



**Bord Oideachais agus Oiliúna Chiarraí**  
Kerry Education and Training Board

# Annual Report 2023



Rialtas na hÉireann  
Government of Ireland



Arna chomhchistiú ag  
an Aontas Eorpach  
Co-funded by the  
European Union

## Kerry ETB Board 2023

Councillor Aoife Thornton	Councillor Terry O'Brien (Deputy Chairperson)
Councillor Cathal Foley	Ms Tara Donoghue
Councillor Deirdre Ferris	Mr Niall Lucey
Councillor Fionnán Fitzgerald	Ms Celia O'Shea
Councillor Jim Finucane (Chairperson)	Mr Joseph Brennan
Councillor Johnnie Wall	Ms Joan McCrohan
Councillor Marie Moloney	Mr John O'Roarke
Councillor Maura Healy-Rae	Ms Maria O'Gorman
Councillor Michael Cahill	Mr Tim Daly
Councillor Niall O'Callaghan	Mr Zaid Kassoob
Councillor Norma Moriarty	

## Kerry ETB Executive 2023

Mr Colm McEvoy	<i>Chief Executive</i>
Ms Ann O'Dwyer	<i>Director of Schools, Youth and Music</i>
Ms Maria Brennan	<i>Director of Organisation Support and Development</i>
Mr Owen O'Donnell	<i>Director of Further Education and Training</i>

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## Joint Foreword from Our Chairperson and Chief Executive

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As we reflect on the accomplishments and challenges of the past year, it is with great anticipation that we welcome you to the *Kerry ETB Annual Report 2023*. This report has been compiled in accordance with Section 28 of the Education and Training Boards Act, 2013.

In 2023, Kerry ETB embarked on a transformative journey guided by our strategic themes of “Adaptive Leadership,

Creativity, Economic Efficiency, Proactiveness, Strong Governance, and Sustainable Practices” and core values of “Inclusion, Respect, Equality, Quality and Excellence in Learning.” These themes and values have served as a compass to guide our actions and decisions throughout the year as we navigated the process of finalising the vision, mission and goals identified in our new *Strategy Statement 2023-2027, "Building Your Future."*

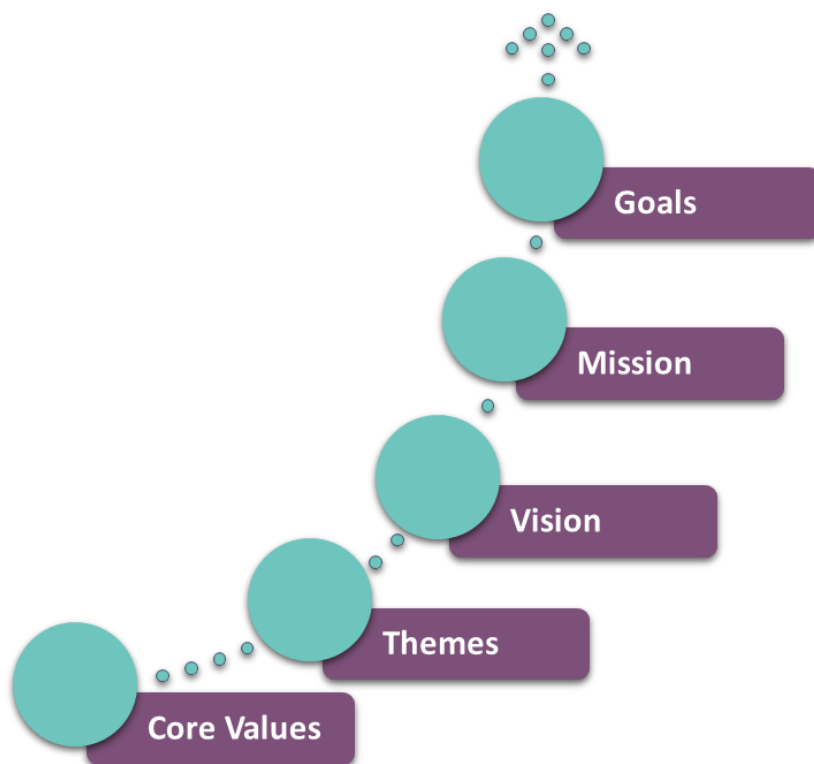


Figure 1 Strategy Components

Our shared mission throughout Kerry ETB is to foster the development of a lifelong and life-wide<sup>1</sup> learning society by ensuring equal and equitable access to education for every learner. In achieving this mission, our overarching vision for our organisation, as outlined in this latest strategy, is to lead with innovation in the design and delivery of education and training opportunities. It is important for us that these education and training opportunities adhere to the highest standards of quality and sustainability while also being inclusive of all individuals, especially those from identified groups under equality legislation.

As 2023 began, we initiated strategic dialogues with management and relevant staff teams. These in-depth discussions aimed to inform a Future Back Implementation Report under the new strategy, setting a clear trajectory towards the achievement of our long-term goals by 2027. Launched in our Tech Amergin Further Education and Training Centre in Waterville in June 2024, *Strategy*

*Statement 2023-2027* is built around five key goals:

1. Excellence in Education and Training Services
2. Strong, Inclusive, and Respectful Organisational Culture
3. Opportunities for Greater Organisational Synergies
4. Leadership in Education and Training Services
5. Communications, Brand Awareness, and Shared Understanding of Kerry ETB

Throughout the Statement of Services contained in this report, you will find the first overview of our progress in executing the strategy across our three core pillars: Schools, Youth, and Music; Further Education and Training; and Organisation Support and Development. These early implementation milestones stand as a testament to our team's dedication and hard work, strengthened, as always, by the unwavering support of our internal and external stakeholders.

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<sup>1</sup> Life-wide learning includes all types of learning and personal development – learning and development in formal educational environments

which is directed or self-managed, and learning and development in informal (non-educational) situations.



Figure 2 Strategy Goals

As we begin 2024, it offers us an opportunity to reflect on the past decade of our journey as an Education and Training Board. The growth experienced over these years is evidently marked by significant organisational changes, including the appointment of the three Directors, the transferring of patronage to Kerry ETB of three new Community National Schools, the establishment of Kerry College of Further Education and Training, and the construction of multiple devolved capital projects for non-ETB schools etc.

As the education and training landscape continues to evolve, Kerry ETB remains committed to embracing change with an innovative, inclusive and challenging mindset. We understand the importance of adapting to new challenges while remaining steadfast in our commitment to our core values and the fulfilment of our commitments under the Public Sector Equality and Human Rights Duty. With this approach, we are confident that we will continue serving our community effectively, meeting the evolving needs of our learners and stakeholders.

***Councillor Jim Finucane***  
***Chairperson***

We want to take this opportunity to extend our sincere gratitude to all those past and present who have contributed to our journey not only in 2023 but over the past 10 years. As Chairperson and Chief Executive, together, we look forward to continued collaborations and partnerships with all our stakeholders into 2024 and beyond.

Throughout 2023, the work of the Executive was supported by the members of the Board and subcommittees. The Executive is very appreciative of your support over your respective terms, and we wish to thank all of you for your continued commitment.

We wish to thank the Directors, Senior Leadership Team, staff, learners, parents/guardians, and other invaluable stakeholders for their continued support of Kerry ETB, our shared community.

Best wishes to all our staff, learners, and stakeholders and continued success in 2024 as we continue to work together in 'Building Your Future' in line with *Strategy Statement 2023-2027*.

***Mr Colm McEvoy***  
***Chief Executive***

## Kerry ETB Board Statement

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Kerry ETB was established under the Education and Training Boards Act, 2013. It is responsible and accountable for the proper direction and control of its functions in the Kerry local authority area.

Kerry ETB complies with the Code of Practice for Governance of Education and Training Boards, Department of Education Circular Letter 0002/2019. The purpose of the Code is to ensure that the principles of good governance and management are applied by Kerry ETB.

### **Functions of the Board**

Decisions taken by the Board are reserved functions. Reserved functions are set out in Section 12 (2) of the Education and Training Boards Act, 2013, with a full schedule in Appendix A of the Code. Decisions not specified in the Code are deemed executive functions of the Chief Executive.

The Board is satisfied that the Chief Executive delegates functions where appropriate and in accordance with the Education and Training Boards Act, 2013.

### **Responsibilities of the Board**

The Board is responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the Board and which enable it to ensure that the Annual Financial Statements comply with Section 51 of the Education and Training Boards Act, 2013. The Board is also responsible for safeguarding its assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board considers that the Annual Financial Statements properly present the income and expenditure of the Board and the state of affairs of the Board. In preparing those accounts, the Board is required to:



- a) Apply the standard accounting policies for the preparation of Kerry ETB's financial statements
- b) Make judgements and estimates that are reasonable and prudent
- c) Disclose and explain any material departures from the standard accounting policies

In 2023, the Board adopted/approved the following:

- Annual Report
- Financial Statements
- Service Plan
- Attendance of members at conferences
- Acquisition, holding and disposal of land or interest in accordance with Department regulations

In addition, the Board ensured accurate records were kept of meetings and decisions.

The Board ensures that the governance structure allows it to effectively fulfil its duties.

Board members lead by example, setting a good governance tone and culture for the entire organisation. Collectively, the Board is responsible for the strategic direction and management of the organisation and overseeing the work of the Executive.

The Board always brings an informed, independent judgement on both performance and conformance.

## Annual Report 2023

### Board Meetings

The Board met on 10 occasions during 2023, with details of attendance outlined in the table below.

Table 1 Board Member Attendance	Nominating Body	31.01.23	28.02.23	29.03.23	25.04.23	06.06.23	26.06.23	25.07.23	26.09.23	07.11.23	05.12.23	Total
Councillor Aoife Thornton	Kerry County Council	X	X	X		X	X	X	X	X	X	09/10
Councillor Cathal Foley	Kerry County Council			X		X		X				03/10
Ms Celia O'Shea	Staff	X	X	X	X	X	X	X	X	X	X	10/10
Councillor Deirdre Ferris	Kerry County Council	X	X	X	X	X		X	X	X	X	09/10
Councillor Fionnán Fitzgerald	Kerry County Council	X	X	X		X	X		X	X	X	08/10
Councillor Jim Finucane (C)	Kerry County Council	X	X	X	X	X	X	X	X	X	X	10/10
Ms Joan McCrohan	Special Interest	X		X		X	X	X				05/10
Mr John O'Roarke	Special Interest				X						X	02/10
Councillor Johnnie Wall	Kerry County Council	X	X	X	X	X		X	X		X	08/10
Mr Joseph Brennan	Staff	X	X	X	X	X	X		X	X	X	09/10
Ms Maria O'Gorman	Special Interest			X	X	X	X	X		X	X	07/10
Councillor Marie Moloney	Kerry County Council	X		X	X	X	X		X	X	X	08/10
Councillor Maura Healy-Rae	Kerry County Council						X	X	X			03/10
Councillor Michael Cahill	Kerry County Council		X						X	X		03/10
Councillor Niall O'Callaghan	Kerry County Council	X	X	X	X	X	X	X	X	X	X	10/10
Mr Niall Lucey	Parent	X	X		X	X		X	X	X		07/10
Councillor Norma Moriarty	Kerry County Council	X	X	X	X	X	X	X	X	X	X	10/10
Ms Tara Donoghue	Parent		X	X		X	X		X		X	06/10
Councillor Terry O'Brien	Kerry County Council	X	X	X	X	X		X	X	X		08/10
Mr Tim Daly	Special Interest	X	X		X			X		X	X	06/10
Mr Zaid Kassoob	Special Interest	X	X	X		X			X			05/10

### **Subcommittees**

The Audit and Risk Committee met on four occasions in 2023, and the details of attendance are outlined in the table below.

Table 2 Register of Attendance and Frequency of Meetings of the Audit and Risk Committee						
Name	Nominee	16.03	24.05	11.10	29.11	Total No. of Meetings
Mr John C. O'Connor (C)	External	X	X	X	X	4/4
Councillor Jim Finucane	Kerry ETB	X		X		2/4
Councillor Norma Moriarty	Kerry ETB	X	X	X	X	4/4
Ms Maria O'Gorman	Kerry ETB	X	X			2/4
Mr Pádraig Ó Donnabháin	External	X	X	X	X	4/4
Mr John M. Naughton	External	X	X			2/4
Mr Gerard O'Donoghue	External		X	X	X	3/4

The Finance Committee met on four occasions during the year, and the details of attendance are outlined in the table below.

Table 3 Register of Attendance and Frequency of Meetings of the Finance Committee						
Name	Nominee	24.02	27.03	27.10	08.12	No. of Meetings
Mr Brendan Tuohy (C)	External	X	X	X	X	4/4
Councillor Deirdre Ferris	Kerry ETB	X				1/4
Mr Brendan Daly	External		X	X	X	3/4
Mr Karol Kissane	External	X		X		2/4
Councillor Terry O'Brien	Kerry ETB	X				1/4
Mr Noel Keenan	Kerry ETB	X	X	X	X	4/4

### **Risk Management**

The Board maintains active oversight of risk management. It confirms that it has carried out an assessment of the principal risks and associated mitigation measures and reviewed the effectiveness of these measures in 2023.

The Board manages risk for the organisation through a structured risk management programme. The Board is assisted in its risk management function by the Audit and Risk Committee. The Board also relies on the Internal Audit Unit and its reports, the Comptroller and Auditor General annual audit and any external audit such as a European Social Fund

audit and/or Revenue audit. In addition, there is a review of internal controls performed yearly.

Risk management is a standing item at all Board meetings, and consideration includes:

- Risk reports from senior management, including the Chief Risk Officer
- Reports of the Audit and Risk Committee
- Changes in risk ratings
- Audit register

Details of the principal risks and associated mitigation measures or strategies have been included in the Statement of Internal Control as part of the Annual Financial Statements, which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairperson's Comprehensive Report.

#### **System of Internal Control**

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the Statement of Internal Control, which is subject to change until the external audit is completed, has been included in the Annual Financial Statements for the year ended December 31st, 2023, which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairperson's Comprehensive Report that has been submitted to the Minister.

#### **Procurement Policy and Procedures**

The Board confirms that the organisation is adhering to the relevant aspects of the Public Spending Code and affirms adherence to the relevant procurement policy and procedures and the development and implementation of the Corporate Procurement Plan.

Non-compliance with Procurement Guidelines has been included in the Annual Financial Statements (pages 7 and 8).

### **Taxation**

The Board confirms that Kerry ETB has complied with its obligations under tax law.

### **Financial Statements 2023**

The Annual Financial Statements for the year ended December 31st, 2023, are subject to audit by the Office of the Comptroller and Auditor General at the time of publication of the Annual Report 2023. Kerry ETB will publish the audited financial statements as soon as practicable after they have been signed off by the Comptroller and Auditor General.

Financial data concerning the following is included in the Annual Financial Statements:

- Details of non-salary related fees paid in respect of Board members analysed by category of fees
- Aggregate details of compensation of key management analysed by the following categories, including management compensation in total:
  - Salaries and short-term employee benefits
  - Post-employment benefits
  - Termination benefits
- Key management compensation, if any
- Details of the number of staff whose total staff benefits (excluding employer pension cost) for the reporting period fell between €0 and €59,999 and within each pay band of €10,000 and €60,000 upwards and an overall figure for total employer pension contributions.

### **Gifts**

Kerry ETB received no gifts in 2023.

**Ethics in Public Office Act 1995 and Standards in Public Office Act 2001**

Board members and designated staff are required to provide annual disclosures of interest regarding issues that could materially influence the performance of functions. Disclosures and non-disclosures for 2023 were completed and forwarded to the Standards in Public Office Commission.

**Protected Disclosures**

The Protected Disclosures Act 2014, as amended by the Protected Disclosures (Amendment) Act 2022, provides a framework within which staff can raise concerns regarding potential wrongdoing that has come to their attention in the workplace, knowing that they can avail of protections if they are penalised by their employer or suffer any detriment for doing so.



The Kerry ETB Protected Disclosure Policy works with national legislation to encourage and support staff in reporting potential wrongdoings, knowing their concerns will be taken seriously and their confidentiality respected.

As required under Section 22 of the Protected Disclosures Act, 2014, Kerry ETB confirms that no protected disclosures were received to the end of 2023.

**Policy documents developed by the executive and approved by the Board (2023)**

- Authorised Signatories Policy and Authority Matrix
- CEO's Memo: Protocol for Executive Orders
- Child Safeguarding Policy and Procedure (Revision)<sup>2</sup>
- Conflict of Interest Policy (Revision)
- Continuous Professional Development Policy and Procedure (Revision)
- Contractor Management and Construction Compliance Procedure for Building Works (Non-Capital)
- Corporate Procurement Plan 2022-2024
- Customer Charter and Action Plan 2023-2025
- Garda Vetting Employee/Volunteer Policy and Procedure (Revision)
- Health and Safety Procedure for Events Management
- Health and Safety Training Register Procedure
- ICT Strategy 2023-2027
- Kerry College Admissions Policy
- Outreach Inspection Policy (Revision)
- Parent's Leave Policy and Procedure (Revision)
- Procedure for Monitoring and Compliance with Section 10A of the Irish Language Act
- Process for Internal Audit Unit Audits
- Procurement (Purchases) of up to €50k using Public Funds Received Under Grant from Kerry ETB (Revision)
- Procurement Policy (Revision)
- Strategy Statement 2023-2027
- Third-Party Governance Policy and Procedure (Revision)
- Videoconferencing Policy
- Written Charter and Terms of Reference for Section 44 Committees (Revision)

**Freedom of Information Act 2014**

Kerry ETB continues to meet its obligations in relation to responding to Freedom of Information requests. During the reporting period, Kerry ETB received 12 requests in 2023. One of these requests did not meet the Freedom of Information criteria and was responded to outside of the Freedom of Information process.

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<sup>2</sup> Long title: Corporate Compliance with Children First Act (2015) and the DES Child Protection Procedures for Primary and Post-Primary Schools (2023)

### **Corporate Social Responsibility**

Under Statutory Instrument 426 of 2014, European Union (Energy Efficiency) Regulations 2014, all public sector bodies are required to report annually on their energy usage and any actions taken to reduce consumption.

Table 4 Kerry ETB Energy Usage 2023		
Energy Source	Consumption kWh	Emissions kgCO2
Electricity	2,189,289	688,249
Thermal	2,402,821	590,429
Transport	62,124	16,339
Totals	4,654,234	1,295,017

Please refer to “Our Strategic Reports” later in the document for further details on how we have implemented our sustainability strategies and efforts to reduce energy usage.

### **Third-Party Arrangements**

In recent years, third-party arrangements have played an increasingly crucial role in Kerry ETB's strategic development. These arrangements can support the delivery of services, provide access to knowledge, and add overall value to the business of Kerry ETB.

In particular, regarding grants, several grant agreements exist between Kerry ETB and non-commercial bodies, primarily in the community and voluntary sector, to provide services on behalf of the state.

The scale at which Kerry ETB engages with third parties is much larger now than in the past. The executive maintains a register of third-party arrangements to support its oversight role.

***Councillor Jim Finucane***  
***Chairperson***



## Kerry ETB: Our Community

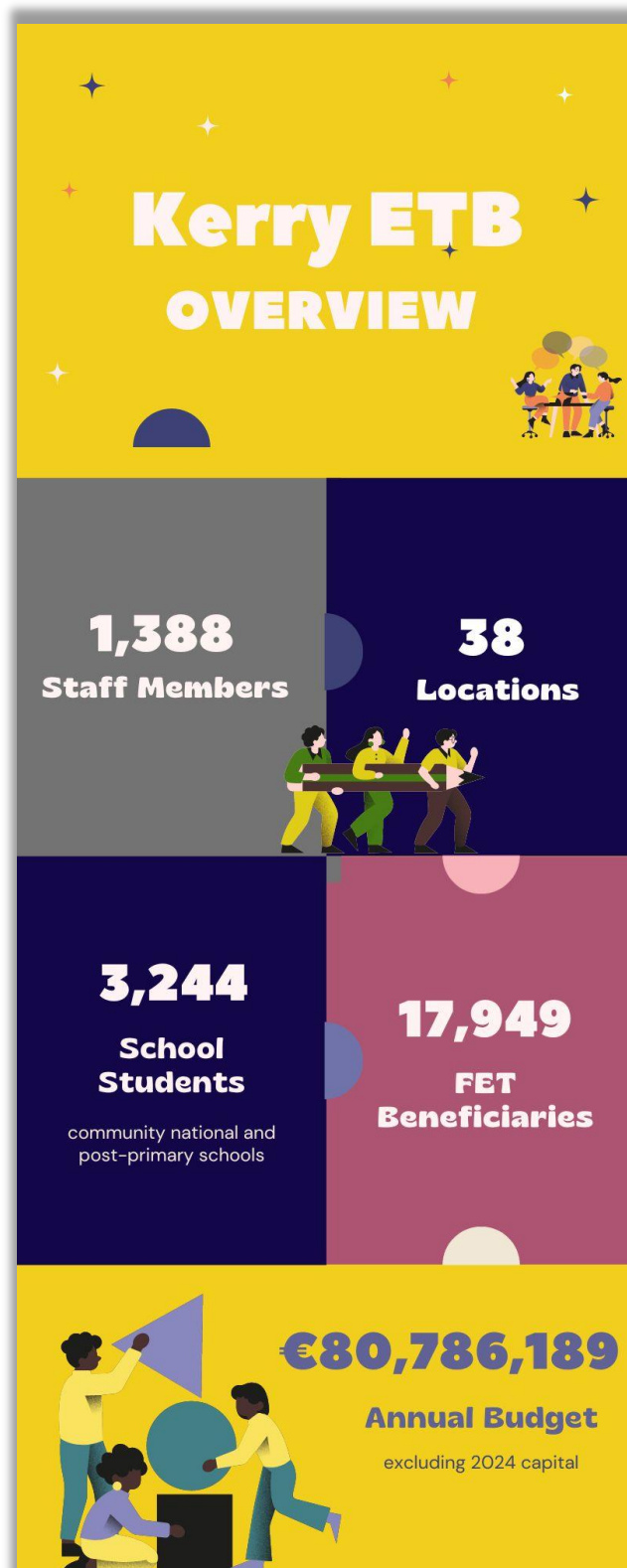


Figure 3 Overview of Kerry ETB

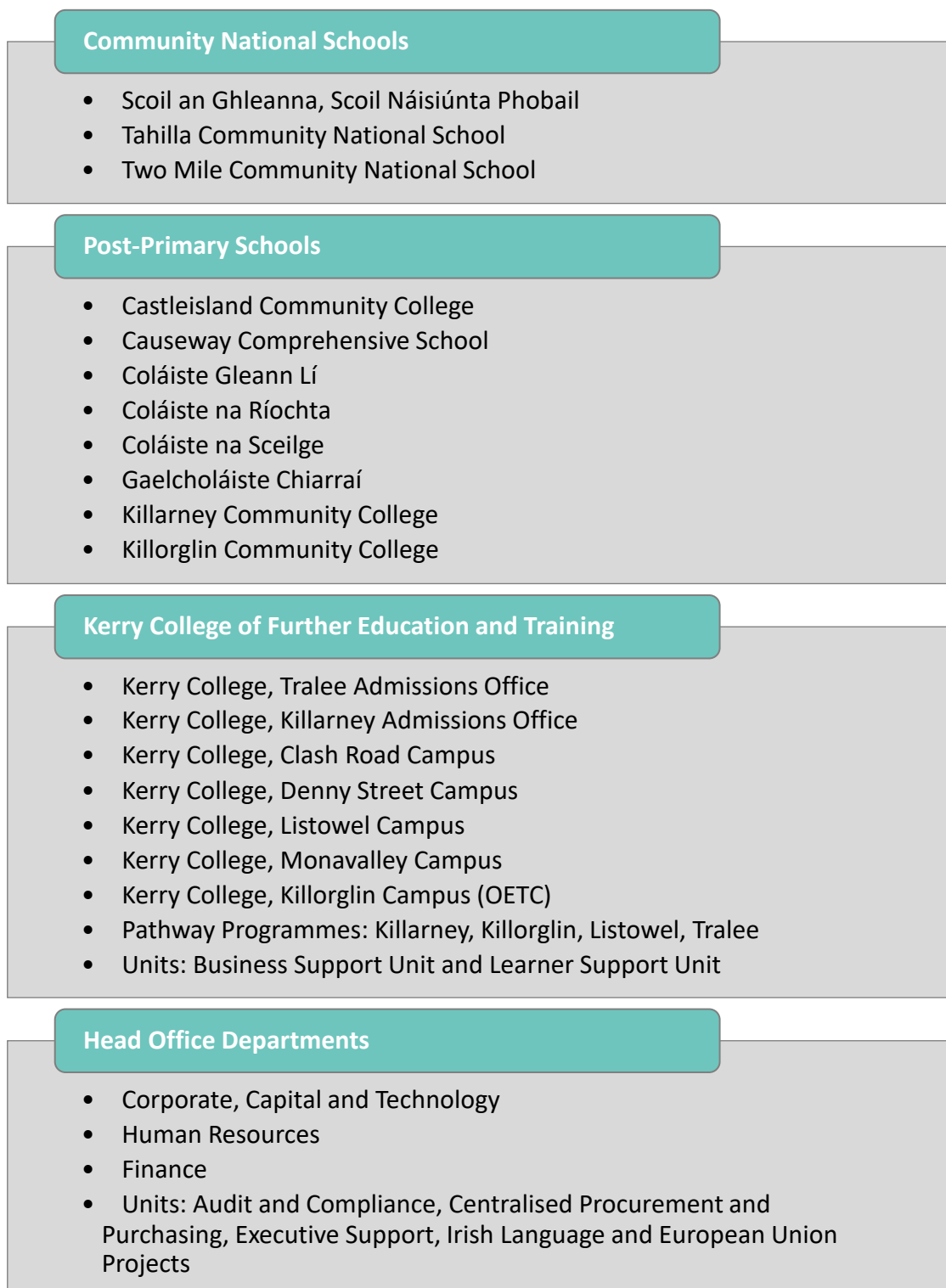


Figure 4 Kerry ETB Locations and Programmes

#### Further Education and Training Centres

- An Tóchar Further Education and Training Centre
- Ionad Breisoideachais agus Oiliúna an Daingin
- Kenmare Further Education and Training Centre
- O'Connell Further Education and Training Centre
- Tech Amergin Further Education and Training Centre

#### Adult Literacy and Basic Education Centres

- Castleisland Adult Literacy and Basic Education Centre
- Caherciveen Adult Literacy and Basic Education Centre
- Dingle Adult Literacy and Basic Education Centre
- Kenmare Adult Literacy and Basic Education Centre
- Killarney Adult Literacy and Basic Education Centre
- Killorglin Adult Literacy and Basic Education Centre
- Listowel Adult Literacy and Basic Education Centre
- Tralee Adult Literacy and Basic Education Centre

#### Youthreach

- Killarney Youthreach
- Listowel Youthreach
- Tralee Leaving Certificate Applied Youthreach
- Tralee Youthreach

#### Youth Development Office

- Local Creative Youth Partnership
- Music Generation Kerry

#### Community Education

#### Kerry Regional English and Language Team

#### Quality Assurance

#### Sports Centre

- Tralee Regional Sports and Leisure Company Limited by Guarantee

Figure 5 Kerry ETB Locations and Programmes (Continued)

Kerry ETB is a leading provider of education and training in County Kerry, offering a comprehensive range of services to meet the diverse needs of our growing local community. As one of the largest statutory providers in the region, we provide access to high-quality education and training to individuals of all ages, regardless of their background or circumstances.

Kerry ETB was established in 2013 in line with the Education and Training Boards Act, 2013. This legislation led to the dissolution of Vocational Education Committees nationwide and the consolidation of service delivery into 16 Education and Training Boards.

Concurrently, FÁS, the national agency responsible for apprenticeships and training programmes, was disbanded, with its functions integrated into these Education and Training Boards.

For over a decade, Kerry ETB has diligently served the Kerry community. What sets us apart from other education and training providers is our wide-ranging delivery of services to learners of all ages. Our diverse offerings span the entire county, encompassing primary and post-primary

education and further education and training (FET) programmes, i.e. National Framework Qualifications 1 to 6 and apprenticeships. Additionally, we deliver outdoor education, creative, music, youth and community initiatives, fostering a holistic approach to learning. We proudly incorporate the Irish language across all our services. Specialising in adult literacy and numeracy programmes, we continuously expand our portfolio.

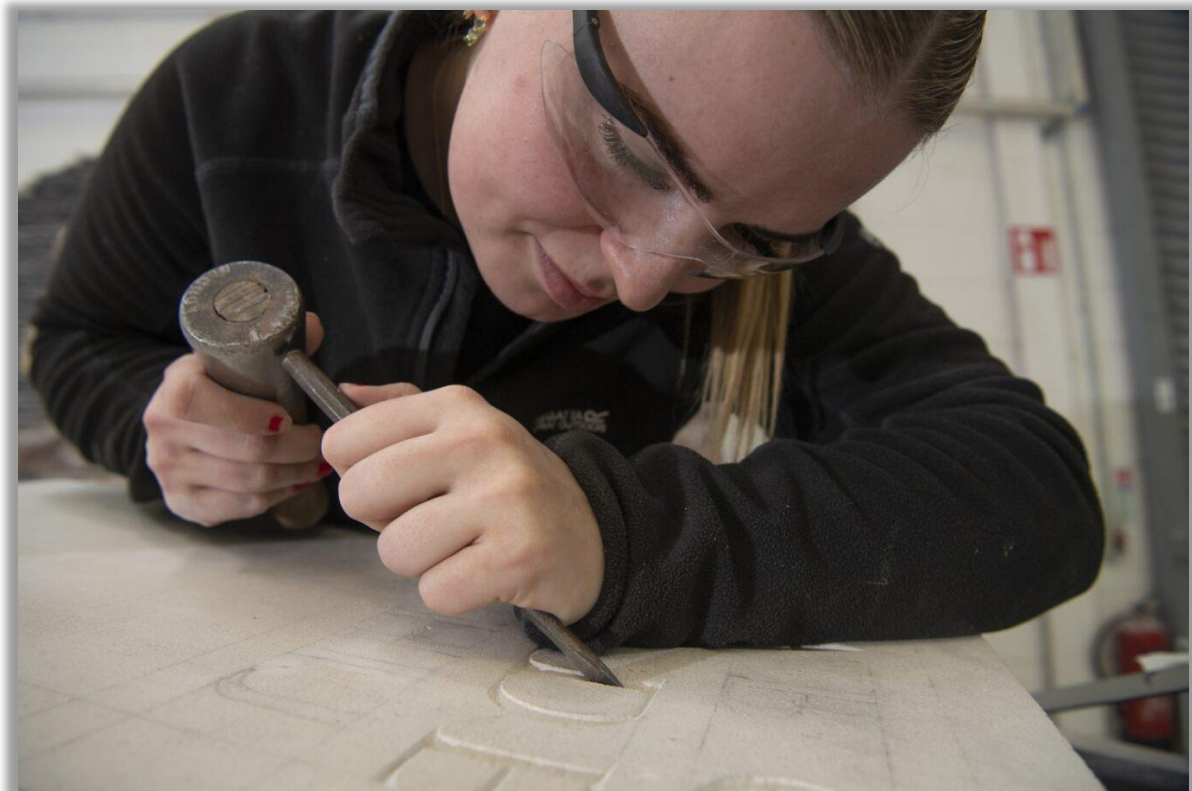
Complementing our front-line delivery, we provide crucial learner support services.

All our delivery is underpinned by our corporate support services, which serve as the cornerstone of our operational framework.

Kerry ETB adopts a multifaceted approach and works with our government partner departments, including the Department of Education, Department of Further and Higher Education, Research, Innovation and Science, Department of Children, Equality, Disability, Inclusion and Youth, and SOLAS. Additionally, we actively engage with local stakeholders across the skills and labour market and the community and voluntary sectors to ensure our services meet the unique needs of people in Kerry.

At the local level, we are one of the largest education and training providers, amassing over 3,244 primary and post-primary students and 17,949<sup>3</sup> FET beneficiaries<sup>4</sup> annually. It is because of these learners that Kerry ETB is also one of Kerry's leading employers, with circa 1,388 staff (804 part-time and 584 full-time staff) working across the full breadth of the county.

Kerry ETB also has designated charitable status (Registered Charity Number: 20083243).



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<sup>3</sup> c. 18,000 beneficiaries or c. 10,800 learners, where a 0.66 conversion factor is applied to convert from FET beneficiaries to individual learners.

<sup>4</sup> Beneficiaries refers to the total number of places taken up in the year, It is calculated by adding enrolments as on January 1st and all subsequent enrolments throughout the year.

## **Our Vision, Mission and Core Values**

### *Vision*

Our shared vision is that Kerry ETB will be an innovative leader in the design and delivery of quality-assured and sustainably delivered education and training opportunities in Kerry.

### *Mission*

We will continue to promote the development of a lifelong and life-wide<sup>5</sup> learning society in Kerry so that all persons have equal access to education and training opportunities.

To achieve our vision, we put a strong emphasis on working closely with our internal and external stakeholders, particularly marginalised groups.<sup>6</sup>

### *Core Values*

Our core values, Inclusion, Respect, Equality, Quality, and Excellence in Learning, underpin our actions and behaviours. These values are centred on the belief that every person should have the right to access education and training opportunities to help them realise their potential and meet their personal, social, civic, cultural and economic needs.

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<sup>5</sup> Life-wide learning includes all types of learning and personal development – learning and development in formal educational environments which is directed or self-managed, and learning and development in informal (non-educational) situations.

<sup>6</sup> Marginalised or ‘protected’ groups refers to those covered by the protected grounds under equality legislation, i.e. gender (encompassing gender identity, people transitioning to their true gender and gender expression), civil status, family status (including lone parents/guardians and people with caring responsibilities), age, disability (including mobility, sensory, and intellectual disabilities, mental health issues, and chronic illness), sexual orientation, race (encompassing skin colour, nationality and ethnic origin), religion, membership of the Traveller community and those at risk of, or experiencing, poverty and social exclusion.



Figure 6 Kerry ETB Core Values

## **Strategic Goals**

### **Goal 1: Excellence in Education and Training Services**

We aim to ensure the continued review, design, delivery and support of quality-assured education and training opportunities to meet all learners' evolving lifelong and life-wide learning needs.

### **Goal 2: Strong, Inclusive and Respectful Organisational Culture**

We aim to ensure our structures, processes, and behaviours underpin an environment that is safe, supportive and inclusive of all people, regardless of identity, background or circumstance.

### **Goal 3: Opportunities for Greater Organisational Synergies**

We aim to strengthen integration across our three pillars in a planned and strategic manner, adopting more cohesive and unified approaches.

### **Goal 4: A Leader in Education and Training Provision**

We aim to establish ourselves as a leader in the development of education and training at both regional and national levels.

### **Goal 5: Communications, Brand Awareness and Shared Understanding of Kerry ETB**

We aim to develop Kerry ETB into a widely recognised brand underpinned by high-quality communications with internal and external stakeholders.



## Organisational Structure

The Chief Executive is responsible for the executive management of the organisation and is supported in this role by three Directors, namely:

- Director of Schools, Youth and Music
- Director of Further Education and Training
- Director of Organisation Support and Development

The three Director roles reflect the three pillars of service delivery, with each Director formally delegated authority in their role as per Section 16 of the Education and Training Boards Act, 2013.

The following chart depicts the high-level structure of our organisation:

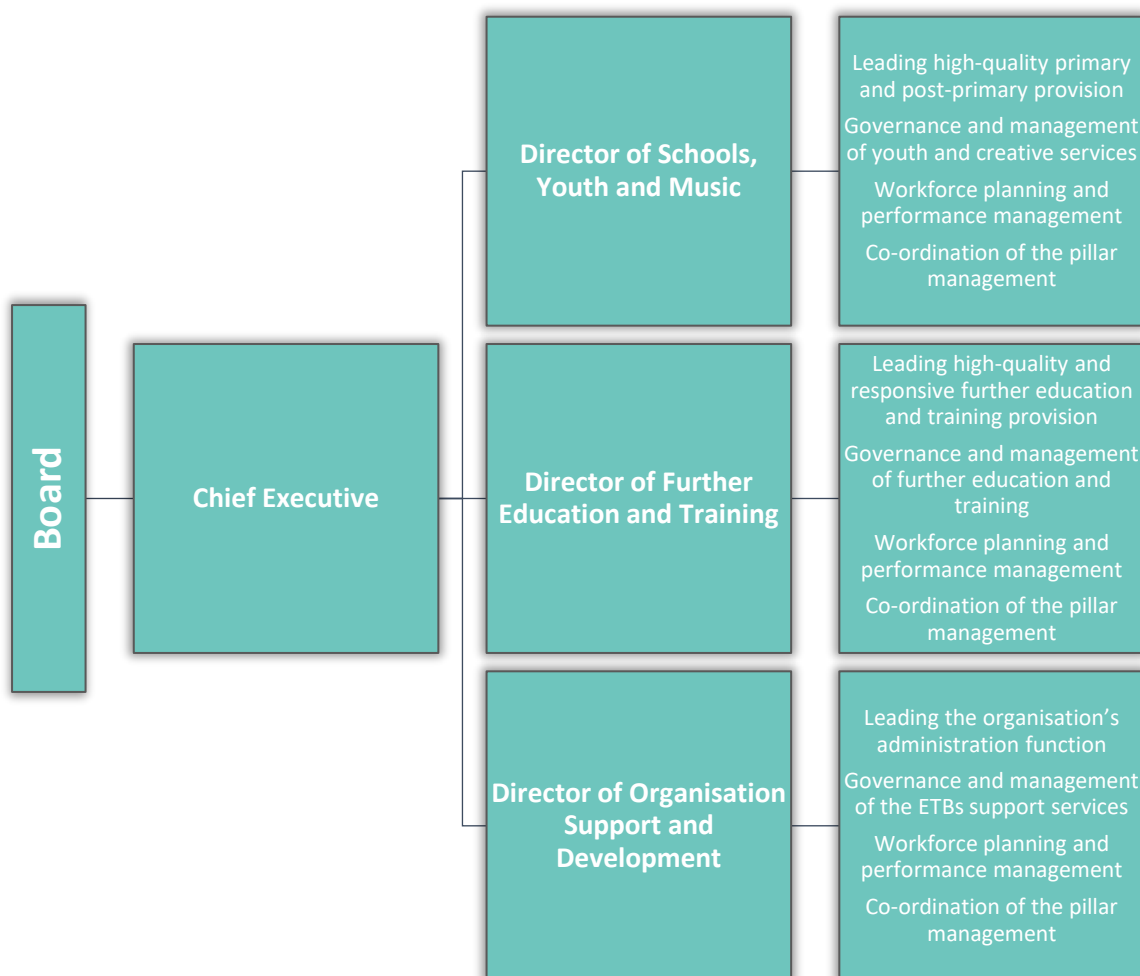


Figure 7 High-level Organisational Structure

## Strategic Performance Framework

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Kerry ETB acknowledges the pivotal role of continuous performance monitoring in the successful execution of not only our *Strategy Statement* but also the sub-strategy documents comprising our Strategic Performance Framework (*please refer to “Our Strategic Reports” later in this document for further information*). To facilitate effective monitoring, we have invested in strategic implementation software tailored to our specific needs, equipped with features such as real-time progress tracking.

This software empowers us to monitor the progress of each strategic document in real-time, providing detailed insights into performance trends. Thus, we can identify areas for improvement. By adopting this holistic approach to performance monitoring, our decision-makers are empowered with timely insights, enabling them to refine strategies for optimal outcomes.

To facilitate this reporting process, project leads, along with their team members and stakeholders, align activities on a biannual basis. Furthermore, our reporting structures are designed to be flexible, accommodating ad hoc reporting throughout the year to enable proactive responses to evolving circumstances and emerging priorities.

Sharing performance reviews and reports with stakeholders is integral to our approach, contributing to improved planning throughout the year. This transparent communication also serves to highlight the valuable contributions of education and training in Kerry, fostering a deeper understanding of our impact and reinforcing a top-down and bottom-up commitment to excellence.



Figure 8 Monitoring Performance

At the core of our reporting framework lies a steadfast commitment to our overarching vision and mission. Guided by our Board and Senior Leadership Team, we ensure that all implementation is intricately aligned with this vision and mission. Our objectives, alongside all actions and behaviours, remain firmly grounded in our core values, driving us towards our organisational goals with clarity and purpose.

### **Annual Report 2023**

The ensuing “Statement of Services” in this annual report provides a detailed examination of Kerry ETB's activities and milestones throughout 2023, aligning closely with the overarching goals and objectives outlined in our *Strategy Statement 2023-2027* and *Service Plan 2023*. Each milestone outlined in this report reflects our commitment to delivering high-quality education and training opportunities that address the evolving needs of our community and contribute to the realisation of our vision and mission.

Furthermore, the Statement of Services integrates the key performance indicators identified in the Performance Delivery Agreement between Kerry ETB and the Department of Education. This agreement serves as the foundation of our collaboration with the Department, outlining a management and accountability framework aimed at delivering high-quality education services to the public.

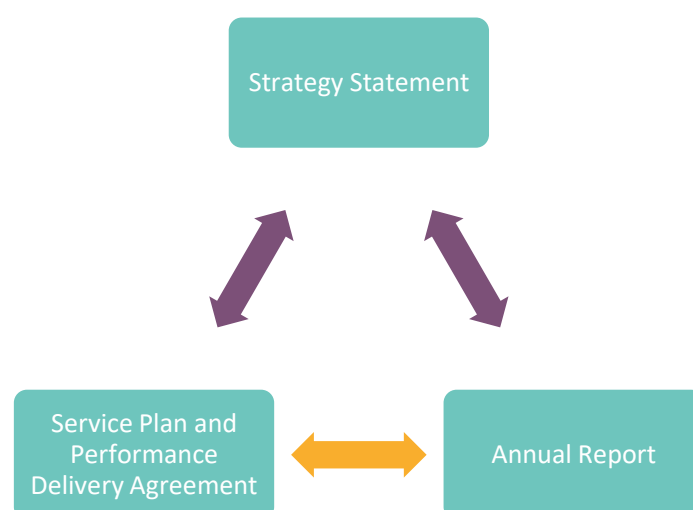


Figure 9 Annual Reporting Cycle

## Statement of Services 2023

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**Performance Delivery Agreement****Optimise Student/Learner Experience**

Priority	Action	Performance Milestones
<b>Provide a positive learning experience for all learners, including those from marginalised groups</b>	<b>Expand the range of supports offered under our Traveller Education Support Programme</b>	<p>Our Traveller Education Support Programme continued to be implemented across schools' delivery. Over the 2022/2023 academic year, the programme expanded its scope, introducing a transition programme designed specifically for incoming first-year Traveller students. A referral programme was also initiated to encourage Traveller parents/guardians of our post-primary students to participate in our Adult Literacy and Basic Education (ABE) programme.</p> <p>A new Traveller Education Support Teacher was appointed in November 2023.</p>
	<b>Continue to address and support equality of outcomes for our learners, particularly those from marginalised groups</b>	<p>As part of our ongoing work to implement the Public Sector Equality and Human Rights Duty, a suite of training has taken place across the scheme. This includes but is not limited to Familiarisation training with the Senior Leadership team regarding the Duty and Diversity training for the FET management team and across one post-primary school.</p> <p>A critical success factor of these training programmes is for staff members to cultivate a heightened awareness of diversity and inclusion issues. This, in turn, will help us reach our goal of actively diminishing any conscious or unconscious prejudiced attitudes and behaviours that may exist, contributing to a more inclusive and respectful organisational culture.</p>
<b>Support learners at risk of educational disadvantage in line with current national policy</b>	<b>Continue to embed the Public Sector Equality and Human Rights Duty more effectively into our shared systems, processes and behaviours</b>	<p>The <i>Public Sector Equality and Human Rights Duty Assessment</i> and its corresponding <i>Action Plan</i> have been drafted, and a comprehensive roll-out is set for 2024. Several actions outlined in the Action Plan have been achieved to date, including (non-exhaustive):</p> <ul style="list-style-type: none"> <li>• The Duty has helped to shape our new <i>Strategy Statement</i> and <i>Service Plans</i> (2023 and 2024), encouraging a more purpose-driven organisational direction.</li> <li>• The incorporation of the assessment in the development or revision of internal policies is helping to ensure that our policy framework is adequately addressing pertinent issues.</li> </ul>



Optimise Student/Learner Experience (*continued*)

Priority	Action	Performance Milestones
<b>Support learners at risk of educational disadvantage in line with current national policy (<i>continued</i>)</b>	<b>Leverage Delivering Equality of Opportunity in Schools (DEIS) grants to prevent marginalisation and reduce the risk of educational disadvantage</b>	<p>Our schools have continued to implement Department guidance regarding DEIS funding and School Self-Evaluations. Each school assumed responsibility for drafting its DEIS Action Plans, which were aligned with key themes. Twice annually, principals and key staff completed an evaluation of their respective plans, assessing the achievement of targets identified. Throughout the year, our boards of management and the school community were kept consistently updated on progress.</p> <p>To support these processes, in 2023, Kerry ETB organised training sessions for schools on the development of a DEIS Action Plan through the Professional Development Service for Teachers (PDST). This initiative has bolstered our school leaders' capacity by enhancing their knowledge and skills, enabling them to manage these grants more effectively.</p>
<b>Ensure all necessary child safeguarding measures are in place in accordance with the Child Procedures for Primary and Post-Primary Schools 2017<sup>7</sup></b>	<b>Update our internal Child Protection Monitoring Plan</b>	The <i>2022/2023 Child Protection Annual Report</i> , submitted to the Kerry ETB Board in October 2023, highlighted several significant milestones that demonstrate commitment to child protection across our facilities. One milestone included the achievement of “full compliance” across Kerry ETB schools, Kerry College, Youthreach, Local Creative Youth Partnership, Music Generation Kerry, our partnership schools, and third-party providers.
<b>Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017<sup>8</sup></b>		

<sup>7</sup> Revised in 2023.<sup>8</sup> Revised in 2023.

**Protection Programmes**

Priority	Action	Performance Milestones
<b>Assist the Department of Education, as needed, to meet the needs arising from the Irish Refugee Protection Programme<sup>9</sup> and provision for International Protection applicants</b>	<b>Continue to meet the needs arising from our International Protection programme/Assist the Department of Education, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for International Protection applicants</b>	Our International Protection and Ukrainian Response Team has continued to meet the diverse learning needs of Ukrainian and International Protection applicants. Progress is reflected in the enrolment of approximately 1,500 learners across Kerry schools (c. 297 students in Kerry ETB schools) and around 6,300 learners across our FET programmes throughout 2023.

**Governance**

Priority	Action	Performance Milestones
<b>Attendance rates at board meetings</b>	<b>Individual boards should re-emphasise the requirement for attendance at all board meetings as per the Code of Practice for Governance of ETBs (Circular Letter 0002/2019)</b>	The Board chairperson regularly reinforced good attendance at Board meetings, and a mid-year and end-of-year report on attendance was also produced. The performance rate for 2023 (80%) indicated a positive trend in Board members' commitment and active participation. The end-of-year report also highlighted an interesting finding that members of the Board had a clear preference for on-site meetings over virtual attendance at a ratio of 2:1.

***The 2023 Board Self-Assessment Evaluation yielded an average score of 1.17 out of 5, with 1 indicating consistent good performance and 5 suggesting areas for improvement.***

<sup>9</sup> To also include needs arising from the Temporary Protection for People fleeing the conflict in Ukraine programme.

**Governance (continued)**

Priority	Action	Performance Milestones
<b>Board self-assessments</b>	<b>All boards should carry out self-assessments using the questionnaire included in Circular Letter 0002/2019 to identify areas where improvements are required</b>	<p>The 2023 Self-Assessment Evaluation of the Board was conducted from September to December. The findings indicated a generally positive outlook, with Board members expressing satisfaction across the various governance aspects. In particular, the Board recognised effective practices, especially in risk management, internal controls, and strategic planning.</p> <p>In addition to preparing the report, the Board Chairperson will, in the new year, lead a constructive discussion on the key issues arising from the report in line with the provisions of Circular Letter 0002/2019, with a focus specifically on leveraging the report's findings to ensure continuous improvement.</p>
<b>Self-assessment by audit and finance committees</b>	<b>The chairs of the audit and finance committees to ensure that a self-assessment exercise is completed annually as required under the Circular</b>	The Chairs of the Audit and Finance Committees ensured the completion of an annual self-assessment exercise, as per Circular Letter 0002/2019. The report findings indicated an overall positive evaluation.
<b>Board appraisal of work carried out by audit and finance committees</b>	<b>The chair of each Board to ensure that board members are provided with written reports on the work carried out by audit and finance committees</b>	Written reports detailing the proceedings of each Section 45 Committee meeting were formally presented at a subsequent Board meeting, ensuring transparency and dissemination of relevant information between these committees and the Board.
<b>Financial expertise on audit and finance committees</b>	<b>Appointments to audit and finance committees should be made by the Board in consultation with committee chairs. External members of committees should bring the required audit and financial skills and experience to the role</b>	A structured process is in place for the appointment of new Section 45 Committee members, as per Circular Letter 0002/2019. Notably, there were no new appointments made in 2023.



**Governance (continued)**

Priority	Action	Performance Milestones
<b>Staff development</b>	<b>The Chief Executive ensures that a member of staff is appointed as the training manager</b>	The matter is currently being addressed as part of the national Organisational Design II process, which is being led by Education and Training Boards Ireland. In the interim, HR are coordinating staff applications for Continuous Professional Development (CPD).
	<b>The Chief Executive ensures that a training needs analysis in financial management is carried out on an annual basis with a training programme on financial management developed and implemented</b>	In November 2023, the Finance Department conducted a survey to assess the skills, CPD needs, and experience of its staff, resulting in the identification of specific requirements for ongoing professional development.
<b>Departmental reporting deadlines</b>	<b>Reporting deadlines set by the Department should be adhered to</b>	Reporting deadlines were successfully met during the reporting period in so far as possible.
<b>Risk Management Policy</b>	<b>The Board should ensure an ongoing process designed to identify and address significant risks involved in achieving an entity's outcomes. The audit and risk committee should support the Board in this role</b>	<p>In accordance with Provisions 7.1 and 7.2 of Circular Letter 0002/2019, we actively engaged in the continuous roll-out and development of our Risk Management Policy and Framework. This commitment involved ongoing reporting to both the Audit and Risk Committee and the Board, ensuring transparency and alignment with Code standards. Some key activities from the reporting period include:</p> <ul style="list-style-type: none"> <li>• The Corporate Risk Register underwent three revisions, demonstrating our proactive approach to risk management.</li> <li>• The Board approved the revised Risk Management Policy and Appetite Statement for the calendar year during its meeting in January 2024.</li> </ul>

**Governance (continued)**

Priority	Action	Performance Milestones
Internal controls	<b>The Board of each ETB should ensure that it receives adequate assurance that specified controls are operating as intended</b>	<p>At the March 2024 meeting, the Board received assurance that specified controls were operating as intended. The overall results of the assessment showed a compliance rate of 97% and non-compliance of 3% for the relevant measures.</p> <p>Through 2023, significant strides have been made in the deployment of our governance, compliance, and risk software. This new software will be the cornerstone of our commitment to maintaining a robust internal control framework.</p> <p>No incidents were reported under our Anti-Fraud and Corruption Policy in 2023.</p>



**Future Back Report Performance**

12/60 Months



5 Goals



39 Objectives

**Goal 1: Excellence in Education and Training Services**

*We aim to ensure the continued review, design, delivery and support of quality-assured education and training opportunities to meet all learners' evolving lifelong and life-wide learning needs.*

Ref.	Objective	Performance Milestones 2023
1A	<b>Create a high-quality, holistic education and training environment informed by learners' voice and actively addressing access for all</b>	<ul style="list-style-type: none"> <li>• Our schools (community national schools and post-primary schools) continued to have dedicated Teaching and Learning teams to ensure a strong focus on innovative pedagogical methods.</li> <li>• All of our post-primary schools continued to actively implement the Relationship and Sexuality Education programme, as well as the Friends for Life initiative, promoting holistic well-being.</li> <li>• All of our student councils, the Student Forum, and the Parents' Forum continued to provide a platform for student and parent/guardian voices to be heard, addressing key matters including ethos, access and the development of our new strategy.</li> <li>• Across FET provision, learner involvement included active participation in various forums, such as the Youthreach Board of Management, FET Quality Council, Kerry College Governance Board, FET Centres Governance Board, and the Kerry ETB Commis Chef National Apprenticeship Programme meetings. This participation allowed these fora to gather valuable feedback and perspectives directly from learners.</li> <li>• The FET Learner Survey, which included responses from approximately 549 learners across all FET provision, reported an impressive 93% rating from learners regarding their programmes as either 'Very Good' or 'Good'.</li> <li>• We maintained a responsive work culture to address the needs of front-line education and training delivery across a range of corporate services, including human resources, procurement, capital, ICT technological support, and accounts payable.</li> </ul>

**Goal 1: Excellence in Education and Training Services (continued)**

Ref.	Objective	Performance Milestones 2023
<b>1B</b>	<b>Provide comprehensive guidance to all learners, offering academic, employment and personal support</b>	<ul style="list-style-type: none"> <li>The Kerry College Admissions Office continued to play a pivotal and growing role in providing information to the public. Operating from two locations in Tralee and Killarney, the admissions team also hosted dedicated information clinics in identified hubs throughout the county, offering the public a centralised resource for inquiries and information.</li> <li>In October, Quality and Qualifications Ireland (QQI) Chief Executive Mr Pdraig Walsh and senior staff travelled to Kerry to meet with Kerry ETB. At the meeting, Kerry ETB provided updates on enhancement activities, quality structures, programme development, and monitoring activities. QQI provided updates on a proposed review of awards under the Common Awards System and the approach to devolved responsibility across the sector.</li> <li>A business case for the extension of the FET Access and Pathways Information Officer posts was submitted.</li> </ul>
<b>1C</b>	<b>Provide widely accessible education and training opportunities in a range of areas, including creativity and music</b>	<ul style="list-style-type: none"> <li>The Kerry Local Creative Youth Partnership marked a successful year with an increase to 31 programmes (up from 23 in 2022) and a continuation of the Creative Youth Grant Scheme. Classes offered in 2023 included drumming and drum-making, game design, and podcasting. We were also pleased to receive confirmation of an extension of funding for the programme to 2027. With prolonged funding secured, the programme has developed a five-year strategy.</li> <li>Our Music Generation Kerry programme continued its operations with the support of funders like the Music Generation Office and Kerry County Council. In 2023, the programme attracted c. 3,935 participants, representing a remarkable <b>c. 101% increase</b> compared to the reported participants in 2022. This growth is attributed to expanded offerings, including online lessons, ensembles, and youth and transition programmes, as well as delivery across Youthreach and youth organisations.</li> <li>Plans exploring the possible establishment of a Kerry ETB School of Performance Music progressed, with the team reviewing local accommodation options.</li> </ul>

**Goal 1: Excellence in Education and Training Services (*continued*)**

Ref.	Objective	Performance Milestones 2023
1D	<b>Provide excellent responsive delivery to support the local and national economy taking account of local and national labour shortages and delivering programmes to best meet this skills gap</b>	<ul style="list-style-type: none"> <li>• Our Kerry ETB Programme Governance Board approved the 'Programme Approval Operating Guidelines', designed to assist staff in making applications to modify or commence the development of new programmes.</li> <li>• In 2023, the Programme Governance Board approved 37 new programmes (please refer to table below for further details on approved programmes). We launched two new apprenticeships, Wind Turbine Maintenance Technician and National Sales, both in response to market demands.</li> </ul>
1E	<b>Adapt and develop our education and training as new learning approaches and technologies emerge</b>	<ul style="list-style-type: none"> <li>• Each of our post-primary schools updated their Digital Plans in line with the Department's Digital Strategy for Schools to ensure that all learners have the opportunity to gain the knowledge and skills they need.</li> <li>• The FET Quality Council continued to actively engage with reports from our Quality Assurance Unit on the implementation of Turn-It-In software and Microsoft Teams pilots across all FET provision as a means of underpinning future blended learning approaches.</li> <li>• The 2023 FET Learner Survey revealed that c. 80% of respondents indicated significant improvement in their digital skills as a result of their participation in Kerry ETB programmes.</li> <li>• Our Kerry ETB FET provision has advanced through the utilisation of the national learner database, known as the Programme Learner Support System (PLSS), for all programmes.</li> <li>• In November, the board approved our <i>ICT Strategy 2023-2027</i>. The strategy identifies key goals, objectives, and actions to implement technology across education and training delivery and corporate functions.</li> <li>• In October, c. 400 post-primary school staff participated in a Day of Learning centred around the theme of Universal Design for Learning (UDL). Staff delivered close to 20 workshops, many demonstrating best practices in the use of technology for UDL, excellence in teaching and learning and positive learner experiences.</li> </ul>

<p><b><u>New Programmes Proposed</u></b></p> <ul style="list-style-type: none"> <li>• Advanced Digital Design 6M20496</li> <li>• Digital Business Skills 5S21869</li> <li>• Youthwork 5M4732</li> <li>• Music and Sound Productions 6M20602</li> <li>• Nature Based Early Learning and Care (ELC) Levels 5 &amp; 6</li> <li>• Enhanced Eye Treatments Level 5</li> <li>• Content Development for Film and TV Level 6</li> <li>• Cartoon Animation 6M5545</li> </ul>	<p>47 Course Approval Application to date in 2023 and 37 courses were approved.</p> <p><b><u>Addition of New Module to a Kerry ETB Programme</u></b></p> <p><b><u>QQI</u></b></p> <ul style="list-style-type: none"> <li>• Software Development 5M0529</li> <li>• Legal Studies 5M3789</li> <li>• Construction Groundwork and General Construction 4S2854</li> <li>• Outdoor Sport and Recreation 5M5148</li> </ul> <p><b><u>Other Awarding Body</u></b></p> <ul style="list-style-type: none"> <li>• IT Support Technician (CompTIA)</li> <li>• IT Support Fundamentals (CompTIA)</li> <li>• Welding ISO 9606 (Metlab)</li> </ul>
<p><b><u>Addition of New Modules to Kerry ETB Programmes and Course Name/ Title Change</u></b></p> <ul style="list-style-type: none"> <li>• Outdoor Sport and Recreation 5M5146 (Mind, Body and Nature: Yoga Teaching and Outdoor Wellness)</li> <li>• Security Studies 5M2110 (Garda and Security Studies)</li> <li>• Sports and Recreation 5M5146</li> </ul>	<p><b><u>Course Duration Extensions</u></b></p> <ul style="list-style-type: none"> <li>• Coded Pipe Welding EN 9606 SS04 (H-L045)</li> </ul> <p><b><u>Courses Approved Through Differential Validation</u></b></p> <ul style="list-style-type: none"> <li>• Level 5 Resource Efficiency for a Sustainable Workplace</li> <li>• Level 6 Circular Economy in the Workplace</li> <li>• Level 5 Lean Practices for a Sustainable Business</li> <li>• Level 4 Sustainable Procurement and Supply Chain</li> <li>• Level 3 Special Purpose Award in Learning to Support Children in Primary School</li> <li>• Level 5 Specific Purpose Certificate in Sustainable Supply Chain Procurement</li> <li>• Level 5 Specific Purpose Certificate in Lean Practice for Sustainable Business</li> </ul>
<p><b><u>Delivery Mode from In-Class to Blended Extended</u></b></p> <ul style="list-style-type: none"> <li>• Payroll Manual and Computerised 5N1546</li> <li>• Supervisory Management Bookkeeping and Computerised 5N1354</li> <li>• Train the Trainer 6N3326</li> <li>• Challenging Behaviour 5N1706</li> <li>• Medical Terminology 5N2428</li> <li>• Children with Additional Needs 5N2396</li> <li>• Digital Marketing 5N1364</li> <li>• Computer and Online Essentials ICDL-C&amp;OE</li> <li>• Spreadsheet Methods ICDL-SpSheets</li> <li>• Word Processing ICDL-DOCS</li> <li>• Special Needs Assisting 6N1957</li> <li>• Irish Natural Heritage and Culture 6N20231</li> </ul>	<p><b><u>Programme Development Groups Established</u></b></p> <ul style="list-style-type: none"> <li>• Kerry College Monavalley Campus Special Purpose Award in Micro Solar Photovoltaic Systems: Solar PV Panel Installation 6S0324</li> <li>• Kerry College Monavalley Campus QQI Level 6 Minor Award in Domestic Heat Pump Installation 6N5646</li> <li>• Level 6 NEW Professional Award Surface Supplied Offshore Diving</li> <li>• Welding Apprenticeship</li> <li>• Junior Sales and Marketing Executive Apprenticeship (Irish Hotel Federation)</li> </ul>

Figure 10 Approved FET Programmes 2023



**Goal 1: Excellence in Education and Training Services (continued)**

Ref.	Objective	Performance Milestones 2023
1F	<b>Design and deliver a career development programme for staff</b>	<ul style="list-style-type: none"> <li>The development of a three-year Adaptive Leadership programme for Kerry ETB Senior Management is ongoing.</li> <li>Throughout the year, Kerry ETB FET facilitated comprehensive CPD interventions for administrators and practitioners, encompassing a diverse array of offerings spanning QQI Levels 6 to 9 and a wide range of short upskilling courses.</li> <li>42 Assistant Principals from across our eight post-primary schools completed our Middle Management Leadership Training Programme, receiving a Kerry ETB certificate endorsed by the Centre for School Leadership upon completion.</li> <li>Three staff, one from each pillar, were supported to enrol on a Master in Business Administration programme. Other programmes undertaken include: <ul style="list-style-type: none"> <li>✓ Certificate in Strategic ETB Communication and Practice</li> <li>✓ Bachelor of Arts Applied Early Childhood Education and Care</li> <li>✓ Professional Certificate/Diploma in Creativity and Innovation for Education</li> <li>✓ Master of Arts in Guidance Counselling</li> <li>✓ Master in Special Education Needs</li> <li>✓ Master in Choral Studies</li> </ul> </li> </ul>
1G	<b>Research and implement future educational reforms in line with government policy and international best practices</b>	<ul style="list-style-type: none"> <li>In September 2023, we received official confirmation from SOLAS regarding the mainstreaming of the Kerry College Pilot. In his correspondence, Mr Andrew Brown Lee, SOLAS Chief Executive, expressed appreciation for Kerry ETB's pioneering role in this critical innovation, remarking that SOLAS <i>"...commend Kerry ETB on the clear success of the Kerry College initiative and for your initiative in being the forerunners of this critical innovation which is already helping to grow the contribution and impact of further education and training across Ireland. SOLAS is committed to continuing to support the further growth and development of Kerry College in any way we can."</i></li> <li>We benefitted from the introduction of the Central Applications Office's (CAO) access for FET and apprenticeships, noting a rise in application numbers as a result. We advanced our collaborative tertiary initiative with Munster Technological University, Cork ETB, and University College Cork. In September, Kerry College introduced two new degree programmes, offering learners alternative pathways for third-level education beyond the CAO points system. These programs, developed in partnership with Munster Technological University, include an Honours Degree in Animation, Visual Effects, and Motion Design, as well as an Honours Degree in Business</li> <li>Kerry ETB played a leading role in the national re-categorisation of FET programmes, reducing the categories from 26 to 8.</li> </ul>





**1H Ensure that the capital and buildings programme is delivered and that all new projects are designed to comply with Department guidelines and the highest standards for energy efficiency**

**Performance Milestones 2023:**

Table 5 Major Devolved Projects		
Project	Description	Current Phase/Status
<b>Gaelcholáiste Chiarraí Campas Nua</b>	Construction of a new post-primary school	Stage 5 Defect Period
<b>Listellick National School<sup>10</sup></b>	Construction of a new primary school	Stage 5 Defect Period
<b>Knocknagoshel National School<sup>11</sup></b>	Construction of a new primary school	Stage 1 Preliminary Design
<b>Coláiste na Ríochta and Gaelscoil Lios Tuathail<sup>12</sup></b>	Development of a shared education campus, including construction of a new primary school for Gaelscoil Lios Tuathail and extension to Coláiste na Ríochta	Stage 1 Preliminary Design
<b>Tralee Educate Together National School<sup>13</sup></b>	Construction of a new primary school	Stage 1 Preliminary Design

Table 6 Additional School Accommodation Project Summary		
Project	Description	Current Phase/Status
<b>Causeway Comprehensive School</b>	Construction of an extension to the school	Stage 2B Preparation of Tender Documentation
<b>Castleisland Community College</b>	Construction of an extension to the school	Stage 1 Report Submitted to the Department for Approval
<b>Killorglin Community College</b>	Construction of an extension to the school	Stage 1 Preliminary Design
<b>Killarney Community College</b>	Construction of an extension to the school	Stage 4 Construction
<b>St. Oliver's National School<sup>14</sup></b>	Construction of an extension to the school	Stage 2B Preparation of Tender Documentation
<b>Moyderwell Primary School<sup>15</sup></b>	Construction of an extension to the school	Stage 1 Preliminary Design

<sup>10</sup> Non-Kerry ETB school.

<sup>11</sup> Non-Kerry ETB school.

<sup>12</sup> Non-Kerry ETB school.

<sup>13</sup> Non-Kerry ETB school.

<sup>14</sup> Non-Kerry ETB school.

<sup>15</sup> Non-Kerry ETB school.

Table 7 Schools Projects Summary		
Project	Description	Current Phase/Status
Castleisland Community College	Home Economics classroom (Emergency Works Scheme)	Stage 4 Construction
Causeway Comprehensive School	Window replacement (Summer Works Scheme)	Stage 4 Construction
	Universal Access Works	Stage 4 Construction
Coláiste Gleann Lí	Upgrade of fire doors	Stage 4 Construction
Coláiste na Sceilge	Upgrade life safety system (Emergency Works Scheme)	Stage 4 Construction
	Replacement of boilers (Emergency Works Scheme)	Stage 1 Design
	Upgrade of gas proving system (Emergency Works Scheme)	Stage 1 Design
	Upgrade of fume extraction (Emergency Works Scheme)	Stage 1 Design
	Roof works (Summer Works Scheme)	Stage 3 Tender
Killorglin Community College	Mechanical Upgrade	Stage 4 Construction
Modular/Prefabricated Accommodation Projects		
Castleisland Community College	2 mainstream classrooms	Stage 1 Design
	2 mainstream classrooms	Stage 4 Construction
Causeway Comprehensive School	Two mainstream classrooms and one Special Education Needs classroom	Stage 1 Design
Coláiste na Sceilge	Four mainstream classrooms and two Special Education Needs classrooms	Stage 1 Design

Table 8 FET Project Summary		
Project	Description	Current Phase/Status
Kerry College Listowel Campus	Construction of an extension to the college campus	Stage 1 Preliminary Design
Kerry College Monavalley Campus	Construction of a college apprenticeship facility	Stage 1 Preliminary Design
	Installation of 3 new apprenticeship workshops and refurbishment of accommodation	Stage 4 Construction
	Replacement of welding fume extraction	Stage 4 Construction
O'Connell Further Education and Training Centre	Refurbishment of the centre	Stage 4 Construction
An Tóchar Further Education and Training Centre	Replacement of boilers and installation of energy-efficient heat pump	Stage 4 Construction

**Goal 2: Strong, Inclusive and Respectful Organisational Culture**

*We aim to ensure our structures, processes, and behaviours underpin an environment that is safe, supportive and inclusive of all people, regardless of identity, background or circumstance.*

Ref.	Objective	Performance Milestones 2023
<b>2A</b>	<b>Complete an organisation-wide culture audit and address recommendations</b>	<ul style="list-style-type: none"> <li>The preparation of a tender for a culture audit is scheduled to commence in 2025. This audit will be designed to conduct a thorough examination of our organisational culture, providing valuable insights into both its strengths and areas for improvement.</li> </ul>
<b>2B</b>	<b>Promote a culture that is inclusive, non-discriminatory and respectful of human and civic rights</b>	<ul style="list-style-type: none"> <li>In upholding our statutory obligations under Section 42 of the Irish Human Rights and Equality Commission Act, 2014—the Public Sector Equality and Human Rights Duty, we conducted an assessment of equality and human rights issues faced by groups identified under the Duty relevant to our core functions.</li> <li>In 2023, some of our female apprentices were featured nationally on the RTÉ Today Show.</li> <li>We published our Gender Pay Gap Report 2022.</li> </ul>
<b>2C</b>	<b>Ensure our core values guide the organisation's behaviours and are the lived experience for all our stakeholders.</b>	<ul style="list-style-type: none"> <li>In 2023, we undertook the redevelopment of our core values. Through a consultative process, we developed a new visual representation and statement that encapsulates the essence of our values.</li> <li>Kerry ETB schools continued to implement the ETBI Patrons' Framework. In 2023, roll-out milestones included providing Ethos training for schools' staff, boards of management, students, and parents/guardians.</li> <li>All Social, Personal and Health Education teachers in our post-primary schools completed Anti-Bullying training in 2023.</li> </ul>
<b>2D</b>	<b>Support our learners and staff by strengthening access to and raising awareness of support services</b>	<ul style="list-style-type: none"> <li>Kerry College continued to develop its Learning Support Unit across all campuses.</li> <li>A comprehensive Special Education Needs (SEN) programme continued to be implemented across our schools. Two post-primary schools completed the SEN Provision Mapping.</li> <li>Kerry ETB schools have integrated their goals for UDL goals into their DEIS and School Improvement Plans.</li> <li>Throughout the year, we remained steadfast in our commitment to supporting staff by providing accessible resources for their well-being, including the Employee Assistance programme and a Financial Well-Being programme.</li> </ul>

**Goal 2: Strong, Inclusive and Respectful Organisational Culture (continued)**

Ref.	Objective	Performance Milestones 2023
2E	<b>Ensure our structures actively promote inclusion and provide accessible and appropriate support for people with disabilities</b>	<ul style="list-style-type: none"> <li>We conducted our annual Disability Survey of all staff in line with legislative requirements. All reasonable accommodation requests advised across the scheme were met.</li> <li>We completed the second-year implementation of our <i>Universal Design for Learning Plan 2023-2025</i> (please refer to “Our Strategic Reports” for further information on implementation).</li> <li>Kerry College has a cross-campus focus on UDL. Each campus has established a UDL/Teaching and Learning Committee. Additionally, an online library of resources has been developed, and designated Teaching and Learning boxes have been introduced. Furthermore, additional staff members are completing the UDL Badge programme.</li> </ul>
2F	<b>Build stronger relationships with other regional agencies to proactively address barriers to inclusion for marginalised individuals or groups</b>	<ul style="list-style-type: none"> <li>We established our Regional Adult Literacy Coalition and commenced work on the development of the <i>Regional Adult Literacy Action Plan</i> in collaboration with local partners.</li> <li>We continued to work with local agencies to support identified groups under the Duty across a range of initiatives, including but not limited to the Youth Work Development programme, Community Education, our ABE programme, and through funds such as the Creative Youth Grant Scheme, Adult Literacy for Life Strategy Collaboration and Innovation Fund, and the Reach Fund.</li> <li>In June, the Kerry Regional English and Language Team (REALT) hosted an inter-agency Reflection on Integration Day to harness learning across the 16 key stakeholder organisations and to plan together for continuous improvement.</li> </ul>
2G	<b>Work to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants</b>	<ul style="list-style-type: none"> <li>Our Kerry REALT continued to assist families and integrate learners from Ukraine.</li> <li>Our International Protection and Ukrainian Response Team continued its collaborative efforts with stakeholders to address the diverse needs of International and Temporary Protection applicants. The positive progress is reflected in the enrolment of approximately 1,500 learners across Kerry schools (c. 297 students in Kerry ETB schools), with Kerry ETB FET programmes welcoming around 6,300 learners throughout 2023.</li> <li>Also, throughout 2023, we developed more targeted ESOL/IELTS provision with technical-related offerings in key skill areas.</li> </ul>
2H	<b>Create opportunities for learners and staff to access equality, diversity and inclusion education and training opportunities</b>	<ul style="list-style-type: none"> <li>We significantly expanded our ABE programme, resulting in increased certifications at Levels 1 and 2 and more tailored offerings for the employed.</li> <li>As part of our ongoing work to implement the Public Sector Equality and Human Rights Duty, a suite of training has been provided across the scheme.</li> </ul>

**Goal 3: Opportunities for Greater Organisational Synergies**

*We aim to strengthen integration across our three pillars in a planned and strategic manner, adopting more cohesive and unified approaches.*

Ref.	Objective	Performance Milestones 2023
3A	<b>Develop a structure to facilitate shared understanding across the organisation's three pillars</b>	<ul style="list-style-type: none"> <li>The preparation of terms of reference for a Cross-Pillar Forum to inform organisation direction, policy and priorities was commenced and will be finalised in 2024.</li> </ul>
3B	<b>Create opportunities for closer cross-pillar collaboration to strengthen synergies and promote shared objectives</b>	<ul style="list-style-type: none"> <li>The new Schools-FET Pathways programme has quickly become a key factor in the development of strategic synergies between our post-primary schools and FET. Aligned with the SOLAS National Strategy, Future FET: Transforming Learning, in 2023, it achieved significant milestones, including c. 270 post-primary students being awarded FET certification across a range of courses, including Health-Related Fitness, Career Planning, Sports Coaching, and Beauty Therapy. These courses seek to increase awareness regarding FET progression and career opportunities among our post-primary stakeholders.</li> </ul>
3C	<b>Ensure greater integration of management and staff teams across the organisation</b>	<ul style="list-style-type: none"> <li>We hosted the Schools Youth and Music Pillar Day in October. This event was dedicated to addressing key 'Schools' priorities aligned with the new <i>Strategy Statement</i>. The FET and Organisation Support and Development Pillar Days are set to take place in early 2024.</li> <li>2023 marked the second year of our Leadership programme, which includes two annual events, including the Leadership Seminar in February, based on the Adaptive Leadership approach.</li> </ul>
3D	<b>Achieve excellence in the delivery of support services fully aligned to legislation</b>	<ul style="list-style-type: none"> <li>We completed the second-year implementation of our <i>Corporate Procurement Plan 2022-2024</i> (please refer to "Our Strategic Reports" for further information on implementation).</li> <li>Continued efforts were dedicated to ensuring that our health and safety practices align with regulatory standards. This involved ongoing maintenance of our comprehensive Health and Safety Management System, accompanied by the provision of staff training and upskilling opportunities.</li> <li>In September 2023, following an engagement process, the Corporate Safety Statement was revised and effectively communicated to all staff members, reinforcing our commitment to a culture of safety.</li> </ul>

**Goal 3: Opportunities for Greater Organisational Synergies (*continued*)**

Ref.	Objective	Performance Milestones 2023
3E	Establish a dedicated evidence-based research and development function to support decision-making	<ul style="list-style-type: none"> <li>Engagements throughout 2023 were ongoing with a third-party higher education institution to establish a shared evidence-based research and development initiative. Further actions identified for 2024.</li> </ul>
3F	Establish more linkages for the integration of youth services with schools and FET	<ul style="list-style-type: none"> <li>The <i>Youth Work Development Plan 2023-2027</i> has been finalised and will be officially launched in early 2024. A key objective of the plan is to establish more linkages for the integration of youth services with Schools and FET provision.</li> </ul>
3G	Create more opportunities to engage with all our stakeholders to better understand their needs and address specific requirements and expectations	<ul style="list-style-type: none"> <li>Board subcommittees, including Boards of Management and Governance Boards, continued to play a key oversight role throughout 2023, informing delivery.</li> <li>Stakeholders, including youths, learners, and parents/guardians, were consulted across a range of forums, including student forums, parent councils, and learner surveys.</li> <li>We maintained continuous engagement and constructive consultations with our staff and relevant unions. These interactions played a crucial role in fostering collaboration, addressing concerns, and ensuring inclusive decision-making processes within our organisation.</li> <li>In 2023, Kerry College's Business Support Unit engaged with employers across the region through a variety of activities, including business and Chamber meetings, as well as briefing employers at a regional level. Engagement was most evident through the increased participation in the Skills to Advance programme, <b>rising to c. 608 learners in 2023 from c. 471 learners in 2022 - an increase of c. 29%.</b></li> <li>Kerry College successfully hosted its annual recruitment fair and Open Week, providing an interactive platform for prospective learners and the community to explore the diverse academic offerings and opportunities available.</li> <li>In September, the Board approved the <i>Customer Charter (2023-2025)</i> and <i>Action Plan</i> after extensive engagement with our stakeholders (<i>please refer to "Our Strategic Reports" for further information on implementation</i>).</li> </ul>

<b>Goal 4: A Leader in Education and Training Services</b> <i>We aim to establish ourselves as a leader in the development of education and training at both regional and national levels.</i>		
Ref.	Objective	Performance Milestones 2023
4A	<b>Proactively expand the accessibility of the ETB's support services to non-Kerry ETB schools and centres</b>	<ul style="list-style-type: none"> <li>The preparation of terms of reference for a Cross-Pillar Forum to inform strategy implementation, policy and priorities was commenced and will be finalised in early 2024.</li> <li>Our Community National School programme has shown steady growth throughout 2023, with one additional school identified to transfer its patronage to Kerry ETB for the 2024/2025 academic year.</li> <li>The handover of Listelleck National School, our first devolved capital project, was completed in Quarter 1, 2023. Other ongoing capital projects for non-ETB schools that progressed in 2023 include Tralee Education Together, Knocknagoshel National School, Gaelscoil Lios Tuathail, St Oliver's National School and Mercy Moyderwell Primary School.</li> </ul>
4B	<b>Promote Kerry ETB as a key regional employer to prospective job applicants</b>	<ul style="list-style-type: none"> <li>In July 2024, a business case was developed and submitted for the refurbishment of Kerry ETB-owned premises at Moyderwell Tralee, marking a significant step toward achieving a permanent Kerry ETB head office for our organisation.</li> <li>We commenced a six-month pilot for blended working arrangements for head office functions. The pilot's outcomes will help inform a broader roll-out in 2024.</li> <li>Progress has been made with the development of a teacher substitution app.</li> </ul>
4C	<b>Demonstrate innovative leadership in identifying and delivering future local and national development skills in response to local and national labour trends.</b>	<ul style="list-style-type: none"> <li>We continued to develop our Blended Applied Maths programme.</li> <li>Successful implementation of the second year of the Kerry ETB Quality Assurance Action Plan 2022-2027.</li> <li>Our FET centres responded to a remarkable increase of c. 70% in full-time provision as demand for EAL/ESOL provision grew. Particularly noteworthy was the O'Connell Centre in Caherciveen, which saw a significant enrollment surge of c. 126% compared to planned enrolments.</li> <li>Successfully began the delivery of new outdoor education upskilling programmes, targeting teachers, scout leaders and youth leaders.</li> </ul>



Goal 4: A Leader in Education and Training Services (*continued*)

Ref.	Objective	Performance Milestones 2023
4D	Build stronger relationships with employers in the region through the establishment of a Kerry ETB Employers Forum	<ul style="list-style-type: none"> <li>Plans for a Kerry ETB Employers' Forum are set to be progressed in 2024.</li> </ul>
4E	Publish the second <i>Kerry ETB Sustainability Strategy 2023-2025</i> and establish a sustainability support function to address sustainability matters	<ul style="list-style-type: none"> <li>In line with Statutory Instrument 426 of 2014, European Union (Energy Efficiency) Regulations 2014, we have reported on our energy usage and actions taken to reduce consumption in our Annual Report 2022 to the Department (<i>please refer to "Our Strategic Reports" for further information on 2023 implementation</i>).</li> </ul>
4F	Build on existing relationships with the local Gaeltacht and non-Gaeltacht communities to support the use of Irish as a living language	<ul style="list-style-type: none"> <li>We expanded our FET programmes delivered through the Irish language, widening access by offering additional online provision. Provision increased by <b>48% up to 256</b>.</li> <li>In 2023, we established a dedicated working group to oversee the alignment of advertising expenditure with amendments to the Official Languages Act (2021). Subsequently, a procedure was developed to support management in monitoring compliance (<i>please refer to "Our Strategic Reports" for further information on implementation</i>).</li> </ul>
4G	Foster and develop mainstream European and international opportunities for learners and staff	<ul style="list-style-type: none"> <li>We made significant progress in establishing an organisational staff and learner mobility programme with the appointment of a European Union Projects Development Officer.</li> <li>A second school was successful in securing Erasmus' accreditation status.</li> </ul>
4H	Strengthen existing and build new relationships with government departments, funders, ETBs, universities, community organisations and other education and training providers	<ul style="list-style-type: none"> <li>Signed our 2023 to 2025 Oversight Agreement with the Department of Education.</li> <li>Our relationships with key stakeholders, including the new National Apprenticeship Office (NAO) and National Tertiary Office, continue to thrive. In addition, our participation in emergency measures has contributed to additional provision by the NAO.</li> <li>We completed the second year of implementing the Performance Agreement with SOLAS (<i>please refer to "Our Strategic Reports" for further information on implementation</i>).</li> <li>The Third-Party Governance Policy was updated and approved by the Board in October.</li> <li>We continue to engage with the Local Development Committee, Local Action Group, and Social Inclusion Community Action Programme.</li> </ul>



**Goal 5: Communications, Brand Awareness and Shared Understanding of Kerry ETB**

*We aim to develop Kerry ETB into a widely recognised brand underpinned by high-quality communications with internal and external stakeholders.*

Ref.	Objective	Performance Milestones 2023
5A	<b>Promote Kerry ETB as the first-choice education and training provider in Kerry</b>	<ul style="list-style-type: none"> <li>Throughout 2023, we continued to actively engage in initiatives to showcase the diverse education and training opportunities we have to offer as an Education and Training Board. Promotional campaigns and events such as in-person information sessions and hubs, virtual open evenings, and Pathway Open Days facilitated direct engagement with prospective learners and their families.</li> <li>Our annual Schools Week and Kerry College Open Week were well-attended, as was our webinar on Community National School provision.</li> <li>As an Education and Training Board, we value and actively seek community engagement to promote our diverse range of programmes, particularly our ABE and Community Education programmes. Word-of-mouth recommendations remained the cornerstone of our outreach efforts, reflecting the satisfaction of our learners.</li> <li>Our presence in local area advertisements and newspapers continued to attract new learners. We are also proud of our collaborations with key local stakeholders to enhance the accessibility and impact of our initiatives in the community.</li> <li>We celebrated the achievements of our learners at events, including the Kerry ETB Student Awards and Kerry ETB/Kerry College graduation ceremonies.</li> <li>Our learners have been recognised across a wide range of national and international competitions, including the following: <ul style="list-style-type: none"> <li>✓ Age Friendly Ireland Awards</li> <li>✓ All Ireland Linguistic Olympiad Awards</li> <li>✓ Curious Minds Awards</li> <li>✓ Connect Kerry Hospitality Awards</li> <li>✓ Generation Apprentice Apprentice of the Year Awards</li> <li>✓ Green Schools Ireland</li> <li>✓ IMRO Radio Awards</li> <li>✓ Irish Culinary Championships</li> <li>✓ John Kelly Awards</li> <li>✓ Kerry Student Enterprise Awards</li> <li>✓ SciFest Awards</li> <li>✓ Special Olympics World Games</li> <li>✓ Talent and Skills Development Awards</li> <li>✓ Think Languages Social Media Competition</li> <li>✓ Tech Industry Alliance Leaders Awards</li> <li>✓ World Skills Ireland</li> <li>✓ Young Social Innovators of the Year Awards</li> <li>✓ Youth Start Entrepreneurship Network</li> </ul> </li> </ul>

**Goal 5: Communications, Brand Awareness and Shared Understanding of Kerry ETB (continued)**

Ref.	Objective	Performance Milestones 2023
5B	<b>Transition from a fragmented communications model to a fully resourced, dedicated Kerry ETB communications function</b>	<ul style="list-style-type: none"> <li>To support the transition to a fully resourced, dedicated communications function, we have appointed an Events and Public Relations Officer (communications@kerryetb.ie) who collaborates across our three organisational pillars.</li> <li>In 2023, we published our cross-pillar newsletter, which continues to serve as a useful tool for disseminating updates, achievements, and important information across all facets of our organisation.</li> <li>We made significant strides in bolstering our communications infrastructure with the introduction of a cross-pillar Public Relations Plan. This initiative aimed to streamline our communication efforts, ensuring consistency, clarity, and effectiveness in our messaging across the three pillars.</li> </ul>
5C	<b>Adopt and launch a new Kerry ETB brand to enhance awareness and highlight the range of education and training services available to all learner cohorts</b>	<ul style="list-style-type: none"> <li>The adoption and introduction of the new Kerry ETB brand represented a significant achievement in enhancing awareness and understanding of Kerry ETB. Unveiled in June 2023 as part of the launch of our new <i>Strategy Statement</i>, the new logo featuring the letter "K" alongside a book symbolising the Book of Knowledge was revealed.</li> </ul>
5D	<b>Enhance communications with internal stakeholders in a structured manner</b>	<ul style="list-style-type: none"> <li>Work on our Communication Plan commenced in 2023 with plans to have it finalised by June 2024.</li> <li>The official transition to a single scheme-wide Microsoft platform, Kollab, was progressed with revised timelines implemented.</li> <li>The initiative to redevelop our policy library commenced with the design of a new, user-friendly "Policies and Procedures" site on the Kollab platform. The new internal platform is set to go live in Quarter 2, 2024, and will provide staff with efficient access to updated policies, procedures, reports, and so forth.</li> <li>Simultaneously, we have conducted a comprehensive review of our policy development framework. The outcome of this has been the implementation of a new Microsoft application aimed at fostering a more streamlined and effective process for managing new and revised policies.</li> </ul>

**Goal 5: Communications, Brand Awareness and Shared Understanding of Kerry ETB (continued)**

Ref.	Objective	Performance Milestones 2023
5E	<b>Enhance communications with external stakeholders in a structured manner</b>	<ul style="list-style-type: none"> <li>In our ongoing efforts to enhance communications with external stakeholders, we have implemented Branding Guidelines to ensure the uniform application of our new brand. Our contracted vendors actively employ these guidelines with the goal of enhancing recognition and comprehension of Kerry ETB.</li> <li>We initiated the production of the Kerry ETB Podcast, which is scheduled for launch late next year. This podcast will feature exciting input from learners and experts on matters pertaining to Kerry ETB.</li> <li>In 2023, we also completed a comprehensive search engine optimisation audit of the <a href="http://www.kerryetb.ie">www.kerryetb.ie</a> website. This audit was designed to enhance the website's visibility and effectiveness, as well as its accessibility, aid search engines in understanding our content, and restructure the architecture to improve functionality for all users.</li> </ul>
5F	<b>Ensure all Kerry ETB materials publications are widely available, accessible and understood</b>	<ul style="list-style-type: none"> <li>In ensuring that all Kerry ETB materials and publications are widely available, accessible, and understood, initiatives such as the UDL Plan have continued to be implemented.</li> <li>Our new <i>Strategy Statement</i> was made available in an accessible format.</li> </ul>
5G	<b>Maximise opportunities to communicate our culture and core values across internal and external audiences</b>	<ul style="list-style-type: none"> <li>The redevelopment of our Values Statement in May 2023 and its inclusion in our <i>Strategy Statement</i> played a key role in promoting our culture and core values to internal and external stakeholders.</li> <li>Staff and learners celebrated #ETBDay2022 with a range of events taking place across the scheme.</li> </ul>
5H	<b>Support management and staff to become key communicators</b>	<ul style="list-style-type: none"> <li>All staff responsible for communications underwent targeted training sessions throughout the year. These sessions were designed to equip them with the necessary skills to convey Kerry ETB's messages effectively, covering key topics such as: <ul style="list-style-type: none"> <li>✓ Facebook Marketing Tactics</li> <li>✓ Twitter for Corporate Communications</li> <li>✓ LinkedIn for Stakeholder Engagement</li> <li>✓ Instagram Marketing for Public Engagement</li> <li>✓ Public Relations Crisis Management</li> </ul> </li> </ul>

### Performance Measures

Table 9 Schools Enrolments	2022/2023	2023/2024	Variance
Scoil an Ghleanna Scoil Náisiúnta Phobail	24	24	0
Tahilla Community National School	34	27	-7
Two Mile Community National School	57	50	-7
Castleisland Community College	338	381	43
Causeway Comprehensive School	598	617	19
Coláiste Gleann Lí	270	308	38
Coláiste na Ríochta	163	188	25
Coláiste na Sceilge	594	586	-8
Gaelcholáiste Chiarraí	323	312	-11
Killarney Community College	446	464	18
Killorglin Community College	292	287	-5
<b>TOTAL</b>	<b>3,139</b>	<b>3,244</b>	<b>105</b>



Table 10 Youth Participants per Funding Scheme Categorisation			
Funding Schemes	Year	Awarded Organisation	Participants
UBU Project Castleisland	2022	Kerry Diocesan Youth Service	114
	2023	Kerry Diocesan Youth Service	310
UBU Project Listowel	2022	Kerry Diocesan Youth Service	285
	2023	Kerry Diocesan Youth Service	240
UBU Project Tralee	2022	Kerry Diocesan Youth Service	241
	2023	Kerry Diocesan Youth Service	434
UBU Project Killarney	2022	Kerry Diocesan Youth Service	109
	2023	Kerry Diocesan Youth Service	181
UBU Project Rural Inclusion North Kerry	2022	Kerry Diocesan Youth Service	14 <sup>16</sup>
	2023	Kerry Diocesan Youth Service	223
UBU Project West Iveragh	2022	Foróige	151
	2023	Foróige	285
Youth Information Centres	2022	Kerry Diocesan Youth Service	2,844 <sup>17</sup>
	2023	Kerry Diocesan Youth Service	2,873 <sup>18</sup>
Local Youth Club Grant Scheme (incorporating the National Quality Standards for Volunteer-led Youth Groups)	2022	31 affiliated and one non-affiliated youth clubs/groups	1,387
	2023	37 affiliated and 1 non-affiliated youth clubs/groups	1,617
Integration Fund	2023	Kerry Diocesan Youth Service	157
		Foróige	101

<sup>16</sup> Commenced late in Quarter 4, 2022.

<sup>17</sup> Calculation based on Youth Information Centres quarterly review reports.

<sup>18</sup> Calculation based on Youth Information Centres quarterly review reports.

Table 11 FET Beneficiaries 2023 Per Programme Category			
Programme Category	Planned	Actual	Variance
Employment Progression	1,797	1,684	-113
Higher Education Progression	842	845	3
Pathways	238	368	130
Part-time	2,074	2,612	538
Youth Provision <sup>19</sup>	228	292	64
Community Education	2,050	3,271	1,221
Adult Literacy for Life	3,574	7,102	3,528
Learning in Employment	453	566	113
Apprenticeship	1,084	1,209	125
<b>TOTAL</b>	<b>12,340</b>	<b>17,949</b>	<b>5,609</b>

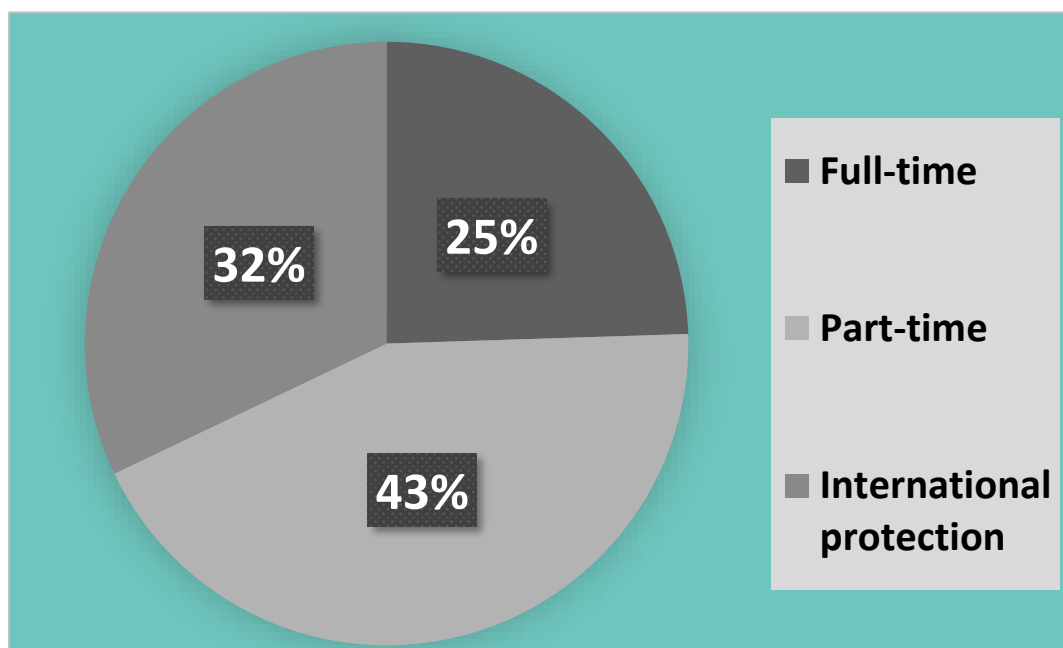


Figure 12 Percentage Breakdown FET Beneficiaries

<sup>19</sup> Youthreach provision.

## Our Strategic Reports

### **Kerry ETB Strategy Statement** *(including Service Plan and Annual Report)*

Annual Communications Plan

Corporate Procurement Plan 2023-2024

Customer Charter and Action Plan 2023-2025

Further Education and Training Buildings Estate Strategy

ICT Strategy 2023-2027

Irish Language Plan 2020-2023

Local Creative Youth Partnership Strategy 2023-2027

Public Sector Equality and Human Rights Duty Action Plan  
2024-2026

Quality Assurance Action Plan 2022-2027

Strategic Performance Agreement 2022-2024

Sustainability Strategy 2024-2026

Universal Design for Learning Plan 2023-2025

### **Annual Communications Plan**

In 2024, we are eagerly anticipating the publication of our inaugural Communication Plan, which is currently in the final stages of drafting and scheduled for publication in June 2024. This comprehensive plan signifies a significant milestone in our continuous efforts to elevate communication practices and develop “Kerry ETB into a widely recognised brand underpinned by high-quality communications with internal and external stakeholders” as is set out in *Strategy Statement 2023 – 2027*.

### **Corporate Procurement Plan 2023-2024**

The Board approved the Corporate Procurement Plan 2023-2024 in March 2023. Four performance milestones achieved in 2023 are included as follows:

- Successful publication of the Procurement Policy and Procedure (Revision). This updated document has been developed to provide our staff with comprehensive guidelines and directives pertaining to all aspects of procurement.
- Full implementation of the Centralised Procurement and Purchasing Model, including the migration of historical purchasing data from SAP to the P2P system and the co-location of procurement and purchasing staff in a single team.
- Increased utilisation of the Office of Government Procurement Schedule of Frameworks and Contracts.
- Completion of identified procurement competitions, including competitions for legal services/employment law, automated external defibrillators supply and maintenance, and print management services.



### **Customer Charter and Action Plan 2023-2025**

The Board approved the Customer Charter and Action Plan 2023-2025 in September 2023.

Four performance milestones achieved in 2023 are included as follows:

- Throughout 2022 and 2023, we conducted extensive consultations involving representatives from the Board, staff, learners, and external stakeholders, fostering a collaborative approach and ensuring that diverse perspectives were taken into account.
- We have begun the graphic design of the new Charter documentation, laying the foundation for a visually engaging and informative resource that will help us execute our customer service commitments.
- Our new *Strategy Statement* was made available in an accessible format, ensuring that individuals of all abilities can engage with and contribute to our strategic vision for the future.
- A Customer Charter training video was published to provide all our staff members with valuable insights and practical guidance on how to implement and uphold the principles outlined in our Charter effectively.



### **Further Education and Training Buildings Estate Strategy**

In 2023, significant progress was achieved in the development of a *Further Education and Training Buildings Estate Strategy*. The strategy is anticipated to be finalised by Quarter 4, 2024.

### **ICT Strategy 2023-2027**

The Board approved our *ICT Strategy 2023-2027* in November 2023. Four performance milestones achieved in 2023 are included as follows:

- Significant progress was made in the development of the Wide Area Network.
- Comprehensive and recurring testing of networks and systems was conducted.
- New Voice Over Internet Protocol (VOIP) technology was implemented across our Head Office to enhance communications capacity and improve flexibility and arrangements for blended working.
- Recognising the importance of protecting our systems against cyber attacks, scheme-wide phishing training and ICT security measures were implemented on an ongoing basis.



### **Irish Language Plan 2020-2023 (Official Languages (Amendment) Act, 2021)**

In 2023, the implementation of our Irish Language Plan 2020 – 2023 entered its final year. Concurrently, additional reporting obligations were introduced under the Official Languages (Amendment) Act, 2021. These mandates necessitate the inclusion of a summary of any reported matters in accordance with the Act within the annual report of the respective body. The Irish Language Commission shared a checklist to help ensure compliance with the provisions of the Act, which informed the following:

- Ms Ann O'Dwyer, Director of SY&M, has been appointed point of contact for the purposes of the Act ([oifigeachgaeilge@kerryetb.ie](mailto:oifigeachgaeilge@kerryetb.ie)).

- We have made significant progress in fulfilling our commitments outlined in the Irish Language Plan 2020-2023<sup>20</sup>. This includes ensuring that all written communication is responded to in the official language in which it was received, enhancing the provision of courses delivered in Irish, and maintaining a bilingual corporate website at [www.kerryetb.ie](http://www.kerryetb.ie).
- When erecting new external signage, consideration was given to full compliance with Irish Language provisions.
- Corporate publications such as the new Statement Statement 2023-2027, Service Plan 2023, and Annual Report 2022 were made available in both Irish and English.
- Head Office oral announcements to the public are provided in both Irish and English.
- We established a dedicated working group to oversee the alignment of advertising expenditure with the provisions of the Act.

### **Local Creative Youth Partnership Strategy 2023-2027**

In 2023, significant progress was achieved in the development of *the Local Creative Youth Partnership Strategy 2023-2027* in collaboration with children, young people and partner organisations. The strategy is anticipated to be launched in March 2024. Four performance milestones achieved in 2023 are included as follows:

- Throughout the year, our Local Creative Youth Partnership programme delivered a diverse range of 31 initiatives, including a Visual Art Programme in two direct provision settings and the establishment of a Creativity Hub in South Kerry.
- The programme attracted c. 611 participants in 2023, which generated more employment opportunities for creatives in the local area.
- Collaboration played a pivotal role in the programme's endeavours throughout 2023, with 14 partner organisations coming together to support and enhance delivery.

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<sup>20</sup> Kerry ETB acknowledges that Section 19A of the Act, concerning Language Standards, will render Language Schemes redundant once confirmed with public bodies. However, it is important to note that commitments made in schemes and confirmed by the Minister remain in force and cannot be diminished by any Standard that will be confirmed.

## **Annual Report 2023**

- The grant scheme continued to serve as a crucial aspect of the programme's operations in 2023, with a total of 5 grants being allocated in the reporting period.

### **Public Sector Equality and Human Rights Duty Action Plan 2024-2026**

In 2023, significant progress was achieved in the development of a *Public Sector Equality and Human Rights Duty Action Plan 2024-2026*. The strategy is anticipated to be finalised by May 2024. Four performance milestones achieved in 2023 are included as follows:

- The delivery of a Duty familiarisation session to the Senior Leadership team. This session was designed to provide comprehensive insights into the Duty, allowing our leadership team to gain a deeper understanding of its significance and their specific responsibilities in relation to it.
- Commenced the rollout of 'Dignity at Work' training with staff.
- Publication of the Gender Pay Gap 2022 report.
- Recognising the importance of diversity and inclusion in our workforce, we continue to proactively implement measures to ensure equitable representation of genders across all interview panels.

### **Quality Assurance Action Plan 2022-2027**

The Kerry ETB Quality Assurance Action Plan 2022 – 2027 was approved in December 2022, along with the Kerry ETB Annual Quality Plan 2023, which was reviewed throughout 2023. Four key actions implemented in 2023 are included as follows:

- Publication of the Kerry ETB Quality Assurance Manual
- Learner Survey Analysis Report 2023
- Publication of the English Language Proficiency Policy
- Publication of the Academic Integrity Policy

### **Strategic Performance Agreement 2022-2024**

The following page provides a comprehensive overview of our 2023 target performance as per the Strategic Performance Agreement (SPA) 2022-2024 with SOLAS.

**SOLAS** SPA Targets 2023  
learning works

Year  
2023

ETB  
All

Data valid to:  
31 Dec 2023

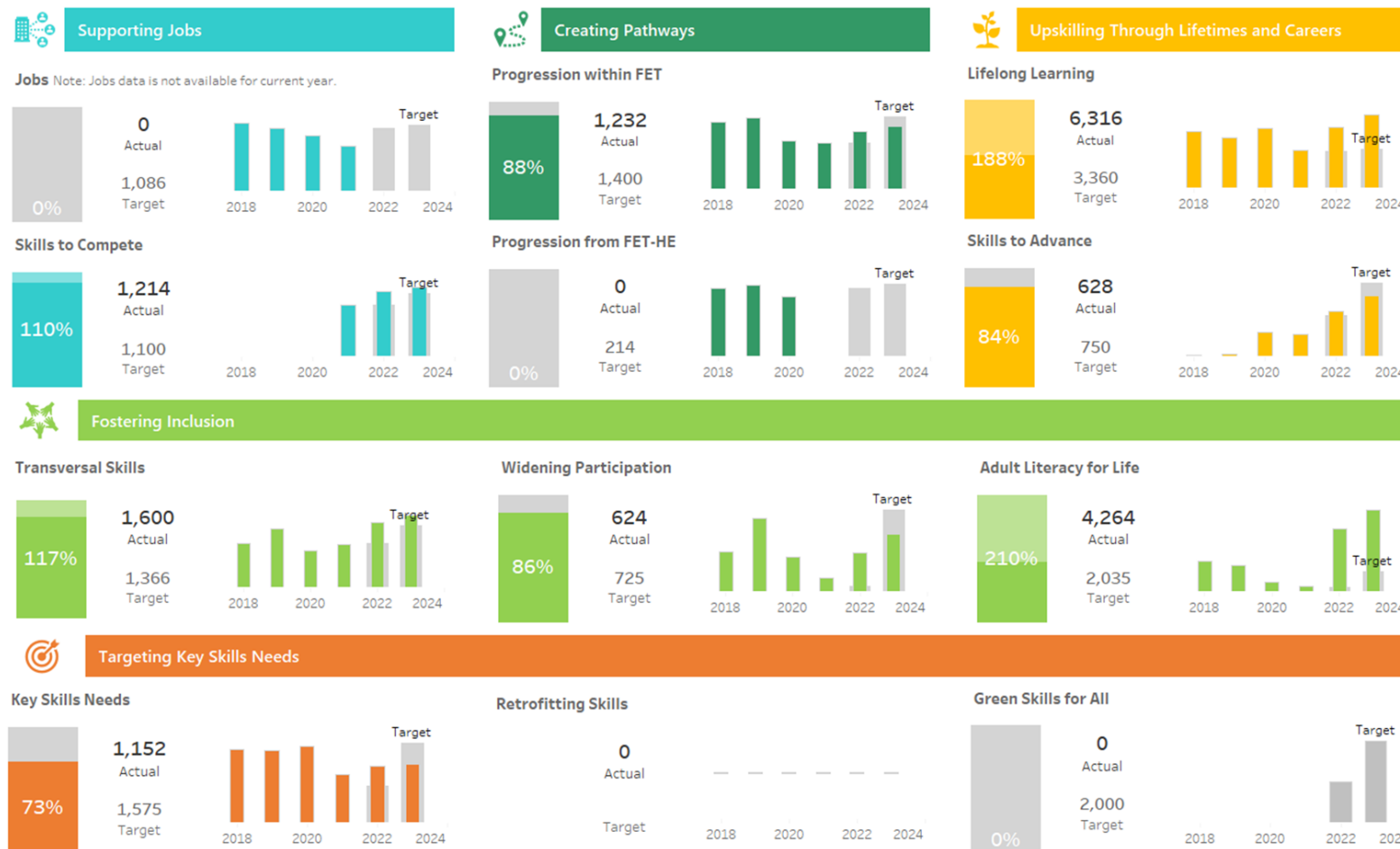


Figure 13 SPA Targets 2023

Information Source: SOLAS Tableau (2024)

### **Sustainability Strategy 2024-2026**

In 2023, significant progress was achieved in the development of our second *Sustainability Strategy 2024-2026*. The strategy is anticipated to be finalised by Quarter 2, 2024. Four performance milestones achieved in 2023 are included as follows:

- Kerry ETB enrolled in the Sustainable Energy Authority of Ireland (SEAI) Engaging People Accelerator Programme, which will provide additional support through workshops, mentoring, expert assistance, and communications materials. This initiative aims to facilitate an integrated and innovative energy awareness campaign supported by SEAI resources.
- Implementation of recommendations from the 2022/2023 energy audits has commenced, marking a proactive step towards enhancing energy efficiency across all our facilities.
- A delegation from Kerry College visited the Green Campus at University College Cork, which is renowned for its best practices in sustainability. This visit aligns with Kerry College's efforts to pursue a Green Campus Award.
- The procurement of a contractor to install solar photovoltaic (PV) panels across three of our FET sites was finalised, and SEAI grants were secured to support the project. Relatedly, applications were successfully submitted for 7 of our post-primary schools and three community national schools under the Department's Schools PV Programme, all of which have received approval to proceed to the tendering phase.



### **Universal Design for Learning Plan 2023-2025**

Kerry ETB remained steadfast in our implementation of the 3-year Universal Design for Learning Plan throughout 2023. Significant progress was made, with four key performance milestones highlighted as follows:



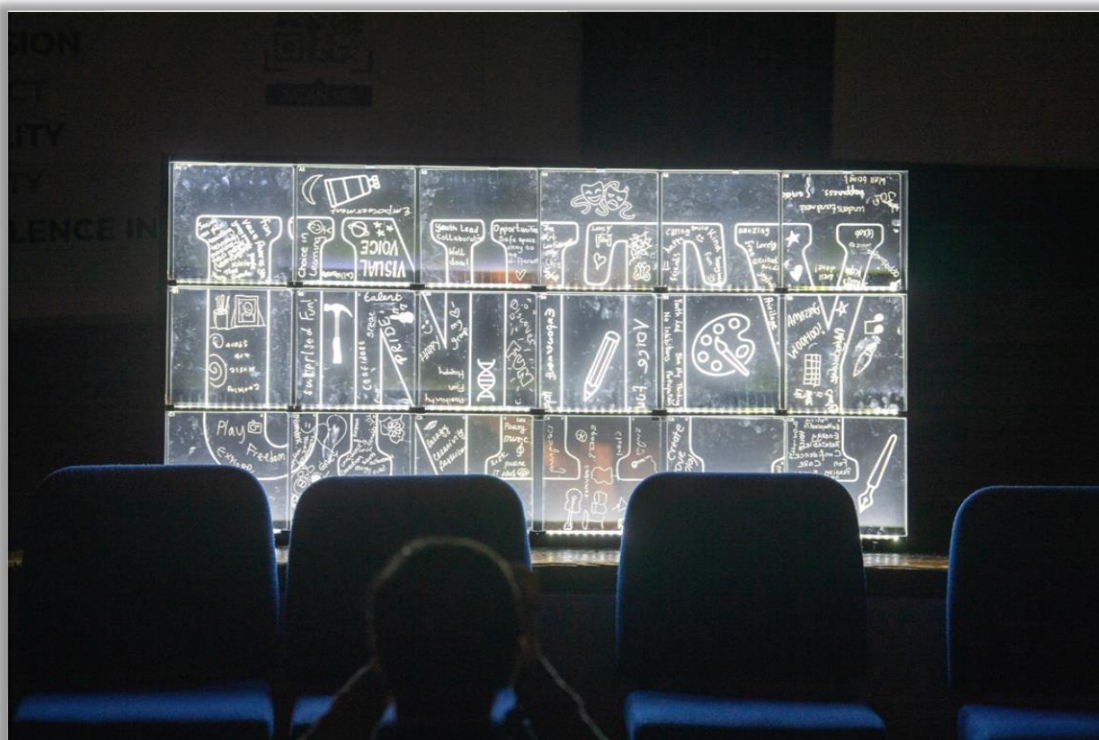
- Our primary, post-primary, and FET teachers met weekly from January to May as part of a Community of Practice focusing on UDL.
- Minister Norma Foley launched the “UDL Champions Teaching and Learning Project” in May 2024 in Tralee. Each UDL Champion completed a research project and academic poster to outline the findings, which were presented on the day.
- A full-day event was held for school leaders in Tralee in September 2023. Champions, principals and deputy principals participated in the event, where schools exchanged best practices and collaborated on developing their UDL implementation plans for the year ahead.
- Across FET provision, our commitment to UDL is evident through various endeavours. One staff member has commenced a Master's programme in a UDL-related field, while another is pursuing a PhD with funding support from the Irish Research Council. Additionally, a third staff member was awarded the John Kelly Award for UDL in 2023. Kerry College is also actively participating in the Programme for Access to Higher Education (PATH) 4 Leadership project.



## Youth Work Development Plan 2023-2027

Our Youth Work Development Plan 2023-2027 was finalised in July 2023, with the official launch scheduled for March 2024. This comprehensive plan outlines the strategic objectives that will guide the day-to-day operations of the Youth Development Office. Notably, many initiatives outlined in the plan are already being implemented, including:

- Strengthening 'Universal Preventative Youth Work' services by fostering volunteer-led clubs/groups across the county.
- Developing culturally inclusive responses to serve diverse communities.
- Pursuing additional resources and sustained funding, notably securing €224,000 to support the integration of young people from Ukraine.
- Conducting governance reviews to ensure high standards.
- Monitoring and promoting quality standards in youth work.
- Leading youth participation and advocacy efforts and fostering multi-agency collaboration.
- Establishing a reporting framework for ongoing monitoring and evaluation.





## Appendix I: Glossary of Terms

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ABE	Adult Literacy and Basic Education	PDST	Professional Development Service for Teachers
CAO	Central Applications Office	PLSS	Programme Learner Support System
CPD	Continuous Professional Development	PV	Photovoltaic
DEIS	Delivering Equality of Opportunity in Schools	QQI	Quality and Qualifications Ireland
ETB	Education and Training Board	REALT	Regional English and Language Team
FET	Further Education and Training	SEAI	Sustainable Energy Authority of Ireland
ICT	Information and Communications Technology	SEN	Special Education Needs
NAO	National Apprenticeship Office	SPA	Strategic Performance Agreement
OETC	Outdoor Education and Training Centre	UDL	Universal Design for Learning
PATH	Programme for Access to Higher Education	VOIP	Voice Over Internet Protocol

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