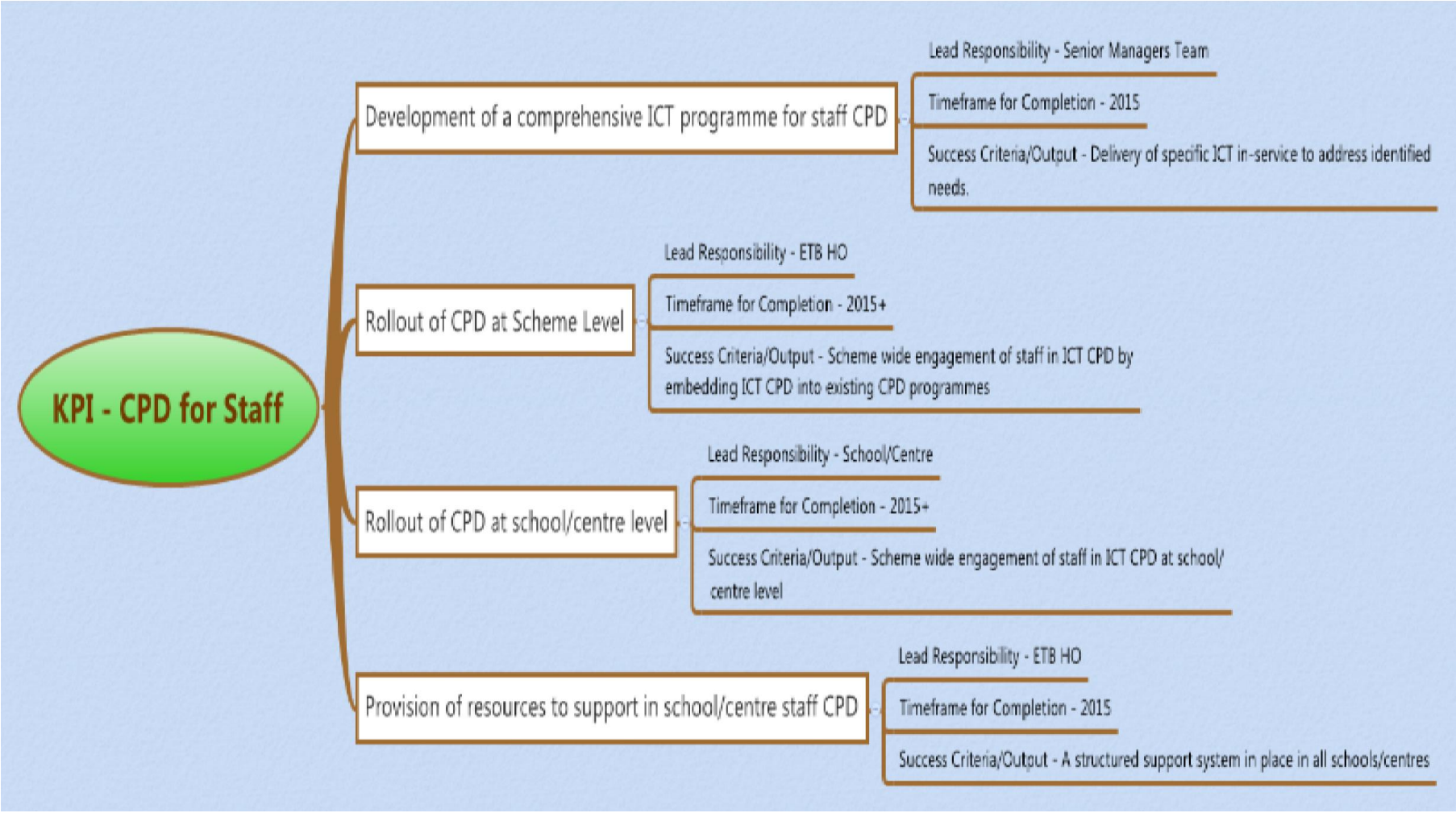
Goal 1: IT Infrastructure – Key Performance Indicators



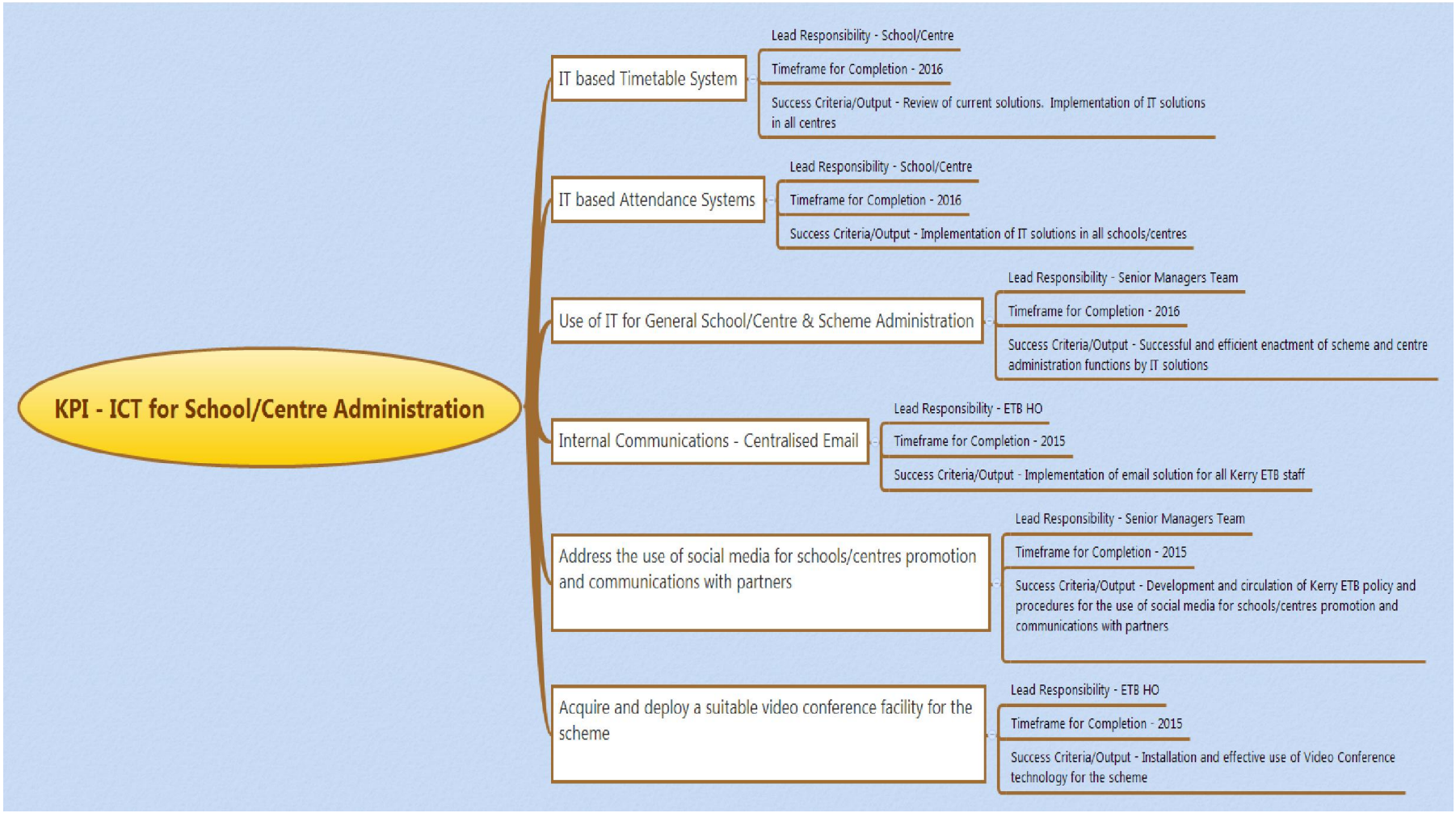
Goal 2: Teaching and Learning - Key Performance Indicators



Goal 3: Continuous Professional Development for Staff – Key Performance Indicators



Goal 4: School/Centre Administration – Key Performance Indicators



Review

The changing nature of the environment that Kerry ETB works in may necessitate the review or revision of some of the tasks identified in this strategy. Some tasks outlined in the strategy will require additional resources; successful implementation of these tasks is dependent on obtaining such resources.

Building upon the successful approach to date in developing the Strategy, the Steering Committee will take on a new role as the **Implementation Committee** following the publication of the strategy**.** This committee will meet once per term (3 times per year) to review the implementation of the strategic goals and associated tasks across the scheme between 2014 and 2017. The implementation review template will form the basis for the annual reporting.

Annual Implementation Review Template

Strategic Priority Goal 1: IT Infrastructure	**2014/15**	**2015/16**	**2016/17**
To plan, develop and implement an organisation wide ICT architecture that supports: ℘ the effective integration of ICT into teaching and learning in all schools/centres ℘ the development/acquisition and deployment of IT support systems in all schools/centres to enhance management and administration across the scheme			
Associated Tasks:			
o Develop a common Local Area Network architecture in all schools/centres			
o Develop a Wide Area Network for Kerry ETB			
o Procure centralised technical support for all schools/centres across the scheme			
o Address on a scheme wide basis software licence needs and compliance			
o Ensure all centres have appropriate levels of internet connectivity that supports the integration of ICT into teaching and learning and effective centre administration across the scheme			
o Develop and deploy hardware replacement templates for all schools/centres across the scheme			
o To research/acquire and install managed wireless solutions for schools/centres			

Strategic Priority Goal 2: Teaching and Learning	2014/15	2015/16	2016/17
To drive the effective integration of ICT into teaching and learning in all schools/centres across the scheme by: ꕥ supporting the use of IT devices to enhance Teaching and Learning in all schools/centres ꕥ promote opportunities for 'anytime-anywhere' learning through blended and eLearning ꕥ creating an inventory of Digital Teaching and Learning resources available in all schools/centres across the scheme			
Associated Tasks:			
o Develop and implement e-learning plans in all schools and centres across the scheme			
o Research, develop/acquire and rollout Apps to support Teaching and Learning			
o Ensure the effective integration of ICT as part of the Junior Cycle reform			
o Pilot the use of eBooks in schools/centres			
o Pilot, deploy and support the use of iPad/tablets in schools/centres			
o Develop and deploy a structured Teaching and Learning Digital Resource repository			

Strategic Priority Goal 3: Continuous Professional Development for Staff	2014/15	2015/16	2016/17
To research, plan, develop and provide a comprehensive ICT based Continuous Professional Development (CPD) programmes for staff in all schools/centres by: ꕥ Providing opportunities for all staff to develop, expand, enhance and share ICT skills and knowledge facilitating greater integration of the use of ICT in the classroom, office etc.			
Associated Tasks:			
o Delivery of specific in-service Programmes to cater for the evolving ICT needs of teaching, secretarial, administrative and managerial staff – "train the trainer approach"			
o Embedding ICT based CPD into existing CPD programmes at scheme level that meets all staff requirements			
o Providing school/centre based targeted CPD to meet all staff requirements			
o Prioritise resources to support in school/centre staff CPD			

Strategic Priority Goal 4: School/Centre Administration	2014/15	2015/16	2016/17
Development/acquisition and installation of ICT resources/software to assist effective and efficient management and administration throughout all levels of the organisation by: ꕥ Development and deployment of On-Line Work Flows that enhance school/centre administration focused on communications, financial and human resource activities ꕥ Regular review and evaluation of the use of IT systems/resources in terms of efficiency and effectiveness across the scheme			
Associated Tasks:			
o Research, install and maintenance of appropriate IT timetabling systems in all schools/centres across the scheme			
o Research, install and maintenance of appropriate IT learner/student attendance systems in all schools/centres across the scheme			
o Develop and implement new IT systems/enhancements that support administration systems efficiency across the scheme			
o Implement a centralised scheme wide email system for all staff to support centres/schools and scheme internal and external communications			
o Address the use of social media for schools/centres promotion and communications with partners			
o Acquire and deploy a suitable video conference facility for the scheme			

Conclusion

While resource dependant this strategy sets out a realistic vision for the development and enhancement of ICT across the scheme over the period 2014-2017 for the benefit of learners/students, all staff and members of the public. The Education and Training sector has experienced much change in recent times with the establishment of the Education and Training Boards, SOLAS etc. More change is imminent with the planned introduction of the Junior Cycle Student Award, the development of the new Digital Strategy for Schools etc. At this time of significant change it is very important to explore how the use of ICT can assist and support the change process. The full implementation of the strategic goals and associated tasks set out in this strategy will ensure that Kerry ETB is well positioned to maximise the potential of ICT at this time of change. This strategy provides a road map to enhance and augment the use of ICT to enhance teaching and learning and administration practices across the scheme in the medium term.

Glossary

ETB	Education and Training Board
CPD	Continuing Professional Development
VTOS	Vocational Training Opportunities Scheme
KDYS	Kerry Diocesan Youth Service
BTEI	Back to Education Initiative
CEO	Chief Executive Officer
EO	Education Officer
SENS	Special Educational Needs Support
ICT	Information Communications Technology
KPI	Key Performance Indicator
PLC	Post Leaving Certificate
VEC	Vocational Education Committee
SOLAS	Seirbhísí Oideachais Leanunaigh Agus Scileanna

Appendix 1