



BORD OIDEACHAIS  
AGUS OILIÚNA CHIARRAÍ  
KERRY EDUCATION  
AND TRAINING BOARD

# Kerry Education & Training Board

ANNUAL REPORT

2018



Ireland's European Structural and  
Investment Funds Programmes  
2014-2020  
Co-funded by the Irish Government  
and the European Union



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An Roinn Oideachais  
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Department of  
Education and Skills



QUALITY AWARD



BORD OIDEACHAIS  
AGUS OILIÚNA CHIARRAÍ

KERRY EDUCATION  
AND TRAINING BOARD



An Roinn Oideachais  
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Education and Skills



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# *Welcome & Introduction*



# Welcome by An Cathaoirleach

As Chairperson of Kerry ETB I am very happy to present the Kerry ETB 2018 Annual Report. This is the fifth annual report since the formation of Kerry ETB. It is the first Annual Report produced since the launch of the New Code of Practice for the Governance of Education & Training Boards Circular Letter 0002/2019.

Kerry ETB is responsible for preparing the annual report and financial statements and based on the information available the Board considers the financial statements to properly present the income and expenditure of the Board and the state of affairs of the Board.

In March, 2018 Kerry ETB Launch the Kerry ETB Strategy Statement 2018 -2022. The Strategy Statement sets out nine Strategic Goals for the organisation namely:

- Goal 1: Nationally and Internationally Recognised and Quality Assured Programmes
- Goal 2: Quality Teaching and Learning
- Goal 3: Innovative Education and Training Responses
- Goal 4: Access and Progression
- Goal 5: Develop Productive Partnerships
- Goal 6: Stakeholder Engagement
- Goal 7: Effectiveness and Accountability in Governance and Leadership
- Goal 8: Marketing, Branding and Communication
- Goal 9: Enhancing the Working and Learning Environment

I wish to take the opportunity to thank all the members of the Kerry ETB Board, members of the Audit & Risk Committee, Finance Committee and Boards of Management for their commitment in promoting the work of Kerry ETB.

I would like to commend the Chief Executive Officer, the Directors and all the staff of the ETB for their hard work and dedication to achieving the highest standards of delivery across the County.

**Cllr. Jim Finucane  
An Cathaoirleach**



## *Chief Executive Officer*

The Kerry ETB annual report 2018, comprising the financial statements and commentary thereon is a comprehensive report of Kerry ETB's activities throughout 2018. The annual report is intended to give all Kerry ETB stakeholders information regarding our activities and financial performance.

The organisational structure of Kerry ETB includes a senior management tier below Chief Executive level in three directorate areas: Schools, Youth & Music, Further Education and Training (FET) and Organisation Support and Development (OS&D). This management structure provides support to the Chief Executive in the performance of his functions and contributes to the overall objective that Kerry ETB functions are managed effectively and in line with Code of Practice for the Governance of Education and Training Boards (Circular Letter 0002/2019) requirements. The presence of this senior management tier allows for formal delegation of roles and tasks from the CE to the directorate with a view to effective management of the demands

of the organisation along with promotion and implementation of good governance practices.

The publication of the annual report and financial statements is a primary expression of public accountability for Kerry ETB. The objective of financial statements is to provide information about the financial performance, position and cash flows of the ETB that is useful for economic decision-making for a broad range of stakeholders.

I would like to take this opportunity to thank An Cathaoirleach, Members of the Board, Audit & Risk Committee, Finance Committee and Boards of Management. I would also like to express my appreciation to the Directors and all staff of Kerry ETB for their hard work and commitment during 2018. I also wish to acknowledge the service of those staff who retired during 2018 and wish them well in their retirement

**Colm Mc Evoy,  
Chief Executive**

SECTION 1

*Kerry Education and  
Training Board  
Mission Statement  
and Core Values*

# *Kerry ETB*

## *Mission Statement*

To create and promote the development of a lifelong learning society in Kerry, so that all who live in Kerry have access to the education and training required to fulfil their potential and to meet their personal, social, cultural, economic and civic needs.

## *Kerry ETB Core Values*

Our core values centre on ensuring that every person has a right to access education and training opportunities to realise their potential. These values are Respect, Quality, Equality, Inclusion and Learning.





SECTION 2

*Statement of Services –  
Director of Schools,  
Youth and Music*

# Statement of Services – Director of Schools, Youth & Music

## Post Primary Schools, Youth Work and Music Development

### Post Primary Schools

Kerry ETB has eight Post Primary schools:

- Castleisland Community College
- Causeway Comprehensive School
- Coláiste Gleann Lí
- Coláiste na Ríochta
- Coláiste na Sceilge
- Gaelcholáiste Chiarraí
- Killarney Community College
- Killorglin Community College

**Total Post Primary enrolment 2018/2019: 2,382**

### Partnership Schools

- Pobalscoil Inbhear Scéine
- Pobalscoil Chorca Dhuibhne
- Scoil Phobail Sliabh Luachra
- Tarbert Comprehensive School

### Primary Schools

- Kerry ETB Two Mile Community National School sanctioned by the DES in June and opened in September 2017.

**Enrolment 2018/2019: 25**

## Developing Schools Enriching Learning (DSEL) Programme:

The Kerry ETB DSEL Programme continued to provide an annual comprehensive programme of school support and in-service which focused on:

- The implementation of the new Junior Cycle
- Induction of new teachers.
- Leadership Development for Principals and Deputy Principals and Middle Management which included scheduled monthly reflective practice support.
- A calendar of Instructional Leadership training for teachers which focused on evidence informed instructional strategies to improve learning, teaching and assessment.
- Communities of Practice (CoPs) in subject areas: Art, Home Economics, Irish, Maths, Science, History, Geography, Guidance, Religion, Physical Education & SEN were provided.
- Subject Department Planning Initiative in partnership with PDST which focused on effective planning, instructional strategies and ICT.
- Positive Behaviour Restorative Practice Training for teachers and school management was provided.
- ICT Training in Microsoft 365 to support Teaching, Learning and Assessment and document management for teachers, students

and school management was provided.

- Health and Safety Training for school management and staff was delivered.
- SNA Development and in-service carried out.
- Training for Parents Councils/Parents' Forum was delivered.
- Training for Students Councils/Students' Forum took place.
- Boards of Management Training was provided.
- Three days training for Student Support Teams and follow up external support and reflective practice provided by partner agencies e.g. CAMHS, NEPS and JIGSAW.

All of the above initiatives were supported through the strategic relationship between Kerry ETB and the following support services: Department of Education and Skills (DoES), Professional Development Support Team (PDST), Junior Cert Schools Team (JCT), the National Behaviour Support Service (NCSE), the Special Education Support Service (SESS), Social and Health Education Programme (SHEP), CAMHS, NEPS, JIGSAW and the Centre for School Leadership (CSL).

Kerry ETB organised the annual Student Awards ceremony to acknowledge the academic and extracurricular achievements of students in all 8 schools. More than 250 people attended the annual student awards event which took place in January each year and was hosted by the Institute of Technology a key education partner of the ETB. Seventy-six students received awards in 2018.

## School actions 2018/19

### GOAL 1

#### NATIONALLY AND INTERNATIONALLY RECOGNISED AND QUALITY ASSURED PROGRAMMES

- Prioritised DES Looking at Our Schools (LAOS) Quality Framework during all school in-service and planning
- Provided Day of Learning on 3rd October with focus on LAOS. This event took place in the INEC in Killarney and was attended by 330 school leaders, teachers and SNAs.
- Used LAOS Framework to inform all recruitment

and promotion interviews.

- Provided Subject Planning Training for Subject Coordinators; Geography, History, Business, Home Economics, SPHE, Religion together with Irish, English, Maths and Science Departments
- Follow up support was provided by Principals and Deputy Principals including attendance at Subject Planning Meetings. Updates on Subject Department Planning initiative given at each Principals and Deputy Principals meeting.
- Implemented Developing Schools Enriching Learning DSEL subject based in-service programme based on LAOS in partnership with PDST
- Provided input to schools on Inspection Process and prepared Boards of Management for WSE MLL. Supported schools to prepare WSE/Subject Inspection Follow Up Plan.
- Supported schools with the planning and implementation and review of the DEIS Plan.
- Continued to implement new Junior Cycle
- Supported School Self-evaluation and School Improvement Planning through sharing best practice.
- Supported schools in preparing for the new SEN and Child Protection and Safeguarding Inspections.

### GOAL 2 QUALITY TEACHING AND LEARNING

- Scheduled teach meets to share best practice in Art, ICT, Religion, Maths, PE, TY and SEN.
- Six x 3hr sessions of Reflective Practice planned and facilitated for Principals and Deputy Principals in partnership with SHEP.
- ICT in Learning, Teaching and Assessment support staff was put in place for Schools
- ETB schools provided Kerry ETB JC Computer Science Course
- All Subject Department planning was placed online
- Microsoft 365 CPD was put in place for all teachers and students. Target: 50% teachers preparing content and sharing with subject department and students online was realised.
- A goal was set that there will be 20% students uploading homework on line by May 2019 (Broadband dependent).

### *STEAM*

- Prioritised STEAM in schools through School STEAM Weeks
- Successful application was made to the DoES for Youth Creativity Partnership Funding to prioritise the arts and creativity in 2018.

### *Wellbeing*

- Wellbeing coordinator was put in place in each school and wellbeing plan was put in place for JC.
- Three day interagency Student Support Training for Student Support Teams in first term was provided.
- Ongoing external reflective practice for Student Support Teams provided by Jigsaw Kerry.
- A Senior Cycle programme “EmPower ME” was piloted across the eight schools to address current issues; consent, body image, social media etc.
- Provided Young Women’s Leadership Event for 5th Year students to commemorate the 100 years of the Women’s Vote in December 2018
- Prioritised NCCA Student Voice Initiative.
- School based Student Awards Events took place in all eight post-primary schools in May.

### *Physical Education*

- Launch Kerry ETB PE Post Primary Strategy.
- Prioritised funding to upgrade PE equipment in 2018.
- Continued to promote PE including School Mile Programme for the CNS.
- Ongoing consultation took place with students through AFL and Formative Feedback linked to Subject Department Planning.
- Trial and development of PHYZ App for Senior Cycle PE throughout 2018/2019

## **GOAL 3**

### **INNOVATIVE EDUCATION & TRAINING RESPONSES**

- Prepared demographic analysis for schools by October 2018 in preparation for enrolment 2019/20
- Participated in ETBI Characteristic Spirit/Core Values process with emphasis on multid denominational provision in the ETB.
- Evaluated effectiveness of DSEL in 2018 and planned on the basis of learning
- Provided a blended learning programme of Applied Maths to all 5th Year Students in all Kerry ETB schools.
- Worked with Traveller Education Interagency Committee, Killarney Schools and Local Development Agencies to address Traveller participation and attainment in schools. Set targets for 2018/19.

**GOAL 4 ACCESS AND PROGRESSION***Special Educational Needs*

- Kerry ETB SEN Support Teacher continues to be in place as support and advisor to schools.
- Team Teaching was a priority for all schools in 2018.
- Two planning and review meetings with SEN Coordinators took place. Four day SNA Training was delivered in June 2018 in MAPA (Managing Aggression and Potential Aggression) and also Manual Handling.
- Continued to provide six Special Classes in four ETB schools. Provided support structure for Special Classes. Developed strategic links with Kerry Intervention Disability Service to support special classes.

**GOAL 5 DEVELOP PRODUCTIVE PARTNERSHIPS**

- Supported schools to develop strategic links with employer bodies e.g. School/Business links.
- Continued to support best practice in the School Completion and Home School Community Liaison Programmes in DEIS schools.
- Participated in LCDC and LAG and support initiatives prioritising inclusion and diversity. Sat on LCDC Evaluation Committee and supported strategic links with Education and Training.
- Developed strategic framework for Schools/Youth Work links with KDYS consistent with new DCYA Funding Scheme.
- Continued to promote and support Erasmus Programmes in schools e.g. Killorglin Community College.
- Supported Community Sports Hub in Coláiste na Sceilge.
- Worked towards Music Generation in January 2019 and prepared the groundwork for application for Kerry Youth Creativity Partnership.
- Continued to support the CYPSE Progression Pathways Committee for school leavers with Intellectual Disability and Autism.

**GOAL 6 STAKEHOLDER ENGAGEMENT**

- Students Councils were in place, training was provided and they met regularly in each school throughout the year.
- Kerry ETB Students Forum met three times throughout the year and shared best practice.
- Parents Councils were in place, training was provided and they met regularly in each school throughout the year.
- Kerry ETB Parents Forum met four times during the year where they were updated on all school developments and shared best practice.
- Feedback was taken at the end of every teach meet/workshop/in-service event, analysed and will be used to inform future planning.
- The annual DSEL Calendar of developmental in-service was provided to all relevant people.
- Met Teacher Unions and SNA Union three times during the year to address and prevent issues arising.
- Planned and implemented New Teacher Support Model.

**GOAL 7 EFFECTIVENESS AND ACCOUNTABILITY IN GOVERNANCE AND LEADERSHIP**

- Health and Safety Policy, Plan and staff in-service was placed on the calendar for 2018
- Six sessions of Reflective Practice was provided for Principals and Deputy Principals.
- In-service and Training was provided on Procurement, Financial Management, Child Protection, New School Admissions Act 2018 and GDPR.
- Kerry ETB Child Protection Oversight Committee met three times during the year.

**GOAL 8 MARKETING, BRANDING & COMMUNICATION**

- Prepared annual PR Plan for schools
- Kerry ETB Schools Week was held during the last week of September.

## GOAL 9 ENHANCING THE WORKING AND LEARNING ENVIRONMENT

- DSEL Calendar of in-service and teach meets was prepared.
- Promoted Employee Assistance Programme.
- Wellbeing Programme was delivered in all schools.
- Wellbeing workshops took place at the Staff Day of Learning
- Followed up plan from 2017/18 Health and Safety Audits. Health and Safety Training plan was delivered for key staff in schools.
- Buildings and maintenance review and plan took place for all schools
- New Gaelcholáiste plans for 2020 were continued.
- Astroturf pitch developments in Castleisland Community College and Killarney Community College were progressed.

### *Inclusion*

- Kerry ETB provided targeted and holistic support for students with special education needs. Teachers working with students with SEN were encouraged to avail of the Diploma in SEN which is funded by the DES, therefore ensuring that our students with SEN received the highest quality of service and support. SEN Coordinators met three times during the year to share practice and agree quality standards. All Kerry ETB schools implemented the new Junior Cycle L2LP Programme.
- Three schools have developed Autism Classes; Coláiste Gleann Lí Tralee, Coláiste na Ríochta Listowel and Killarney Community College. Coláiste na Sceilge has a SEN Class which includes students with all disabilities who are unable to access the full curriculum.

### *Irish Plan*

Kerry ETB is currently implementing the Irish Language Scheme which includes the following priorities:

- TEG courses for staff.
- Kerry ETB has inputted to the Irish Planning Process in the Kerry Gaeltacht areas of Dingle, West Kerry and Iveragh.
- Kerry ETB has been approved as the lead agency to develop the Irish Language Plan for Tralee as a Gaeltacht servicing town.
- Summer courses for primary school pupils were provided in Tralee, Dingle and Ballinskelligs in July 2018.
- 7 Kerry ETB schools provided the Irish Oral option in the Junior Cycle.
- Kerry ETB provided a Silver Medal Award for the students receiving the highest grades in the Junior Cert Oral Irish exam at the Student Awards in January.
- Gaelcholáiste Chiarraí, Coláiste na Sceilge (Irish Aonad) and Pobalscoil Chorca Dhuibhne collaborated on a pen pal initiative (Cairde an Pheann) which culminated in a learning and social event in Ventry in May.



## Music Development

### Overview

- Kerry Music Education Partnership (KMEP) formed by Kerry ETB in 2010
- Main partners: Kerry ETB (lead), Kerry County Council, Institute of Technology, Tralee, Kerry Diocesan Youth Service, Ealaín na Gaeltachta
- KMEP Steering Committee oversees the Take Note Music Project Pilot
- Project coordination & administration led by Kerry ETB
- Resourced part-time
- Self-financing initiatives
- Partner funded initiatives (e.g. with Kerry County Council)

### Objectives

- Broaden access to affordable, multi-genre, group tuition programmes for children and young people
- Provide a wider geographical access to music
- Develop and expand youth choral initiatives
- Further developed plan to provide access to instrument banks
- Continued to research increased performance opportunities within communities
- Worked towards improving employment, training and CPD opportunities for local musicians and tutors

### Achievements

- The Musician-in-Residence programme commenced in April 2018 which is co-funded by The Arts Council and the National Parks and Wildlife Service and included the use of a cottage at Muckross by composer, Ian Wilson.
- Kerry Music Education Partnership was amongst the 31 successful applicants awarded capital funding from Music Network's Music Capital Scheme Award 1 in 2018.
- Youth Choral Mentorship Project launched across the four Municipal Districts of Kerry
- Gaeltacht Youth Music Project was hosted at Pobalscoil Chorca Dhuibhne in Dingle led by renowned vocalist, musician and TG4 presenter, Muireann Nic Amhlaoibh in 2018 (as Gaeilge),

- The launch of two Level 5 PLC programmes in Music and Sound Production in Kerry College of Further Education (KCFE).

## Youth Work

Kerry ETB has a role to support the Department of Children and Youth Affairs (DCYA) in achieving its objectives in relation to youth policy. Funding is granted by DCYA.

### Key areas of activity in 2018

- National Quality Standards Framework (NQS)
- Local Youth Club Grant Scheme
- Youth Capital Funding Scheme
- LGBTQ+ Grant
- SPY Tralee

### National Quality Standards Framework (NQS)

The National Quality Standards Framework (NQS) is a support and development tool for the youth work sector. It provides organisations with an opportunity to articulate, through a common language, their youth work practice. It also provides a structured framework for organisations to assess, indicate and enhance their work.

The standards outlined in the framework are intended to be reflective of the work being carried out in youth work organisations. Therefore, there should be both a commonality and compatibility between the current youth work provision of an organisation and its services, and the core principles and standards.

Kerry ETB conducted an NQS External Review in May 2018. The findings have informed the Continuous Improvement Plan and Progress Report to DCYA.

### Assessment

Self-assessment is the foundation stone of the National Quality Standards Framework, yet the external monitoring and assessment functions exist to enhance the self-assessment process.

### *External Assessment Process*

The purpose of the external assessment is to validate KDYS's own positioning on the scale of attainment. The Youth Officer used three methods to do this. The documentary evidence covers all principles and standards. The observation on practice then selects a number of principles and standards to assess more closely. Finally the focus group with stakeholders takes a broader perspective and gathers evidence of quality service delivery. No one method enables the Youth officer to validate KDYS positioning on the scale of attainment. The assessment must be made based on the findings from all three elements of the external assessment.

Documentary Review dates: Monday & Tuesday, 14<sup>th</sup> May and 15<sup>th</sup> May 2018

Location: KDYS Tralee

Date & location of observations on practice: Friday, May 18<sup>th</sup> 2018

KDYS Castleisland Youth Centre & Rathoraigh Community Centre, Tralee.

Following the external assessment process, Quality Standards Officers make the External Assessment Report available to the organisation. Discuss same with the Implementation Team, and together with the Implementation Team re-visit the scale of attainment and determine if the positions on the scale are an accurate reflection of current status in relation to specific standards. Submitted the NQSF progress report to the DCYA in December 2018

### *Local Youth Club Grant Scheme (LYCGS)*

The LYCGS supports club activities at a local level. The Scheme, which provides grant aid towards the costs of running clubs, is part-funded by the proceeds of the National Lottery. Funding for the Scheme is provided by DCYA and is administered locally by ETBs on behalf of DCYA. ETBs advertise the Scheme locally on an annual basis, outlining the purpose of the grant and the eligibility criteria.

The Scheme supports club activities for young people; with priority given to clubs, catering for young people aged 10–21. Each club received a grant of €810.91. However, new clubs such as Tralee Youth Club were allocated an extra €200, receiving a total of €1,010.91.



### Youth Clubs in Receipt of Grant Allocation

1. 1st Kerry Scout Group Tralee	27. Sneem Youth Club
2. Ballymacelligott Youth Club	28. Tuosist Youth Club
3. 3rd Kerry Blennerville Scout Group	29. 15th Kerry Scouts Sneem
4. 2nd Kerry Scout Group Tralee	30. Annascaul Youth Club
5. Irish Red Cross	31. Le Chéile na n-Óg
6. Tralee No Name	32. Camp Youth Club
7. KDYS Fishing Club	33. 7th Kerry Dingle
8. Tralee Youth Club	34. Lispole Youth Club
9. Cill Dubh Brownies	35. Ballybunion Youth Club
10. 6th Kerry Scouts Killarney	36. Ballybunion Youth Café
11. Killarney No Name	37. Ballybunion 6th Class Program
12. Muckross Youth Club	38. Listowel Youth Club
13. Fossa 8th Kerry Scouts	39. Moyvane Youth Club
14. 3rd Kerry Milltown Scout Group	40. Ballylongford Youth Club
15. Beaufort Youth Club	41. Tarbert Youth Club
16. 14th Kerry Killorglin	42. Foroige YC LISTOWEL
17. 30th Kerry Firies Scout Group	43. Ballyduff Youth Club
18. Action For Young People with Special Needs	44. Ballyheigue Youth Club
19. Killeentierna Youth Club	45. 8th Kerry Fenit
20. Scartaglen Youth Club	46. Ardfert Youth Club
21. Kilgarvan Youth Club	47. Fenit and Spa Youth Club
22. Caherdaniel Youth Club	48. Club ogras Lios Tuathail
23. Portmagee Junior Youth Club	49. Club Ogras Bhaile an Mhuilinn
24. Waterville Youth Club	50. Club Ogras Trá Lí
25. Kenmare Girl Guides	51. Club Ogras Ghniomh Go Leith
26. Kenmare Special Needs Group	52. Club Ogras Bhaile Ui Thaidhg

#### Youth Capital Funding Scheme

Capital funding scheme for small to medium capital grants for the DCYA funded youth projects under the following schemes.

- Special Projects for Youths
- Youth Information Centres
- Young Peoples Facilities and Services Funded
- Local Drugs Task Force (21 mainstreamed only)

In 2018, Kerry ETB was issued €35,000 from the DCYA. Listowel KDYS and Castleisland KDYS (Sliabh Luachra Project) received capital funding.

Listowel KDYS €17,000

Castleisland KDYS (Sliabh Luachra Project) €19,331

#### LGBTI+ Grant

In 2018, €5,000 was allocated to the KDYS to provide additional youth worker hours dedicated specifically to support LGBTI+ young people. KDYS TYFS Tralee contracted an artist to deliver an art project to u18 LGBTI+ young people. Kerry ETB received €5,000 to map LGBTI+ youth provision in the county which was completed in 2018.

#### Special Projects for Youth (SPY)

These grant-aided youth work initiatives aim to facilitate the personal and social development of participants to realise their potential. In addition, they present opportunities for young people to undertake actions corresponding to their own aspirations and to assume responsibilities within their local communities.

The SPY project also engages and works with parents, schools, and other local agencies and volunteers to enhance the quality of the youth service. The overall aims are to support young people to reach their full potential through personal development and raising awareness on issues that affect young people's lives. SPY also provides support & information and a safe space for young people to meet and be themselves. (<http://www.youthworkireland.ie/what-we-do/spy>).

SPY KDYS Tralee	€186,615
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In 2018, Kerry ETB were allocated €186,615 for SPY KDYS Tralee.

### *The introduction of the reformed targeted youth funding scheme - 3 year scheme*

The overall mission of the new scheme is to provide out of school supports to young people in their local communities to enable them to overcome adverse circumstances and achieve their full potential by strengthening their personal and social competencies. Young people aged 10 – 24 years of age who are described in the National Youth Strategy as marginalised, disadvantaged or vulnerable will be the primary target group for services available through the scheme. Five ETBs including Kerry ETB participated in the area profile, needs analysis and service requirements a 6 month trial for the new TYFS scheme (June – Dec 2018). The ETB Coordination team was established during this period to inform the process. Regular feedback was provided to DCYA and this informed the design of the final APNASR tool that would be used by all 16 ETBs in 2020.

*Statement of Services –  
Director of Further  
Education & Training*

# Statement of Services – Director of Further Education & Training

## FET Staffing & Infrastructure

FET staff work across the county (in circa 24 Kerry ETB Centres, over a hundred community outreach centres and also in co-operation with other organisations). Staff are employed in a range of FET facilities across ten towns around the county in Tralee, Killarney, Listowel, Dingle, Castleisland, Causeway, Killorglin, Caherciveen, Waterville and Kenmare.

Amongst these facilities are a Training Centre in Tralee, two PLC Further Education Colleges, 4 VTOS Centres, 4 Youthreach Centres, 7 Literacy & Adult

Basic Education Centres, 5 Rural FET Centres and one Outdoor Education Centre. FET is also delivered in over 100 community outreach locations.

## 2018 FET Budget and Beneficiaries

In 2018 Kerry ETB had a FET budget allocation from SOLAS of €27,529,085 for 10,933 planned beneficiaries across 23 individual FET Programmes and the final actual spend for 2018 was €27,901,979 for 11,754 actual beneficiaries.

The table below gives detail of beneficiaries by FET programme category.

Programme	2018 Planned	2018 Actual
2016+ Apprenticeship	21	20
Apprenticeship Phase 7	76	114
Apprenticeship Training (2,4,6)	438	432
Bridging and Foundation Training	44	43
BTEI Groups	1,685	2,308
Community Education	1,910	2,865
Community Training Centres	62	73
ESOL	502	409
Evening Training	889	837
FET Cooperation Hours	19	13
ITABE	66	53
PLC	1,701	1,608
Refugee Resettlement	0	0
RPL	0	17
Skills for Work	80	28
Specialist Training Providers	168	205
Specific Skills Training	719	588
Traineeship Training	440	359
Voluntary Literacy Tuition	80	66
VTOS Core	217	219
Youthreach	239	233
<b>FET TOTAL</b>	<b>10,933</b>	<b>11,754</b>

The table below shows the number of courses by skill cluster in 2018.

<b>Kerry ETB FET Provision by Skills Cluster in 2018</b>	<b>Number of Instances for courses already started on 1st Jan 2018</b>	<b>Number of Instances for courses scheduled to start in 2018</b>	<b>Grand Total of Course Instances by Skill Cluster</b>
Agriculture, Horticulture and Mari culture	2	11	13
Animal Science	3	3	6
Arts & Crafts	23	21	44
Built Environment	7	25	32
Business, Administration	25	33	58
Core ICT	9	22	31
Core Personal	75	299	374
Engineering	3	2	5
Engineering (Electrical)	7	10	17
Engineering (IT)	1	1	2
Engineering (Mechanical)	2	21	23
Engineering (Transport)	0	10	10
Entrepreneurship	0	0	0
Financial Services	1	2	3
Food and Beverage	7	14	21
General Learning	10	166	176
Hairdressing, Beauty & Complementary Therapies	6	15	21
Health, Family other Social Services	47	71	118
Information Technology	4	5	9
Language	0	0	0
Management	3	6	9
Manufacturing	0	1	1
Media Graphics Communications	6	11	17
Natural Resources	0	0	0
Research and Education-Training	1	1	2
Sales & Marketing	3	6	9
Science and Technology	2	3	5
Security, Guarding & Emergency Services	1	7	8
Skills Sampling	5	6	11
Sport and Leisure	11	11	22
Tourism	8	10	18
Transport, Distribution & Logistics	0	2	2
Web Development & Design	2	3	5
<b>Total</b>	<b>274</b>	<b>798</b>	<b>1072</b>

**GOAL 1: NATIONALLY & INTERNATIONALLY RECOGNISED & QUALITY ASSURED PROGRAMMES**

**Focus:** The design and delivery of education and training programmes that are nationally and internationally certified, recognised and quality assured.

**Further Education and Training Quality Assurance (QA) Governance**

Over the course of 2018, in compliance with QQI Core QA Guidelines Kerry ETB have established a revised QA Governance system to oversee the quality of education and training in FET provision, protect the integrity of academic processes and standards and manage risk. The overarching governance unit in Kerry ETB is the Quality Council. The Quality Council has two sub-committees – the QA Governance Board and the Programme Governance Board. Terms of Reference for all QA Governance Boards are published on the Kerry ETB website.

The Kerry ETB Quality Council was established on 15th June 2018 incorporating governance of new apprenticeships with all Kerry ETB FET provision. Kerry ETB has appointed an external Chairperson to Chair the Quality Council and membership of the council is published on the Kerry ETB website. The QA Council met on three occasions in 2018. The Programme Governance Board met on three occasions and the QA Governance Board met on five occasions.



The Examination Board for the National Commis Chef Apprenticeship was approved by the Quality Council on the 15th June 2018. The Terms of Reference for the Examination Board will be published on the new Kerry ETB Website.

A key goal for 2018 was the establishment of the new Kerry ETB QA & Curriculum Development Unit. The QA Unit reports directly to the Director of FET and has a key responsibility for development,

implementation and monitoring of all QA Policies and Procedures for Kerry ETB Further Education and Training Programmes. The QA Unit is responsible for monitoring and recording of all assessments and interacting with all Certifying Bodies for FET Programmes. The QA unit also leads and supports the development and validation of all new programs in FET.;

Kerry ETB continued the roll out nationally of the Commis Chef Apprenticeship and in 2018 commenced the development of a New Apprenticeship in Wind Turbine Maintenance.

## GOAL 2: QUALITY TEACHING AND LEARNING

**Focus:** To continually enhance our teaching and learning capabilities and promote a culture of continuous improvement and organisational learning so that all stakeholders have confidence in the quality and relevance of our programmes and courses.

### Quality Improvement Plan

The section below provides an update on progress in respect of the activities outlined in the Kerry ETB Quality Improvement Plan (QIP) 2017-2022, which was prepared in 2017 in response to an Executive Self Evaluation.

The QIP 2018-2022, defines:

- A. The structures holding authority for improvement planning and governance of quality and quality enhancement
- B. The structures conducting self-evaluation of programmes and services and how evidence emerging from the process informs improvement measures.

The Adult Education Officer with responsibility for the QA & Curriculum Development Unit, in consultation with the Kerry ETB QA Governance Board, coordinates the implementation of the QIP monitoring and reporting on its progress to the Kerry ETB Quality Council. The Director of FET holds responsibility for the approval for all associated activities and the allocation of resources regarding the implementation of the QIP.

The Executive Self Evaluation, focused on how policies, structures and processes can improve the quality of learning opportunities for all learners in Kerry ETB. A particular focus was put on governance arrangements specifically what was in place in 2017 and what is required of Kerry ETB arising from the QQI Core Statutory QA Guidelines April 2016 and Sector Specific QA Guidelines for the ETBs May 2017. The Kerry ETB Quality Improvement Plan 2017-2022 identifies priority actions under five themes:

1. Governance & Management of Quality
2. Delivery of FET
3. Learner Experience
4. Information & Data Management
5. Other Parties Involved in Education & Training

The plan is for the period October 2017 - December 2022. This document reports on the progress made in 2018, in respect of the identified priority actions and provides:

- a. Information on Kerry ETB's quality improvement activities in 2018
- b. Commentary on the main improvement achievements in 2018
- c. Commentary on challenges or barriers encountered in implementing particular priority actions outlines in the QIP
- d. Information on any changes to priority actions set out under the five themes.

### New Focus in Course Designation

2018 saw a new innovation where courses at levels 5 and 6 were examined and then designated as being either primarily focused on progression to employment or progression to further and higher education. In line with national changes to the categorization of FET programmes, certain categories are now labour market focused with the express intent of progression to employment on course completion, or the acquisition of new skills for the workplace in the case of part time programmes. Courses designated as being employment focused



come under the following programme categories:

- Apprenticeship
- Traineeship
- Specific Skills Training
- PLC – Courses designated as being Employment Oriented or Pre-Apprenticeship PLCs
- Blended Training
- Bridging and Foundation Training
- Community Training Centres
- Specialist Training Providers (NLN)
- VTOS Core
- Evening Training

Within these programmes Kerry ETB provided further education and training opportunities to school leavers, people who are unemployed, as well as employees and employers. Below is a brief description of how FET provision supported the local, regional and national economy in 2018.

- **Regular Provision:** Kerry ETB provided a full suite of education & training opportunities across a variety of programmes in several centres around the county to ensure the labour force in Kerry is equipped to meet the needs of local business and industry.
- **Custom Designed Provision:** Kerry ETB linked directly with employers to design bespoke courses that met a specific industry need. One new example for 2018 was the development of a new Marine Engineering Technicians course, designed in collaboration with Industry nationally. This course will be ready for 2019 delivery. Other examples are the Fibre Installation Technician Courses with Transmission Links Ireland.
- **Upskilling for Employees:** An example here is the Traditional Stonewall Construction course which was delivered to upskill OPW restoration employees. In addition a wide range of Night Classes and Evening Training options were delivered in 2018 for people at work who wanted to upskill or retrain. Examples are: ICT (from ECDL to Web Design and CAD); Supervisory Management; Payroll & Accounts; Training & Development; Counselling; Animal Grooming; Beauty Services sector courses; Welding; Milling. Community Education offers foundation unaccredited courses to people in employment, such as: ICT Skills (From Smart Phones and iPads to Basic Computers); Retail Sales; Internet for Farmers and Maths for Parents. Literacy and Adult Basic Education provides courses in: Literacy, Numeracy, Basic ICT, English Language Skills, and Driver Theory. Its Skills for Work Programme provides basic education to employees. Skills for Work courses delivered by the Adult



Literacy and Basic Education Programme focused on delivering Workplace English Language, Workplace Communications and IT Skills for Farmers in 2018.

- **Regulation Led:** 2018 provision responded to regulation led demand for courses in: Healthcare; Childcare; Health & Safety; First Aid; Safe Pass; Security/Guarding; Bus Driving/HGV; etc., as well as regulation led accreditation embedded in courses.
- **Kerry ETB Training Centre:** delivered a wide range of industry specific training across multiple career clusters. The majority of courses led directly to sustainable employment. The Training Centre continued to address local and national skills gaps with a range of specialist Specific Skills Programmes.
- **Apprenticeship/Traineeships:** in line with the national priorities set out by SOLAS, in 2018 Kerry ETB expanded its suite of Apprenticeship and Traineeship provision. There were additional Apprenticeship intakes in Commis Chef, Electrical Phase 2, Carpentry & Joinery Phase 4 and Stone Masonry Phase 6. Broadcast Production Digital Media Skills Hairdressing Business Administration and Media Techniques Radio courses were all redeveloped as Traineeships in 2018.
- **Post Leaving Certificate Further Education Colleges,** Kerry College of Further Education (KCFE) in Tralee and North Kerry College of Further Education (NKCFE) in Listowel, both provided routes to employment across a range of courses, as well as to further or higher education. Kerry ETB research<sup>1</sup> demonstrates very strong progression directly into employment, particularly in the social care, retail, business administration and construction areas. PLC offered a range of provision across career clusters, providing skilled workers in the social care, retail, business and services sectors locally.
- **Health Life Sciences Centre of Excellence:** a new initiative in 2018 was the development of a new PLC College campus in Tralee Town Centre as a centre of excellence of allied health care courses and life sciences. This initiative is a result of extensive employer engagement with the sector.
- **Kenmare FET Centre:** A new industry standard kitchen was installed at this centre to facilitate the second iteration of the Commis Chef Apprenticeship in Kerry. As Kenmare is a busy tourist town with an epicurean focus this was an ideal location and industry support has confirmed the need for this training.
- **Specific new Measure to Support Long Term Unemployed People:** The Kerry ETB VTOS programme now provides more NFQ level 3 and 4 courses with a strong emphasis on literacy and numeracy integration, ICT skill development, skill sampling and employability skills. PLC provision has been adjusted to include foundation courses for pre-apprenticeship and for preparation for third level. 2018 saw more short courses such as Deciding Your Future (delivered countywide at the specific request of the Department of Employment Affairs and Social Protection (DEASP) and ITABE which have a strong adult guidance element integrated as a key element of the course. Career Planning features on all courses aimed at people who are long term unemployed. As a result of input from the DEASP to business planning courses targeted at Youth and Pre-Apprenticeship were delivered in 2018.
- **Youth Provision:** Kerry ETB through the Kerry Diocesan Youth Service provided education and training opportunities to 100 young people in Kerry. Kerry ETB provided direct Youthreach provision to 20 young people in South Kerry. This included the option to do Leaving Certificate Applied in Tralee. Kerry ETB Youthreach programmes have locations with centres in Tralee, Listowel, Killarney and Killorglin.
- **Community Training Centre (CTC)** is specialist vocational youth provision offering 40 young people in Kerry the opportunity to acquire

<sup>1</sup> PLC Telephone Tracking Survey conducted in 2018

vocational skills in hairdressing, catering, and construction or ICT technology.

- **Specialist Training Provision:** Kerry ETB provided 108 training places for supported specialist provision in Kerry through the National Learning Network.
- **Back to Education Initiative (BTEI) And Evening Training:** The Kerry ETB BTEI and Evening Training courses offered a part time route to skills. In 2018 these programs continued to provide key vocational skills in a flexible model to both job seekers and those within employment seeking to upskill.
- **Community Education:** Kerry ETB delivered a range of community education courses throughout Kerry in 2018. Courses were delivered to groups involved in biodiversity, disability, women's issues, active retired, peer mental health support, addiction recovery, culture, heritage, Irish language, parenting etc. Subjects taught ranged from drama, arts, creative writing, equality studies, basic computers, retail skills etc.
- **FET Centres:** Kerry ETB FET Centres have a role in sustaining rural communities and local economies and delivering education and training programmes. Each has its own particular area of expertise from the Arts, to Horticulture, Tourism and Hospitality. Centres are located in An Tóchar FET Centre Causeway, Dingle FET Centre, Tech Amergin FET Centre Waterville, The O'Connell FET Centre Caherciveen and the Kenmare FET Centre.

### GOAL 3: INNOVATIVE EDUCATION AND TRAINING RESPONSES

**Focus:** The development of innovative and creative solutions and responses to the learning and developmental needs of young people and adults in a changing society.

#### West Kerry Smarter Living Project

2018 saw a new collaboration to scope out a smart technology project in West Kerry. Kerry ETB is collaborating with ESB Networks, Electric Ireland and The Dingle Hub to examine the impact of renewables, battery storage and greater use of electricity for heat and transport with the possible training and education opportunities. This project in Dingle will see ESB Networks deploy a range of technologies to future proof the electricity network for the benefit of homes, farms and businesses on the Dingle Peninsula. Kerry ETB plans to develop a model smart home and use it as a base to upskill qualified trades and crafts people for the installation of renewable energy storage and distribution devices for homes and cars.

**Manufacturing & Engineering:** Kerry ETB has developed a specialist industry led suite of provision for renewable and electrical energy transmission and distribution. These courses are the: Wind Turbine Maintenance Technician Traineeship; Overhead Lines Operative Traineeship, Fibre Installation Technician. Kerry ETB intends to strengthen provision in this area by creating interdisciplinary synergies with the ESB Networks Smart Living Project in West Kerry. Kerry ETB is engaging with representatives from across the wind turbine maintenance sector through a new Consortium Steering Group being established to develop a Wind Turbine Maintenance Technician Apprenticeship. Kerry ETB's participation in the South West Regional Skills Forum is among the key methods of employer engagement with this sector. A new initiative will be the EXPLORE digital skills project with Manufacturing operatives over the age of 35 years. This is a new innovation fund through the SW Regional Skills Forum, now at pilot stage but is likely to be up-scaled and extended to other industry sectors. An increase in Welding provision is being explored in response to demand from Diarmaster and other local companies.

**Health Sciences:** In 2018 Kerry ETB established a new Health Science PLC Campus in Tralee after collaboration with the HSE, Nursing Homes, Physiotherapists and Dentists. Formal consultation and engagement has already taken place with a range of health services.

**ICT:** Over 2018 Kerry ETB engaged with IT companies in Tralee and regionally for advice on programming languages and industry requirements to ensure our programmes are fit for purpose, gaps are addressed and our graduates are work ready. This process also aided in identifying the need for new programmes and scoping out their content. Kerry ETB plans to deliver both new FIT ICT Associate Professional Tech Apprenticeships.

Kerry ETB is involved in a number of innovative education and training responses that have a social inclusion focus. Four 2018 projects are:

1. **TEAM:** : This is an addiction recovery Community Education (CE) scheme in Tralee. It is an interagency project under the national Drug & Alcohol Strategy with DEASP and Kerry ETB as key partners along with North, East & West Kerry Development (NEWKD). An intensive tuition model has been put in place. Over the course of 2018 there was excellent progression to further and higher education as well as employment. Thirteen of the original seventeen participants have successfully and sustainably progressed.
2. **Peer Support Network:** this group was initiated by the Community Education Programme and continued to be supported in 2018. The group provide community support to people recovering from mental health issues. Group members have an opportunity to gain new learning and develop new skills. A number of the participants have since progressed to full or part time employment.
3. **Countywide Horticulture Delivery:** A countywide system initiative has been put in place to train CE participants involved in horticulture. This involves over 80 people pursuing a Major Award in horticulture at Level 4. The majority of Kerry ETB rural FET centres are involved in this project. Many of the CE participants are early school leavers, or unemployed and older, and the majority had never experienced lifelong learning.
4. **TEG:** Irish language classes to support learners to take the TEG (Teastas Eorpach na Gaeilge) exams were organised by Kerry ETB in both the Uíbh Ráthaigh and Corca Dhuibhne Gealtacht areas in Kerry in an effort to support the Irish language.

**Developing our Further Education and Training Centres:** As a rural county, outreach is a key part of strategy at Kerry ETB. The 2018 Service Plan set out to look at the following goals related to rural FET Centres and towns during 2018:

- In Dingle during 2018 Kerry ETB explored the needs of seasonally employed workers; the needs of business in the area; social inclusion issues in West Kerry; and the protection of the Irish language. As a result course delivery is scheduled around the tourist season with some courses, such as Frontline Office & Reception Skills, Food Prep & Culinary Arts, Digital Media Technology, provision in Creative Arts and in Horticulture, all being closely related to the needs of entrepreneurs and businesses in the West Kerry area. In terms of social inclusion an Empowering Parents course was delivered under the Service Level Agreement with DESSA. Irish Language provision was also organised for parents living in this Gaeltacht area. This work is on-going.
- In Kenmare Kerry ETB set out to explore the development of new Professional Cookery facilities in advance of the Commis Chef Apprenticeship roll out. This was achieved and the second iteration of the Commis Chef was planned for Kenmare.

#### GOAL 4: ACCESS AND PROGRESSION

**Focus:** Supporting students and learners to access and sustain participation in education and training opportunities and to achieve progression in education, employment and/or personal development.

A key FET goal in 2018 was to support learners to access education and training opportunities, sustain their participation to completion and to aid their progression to further education and training, employment and/or personal development/community participation. Actions in this area included:

#### Access

- Provision of Adult Guidance to FET learners.
- Initial screening at recruitment stage, followed up by assessment and supports in literacy, numeracy, ESOL to aid literacy learners.
- Ongoing implementation of the DES Plan for Adult Literacy and Numeracy (2013) strategy
- Increase in Intensive Tuition in Adult Basic Education (ITABE) provision
- Work with SOLAS to implement new employee development policy framework to make FET accessible to employees for lifelong learning.
- Work on childcare and transport learner barriers in collaboration with CYPSC and Local Link Kerry.

- New modes of access through RPL procedures were developed for the Commis Chef Apprenticeship and Tour Guiding courses. RPL policies, procedures and processes were expanded to cover all programmes.

## Supports

- Open Learning Centres were maintained and further developed in the Kerry ETB PLC Colleges
- Learner supports were made available at the Kerry ETB Training Centre, offering literacy and numeracy supports for Trainees and Apprentices at the Kerry ETB Training Centre.
- The high quality learner supports throughout VTOS and Youthreach were sustained
- Ongoing support and development of mental health & addiction recovery groups
- Increased counselling services across FET Centres
- Continued improvement of Reasonable Accommodation in all our programmes

## Progression

- **Guidance:** The Kerry ETB Internal Progression Strategy starts with adult guidance. Prospective learners availed of psychometric testing to assess their motivations, interest and aptitudes in planning their education, training and progression pathways through Kerry Adult Guidance and Information Service (KAGIS).
- **Internal Progression:** The suite of Kerry ETB provision offered options starting with literacy, numeracy, ESOL and basic education, from unaccredited to QQI levels 2 and 3. The Kerry ETB Training Centre also provided a number of Bridging and Foundation courses that were specifically designed to allow learners to progress to higher level programmes and Apprenticeships within the organisation. The next rung on the ladder was VTOS at QQI Levels 3 and 4, as well as Leaving Certificate options, providing essential bridging courses that led to PLC or Training Centre provision with accreditation at levels 5 & 6 as well as a number of bespoke industry certification opportunities or progression to Higher Education. There

was also specific special interest provision. This ranged from Community Education, Arts in Hospital, and FET Cooperation hours for people with disabilities, to National Learning Network specialist training provision as well as Community Training Centre and Youthreach provision for early school leavers.

- **Kerry Adult Guidance & Information Service (KAGIS)** is a key access point for people seeking opportunities through Kerry ETB. KAGIS offers a professional adult guidance and information service to eligible people in Kerry. The KAGIS team is based in Tralee and also provides outreach guidance to learners throughout Kerry. In 2018 there were 1,305 KAGIS beneficiaries. 817 Information Clients were supported, generating 1177 different queries. 250 Guidance Clients were supported in 649 separate 1-1 guidance sessions. 36 different groups requested and received guidance and information support. 92 on-site group guidance and information sessions delivered.

A number of programmes have a specific remit in the area of access and progression. Some are more focused on aiding the learner to develop individual transversal skills, while others have the aim of developing and sustaining communities while promoting equality and diversity. The following are the programmes under this area of activity:

- **Adult Literacy & Basic Education Service:** After significant restructuring in 2018 the service was reorganised with provision covering the county to ensure that the people of Kerry have access to literacy, numeracy and basic IT skills development opportunities. In 2018 the ABE service offered 125 courses leading to certification on the NFQ and 202 non certified courses. The organisation continued to encourage more learners to embrace certification so that they gain qualifications for life. The service also delivered courses through ESOL, FET Cooperation Hours, ITABE and Voluntary Literacy Tuition.

- **Supporting Apprentices:** In 2018 the Tralee Adult Literacy & Basic Education Service was relocated within the Kerry ETB Training Centre. This service now also provides literacy and numeracy supports to Apprentices within the Training Centre.
- **Open Learning Centres:** In 2018 Kerry ETB PLC colleges continued to build on their student support services. The Open Learning Centres provide personal and academic supports to learners with a view to increasing retention rates while also teaching learners how to become more personally effective.

#### GOAL 5: DEVELOP PRODUCTIVE PARTNERSHIPS

**Focus:** Developing new and enhancing existing partnerships with relevant bodies at local, community, national and international level to optimise our capability to meet education, training and youth work needs in Kerry.

A key focus of 2018 was on developing more partnerships with employers and industry leaders. Below is an overview of work in this area.

- **South West Regional Skills Forum:** Kerry ETB continued to collaborate with the SW Regional Skills Forum. One initiative was the EXPLORE programme which delivered foundation digital skills to manufacturing operatives.
- **Institute of Technology Tralee:** Kerry ETB continues to develop links with the IT Tralee across a range of initiatives including access and progression routes for Kerry ETB Learners.
- **Skills to Advance:** This new SOLAS initiative, designed for low skilled employees over 50 years of age in vulnerable sectors, was launched in 2018. In Q4 Kerry ETB started to examine how this initiative might be planned for in Kerry. Under strand 2 Kerry ETB set about scoping out the needs of the Health Care Sector. As a result of extensive consultation with private organisations in the home care sector it was found that there is a collective need for a new bespoke Dementia Care component award. This need will be addressed by the ETB sector when the relevant Health Care Programmes are reviewed.
- **Employer Engagement:** Kerry ETB continued to build on its employer engagement strategy with a special focus on bringing industry into more courses for inputs, as well as creating new and improved work experience opportunities. Employer engagement happened in a number of ways during the year:
  - Individual teaching and learning practitioners developing their own employer relationships



- Programme and Centre Managers scoped out local skill gaps
  - Apprenticeship Services and Service to Business at the Training Centre work with employers daily
  - The Adult Literacy & Basic Education Programme continued to roll out Skills for Work, mainly offering workplace English language skills to the hospitality sector
  - Kerry ETB continues to work with employers in developing new programmes.
- **Programme Development & Employer Engagement.** Kerry ETB is the coordinating provider for the National Commis Chef Apprenticeship programmes and is leading the development of a second National Apprenticeship for Wind Turbine Maintenance Technicians. In respect of planning these new National Apprenticeships, decisions about the design of the programme emerge from an industry led collaborative process by a Consortium Steering Group formed from industry. Apprenticeships prepare participants for a new job role and the Consortium Steering set out an occupational profile for the role, this informs the design and delivery of the programme. Consortium Steering Groups also assist Kerry ETB to review the impact of future developments on the industry. Direct engagement with employers (through the CSG), ensures that updates to the programme are in line with changing industry needs and trends.

Kerry ETB has also developed two National Programmes for Tour Guiding, the National Tour Guiding and Regional Tour Guiding courses. These programmes were subsequently shared with the ETB sector and are now delivered nationally. Kerry ETB, through its links with Fáilte Ireland the National Tourism Development Authority of Ireland, draws from the work of relevant employer groups in the sector to ensure that updates to National and Regional Tour Guiding programmes are in line with changing industry needs and trends

- **Department of Employment Affairs and Social Protection (DEASP)**  
The DEASP continued to be a key partner in 2018. Meetings and business planning over the year focused on monitoring the needs of those on the Live Register and developing appropriate responses for this cohort as well as monitoring the level of referrals form Case Officers to ETB courses.
- **Local Development Companies**  
Kerry ETB continued to collaborate with both South Kerry Development Partnership (SKDP) and North, East and West Kerry Development (NEWKD). The focus of this work is to dovetail the community development efforts of local development and local communities with the services and opportunities available from Kerry ETB.

#### GOAL 6: STAKEHOLDER ENGAGEMENT

**Focus:** Communicating with learners, staff, employers, partners, the community and other agencies and education providers to enhance the quality, focus and relevance of our services.

#### Further Education Board of Management

A new Further Education Board of Management A new Further Education Board of Management was established in Q4 2018. The Kerry ETB Further Education Board of Management is a sub committee of the overall Kerry ETB Board. The Further Education Board of Management composition includes five Local Authority representative who are nominees from the main Kerry ETB Board; Chamber Alliance as a business representative and the Public Participation Network as the Community Representative; DEASP as the agency representative and its primary role is one of governance.

**Learner Feedback and research:** A dedicated resource is continually contacting and tracking learner graduates from FET programmes to gather placement and progression data and provide feedback for continual improvement.

**Employer and Key Stakeholder Engagement:** Kerry ETB is continually engaging with a range of Employers and Employer representatives to

identify skill needs for the local economy. Kerry ETB also has regular engagement and MOU's with a range of Key Government agencies and Community Groups to identify local and national Education and Training needs.

## GOAL 7: EFFECTIVENESS AND ACCOUNTABILITY IN GOVERNANCE AND LEADERSHIP

**Focus:** Ensuring our strategic goals are effectively supported by our management and administrative processes to ensure the highest standards of accountability, compliance and transparency.

### PLSS, FARR and FETCH

A key goal for 2018 was to expand the level of data input on the PLSS and FARR systems and also to expand the use of FETCH accounts for learners who wished to apply and register for courses.

### Strategic Performance Agreement

Kerry ETB signed a Strategic Performance Agreement with SOLAS during 2018. The Agreement sets out the Kerry ETB contribution to the 6 national targets for FET. This forms the basis of FET funding at Kerry ETB for the period 2018 – 2020. The targets are:

- **Target 1 Employment:** 22% (over 3 years) more learners securing employment from provision primarily serving the labour market. This means 1,554 learners that will have progressed to Employment by the end of 2020. This target involves most skill clusters, excluding Core ICT, Core Personal, General Learning & Skill Sampling. The following programmes are included in this target: Apprenticeship Phase 7, Blended, PLC, LTI, SST, Traineeship, VTOS, Evening Training, eCollege
- **Target 2 Progression:** 15% (over 3 years) more learners progressing to other FET/HET from provision primarily focused on this. This translates to a target of 3,162 Kerry ETB learners progressing to FET/HET by the end of 2020. The following programmes are included in this target; Youthreach, Bridging and Foundation, Community Training Centre, Specialist Training Provision at NLN, BTEI and Skills for Work.
- **Target 3 Certification:** 83% (over 3 years) increase in the rate of certification on courses primarily focused on transversal (social mobility) skills development. This translates to a target of 780 learners gaining qualifications in Transversal Skills by the end of 2020. Transversal Skills are core competencies such as communication skills, the capacity to be personally effective that are the focus of the following skills clusters: Core ICT, Core Personal, General Learning & Skill Sampling. The programmes



included in this target are: Adult Literacy, ESOL, FET Cooperation Hours, ITABE, Refugee Resettlement and Voluntary Literacy.

- **Target 4 Lifelong Learning:** 10% increase in adults (over 25 years) seeking FET level provision engaging in lifelong learning interventions. This translates to a target of 25,646 people (over the age of 25) in Kerry having started a lifelong learning course by the end of 2020. All skill clusters are included here and most programmes, excluding those that focus on people under the age of 25 such as the CTC, Youthreach and PLC. Other programmes excluded from this target are: Apprenticeship, FET Cooperation Hours, ESOL and Other Funding.
- **Target 5 Learners in Key Areas:** 48% increase in learners securing relevant qualifications in growth/skills needs sectors. This translates to a target of 5,078 Kerry ETB learners gaining qualifications in the relevant areas by the end of 2020. The skills clusters involved here are those deemed by government to be areas of employment growth or where there are skill gaps: Built Environment, Engineering, Entrepreneurship, Food & Beverage, Health, Family & Social Services, ICT, Manufacturing, Media, Graphics & Communications, Sales & Marketing, Science & Technology, Sport & Leisure, Tourism and Web Design & Development. The following programmes are involved in this target: Apprenticeship, Blended learning, PLC, Specific Skills Training, Traineeship, VTOS, and Evening courses.
- **Target 6 Traineeships:** 830 new Traineeship registrations over 3 years in the period 2018 to 2020.

### Overarching FET policies

The organisation has robust policies in place and is continuing to revise, develop and implement overarching policies for FET.

### Health & Safety Report 2018

As part of the overall approach to quality a new Safety Management System was put in place over the course of 2018. All centres were audited from a health and safety perspective and a plan was put in place for each one based on this exercise. Safety statements and procedures were reviewed. Over the course of the year the following actions were taken as part of the implementation plan:

#### Stage 1 Safety Management System Review, Audit Program & Implementation Plan

- The audit programme was developed and agreed across the entire organisation
- Existing Kerry ETB H&S Procedures were reviewed
- Meetings took place with School Principals & FET Centre Managers
- FET Centre Audits were completed
- An Implementation Plan was developed based on the findings of the audits
- The Implementation Plan was agreed across Kerry ETB Management and staff

#### Stage 2 Kerry ETB Central Procedures

- An overall Safety Management System Structure was put in place across Kerry ETB
- Health and safety roles and responsibilities of Kerry ETB staff and management were agreed
- The Kerry ETB Central Safety Statement was revised and published
- Priority Kerry ETB central H&S procedures and guidance documents were developed
- A number of meetings took place with Principals, Programme Coordinators and FET Centre Managers

#### Training Completed

- Woodwork teachers/instructors job specific safety training and manual handling training
- Metalwork teachers/instructors job specific safety training and manual handling training

**GOAL 8: MARKETING, BRANDING AND COMMUNICATION**

**Focus:** Effectively marketing our services, developing our brand and communicating with all of our stakeholders.

**PR, Media and Marketing**

In 2018 Kerry ETB continued to work on the standing of FET, to create a high profile for FET as a quality pathway to skills and careers. The 2018 strategy for this included the FET Fair, digital screens countywide, print and broadcast media promotion, producing Course Directories, promoting FETCH, working with schools, parents and guidance practitioners to promote the standing of FET as a first choice. Fine tuning this to distil and effectively communicate our unique selling points was part of our work in 2018. In particular promoting FETCH the new ETB national online course search and learner application facility.

**FET Fair 2018**

A FET Fair was held in April 2018 with all Kerry ETB FET Colleges, Centres and programmes coming together for the annual showcase event. Over a thousand members of the public called in to get information, participate in skills demonstrations and talk to staff and learners.

Staff, learners and trainees engaged in skill demonstrations ranging from stonecutting, 3D printing, culinary arts, tour guiding, hairdressing, beauty, healthcare and childcare, animal grooming, art and photography, TV, film and radio production, wind turbine maintenance, motor mechanics, CAD, administration and finance. Talks and workshops outlined FET skill development opportunities as well as supports, from how to apply for a SUSI grant, to the Back to Education Allowance, as well as academic and personal supports available including Adult Guidance. There was an on-site pop up restaurant, beauty and hair salon, and dog grooming parlour as installations for the public to interact with.

The FET Fair was not only a tool in course recruitment, but also a contribution to the national goal of improving the standing, and understanding of FET. The event involved extensive media coverage targeting school leavers, job seekers but also employers and employees. The goal of the day was to create a positive image of FET and inform the public about the opportunities that are available to them within the county.

## Employer Engagement

Kerry ETB piloted an Occupational Skills Profiling and Course Request System for Employers seeking training for staff which is beginning to bear fruit. Employer Engagement plans for 2018 changed over the course of the year with the launch of Skills to Advance by SOLAS. Kerry ETB met with employers over the year to outline to them the range of opportunities for upskilling staff.

## Community & Interagency Meetings

A number of meetings were organised during the year to brief CE Supervisors, DEASP Case Officers and Local Development Company staff on FET provision and outcomes for learners.

## Commis Chef Apprenticeship

There was substantial marketing and PR around the new Commis Chef Apprenticeship which was driven by Kerry ETB as the National Coordinating Provider. The aim of the marketing strategy was to increase awareness amongst employers of FET provision within the sector. The programme is supported by the Irish Hotels Federation (IHF), the Restaurants Association of Ireland (RAI), the Irish Hospitality Institute (IHI), Euro-toques Ireland, Catering Management Association of Ireland (CMAI), Fáilte Ireland, SOLAS, Education and Training Boards (ETBs) and Institutes of Technology (IOTs).

## GOAL 9: ENHANCING THE WORKING AND LEARNING ENVIRONMENT

**Focus:** Developing and enhancing the training and development opportunities and facilities available to staff, to improve the environment that staff work in and learners learn in.

### Professional Development in 2018

Staff Professional Development is a key part of our quality assurance. In total staff participated in 132 professional develop courses across seven priority strategic areas in 2018. The Strategic themes mirror the SOLAS national FET Professional Development Strategy.

In 2018 a new system to track professional development across all of FET was put in place. This was developed as part of the planning process, both to complete the SOLAS PD planning template and so that internally at Kerry ETB there would be a clear PD strategy related to the organisational goals and the needs of learners.

The below are the main areas in which professional development was undertaken in 2018.

- Quality Assurance
- ICT
- Technology Enhanced Learning (TEL)
- Management
- Working With and Supporting FET Learners
- Vocational Upskilling and Reskilling
- Enterprise Engagement

### Technology Enhanced Learning (TEL) Baselines Project

As part of FET quality initiatives and to prepare for the implementation of the SOLAS TEL Strategy staff and centres participated in a baseline survey to establish a clear picture on the TEL skill levels, practices and resources for all staff – from those involved in teaching and learning to those involved in support, administration and management role. The baseline also investigated the Kerry ETB ICT infrastructure and equipment in use across the county.

SECTION 4

# *Organisation Support & Development (OS&D)*

# Organisation Support & Development (OS&D)

The Director of OS&D is responsible for the Governance and Management of the ETB's administration and oversees the management of the ETB's resources across the FET administration, Human Resources, Finance, Procurement, Corporate Services and Capital Development, and ICT functions.

## Kerry ETB Strategy Statement 2018–2022

In 2018 the Kerry ETB Strategy Statement 2018–22 was launched. The Strategy Statement identified nine strategic goals:

1. Nationally and Internationally Recognised and Quality Assured Programmes
2. Quality Teaching and Learning
3. Innovative Education and Training Responses
4. Access and Progression
5. Develop Productive Partnerships
6. Stakeholder Engagement
7. Effectiveness and Accountability in Governance and Leadership

8. Marketing, Branding and Communication
9. Enhancing the Working and Learning Environment

Implementation reporting templates were developed for each of the three pillars. These templates allow the organisation to plan, record and publish annually our progress in implementing the strategy.

## Policies And Procedures

The development of detailed policies and procedures for Kerry ETB as a large geographically dispersed organisation is a key priority. Policies and procedures are essential in setting organisation tone and enabling the organisation maintain high quality service delivery and ensure compliance with corporate governance requirements.

Detailed administrative procedures guide managers and staff in meeting organizational objectives, reinforcing organisations values and goals

and clearly set out expectations in terms of behaviour. Utilising policies and procedures as part of staff training assists the ETB in embedding understanding and ensuring consistency of practice in financial and non-financial areas and to maintain high standards.

Kerry ETB Policies and procedures enable the organisation to strengthen internal controls and determine if processes are being followed appropriately. The review of existing policies and procedures serves as an opportunity to review current practices, incorporate lessons learnt and to ensure that processes add value.

### The following Policies and Procedures were adopted by the Board of Kerry ETB in 2018:

Policy & Procedure Adopted:	Date Adopted:
Garda Vetting Student REVISED	26/02/2018
Email Communication Policy	22/05/2017
Motor Vehicle Usage Policy & Procedure	10/07/2018
Risk Management Policy & Procedure	10/04/2018
Corporate Procurement Plan	28/05/2018
Lease Protocols – New and Renewal	28/05/2018
Customer Charter	10/07/2018
CCTV Head Office	28/05/2018
Data Breach Management	22/01/2018
Records Management & Retention Schedule	22/01/2018
CCTV Privacy Statement	04/12/2018
CCTV Template Policy for Schools/Centres	04/12/2018
Data Protection Policy	04/12/2018
Data Breach Protocol	04/12/2018
Accident Reporting & Investigation H&S Policy & Procedure	25/09/2018
Health & Safety Action Tracking – H&S Policy & Procedure	25/09/2018
Emergency Evacuation – H&S Policy & Procedure	25/09/2018
Risk Assessment Procedure – H&S Policy & Procedure	25/09/2018
Purchasing Card Policy & Procedure	25/09/2018
Procurement for purchases up to €25,000 Policy & Procedure	25/09/2018

### Further Education & Training Services Department (FETS)

The FETS department function is to support the Director of OS&D and the Director of FET in ensuring the administration of functions and resources are managed effectively and in line with the Code of Governance requirements.

FETS administration staff supports the Director of FET in ensuring compliance with the “The Funding Agreement” and the provision of services as set out in the annual funding allocation Grant Approval Letter from SOLAS. The FETS Department supports the Director of FET in the preparation of the annual Further Education & Training Funding Proposal Bid (FAR 4), the Mid-year and October financial reviews along with the preparation of the End of Year Accounts as per the SOLAS Overarching Planning and Funding Parameters Document. Department Staff monitor the budgetary status of the FET Centres to ensure compliance with the relevant funding conditions.

The Department supports the Director of OS&D with the development and implementation of improved structures and processes to enhance the effectiveness of the organisation and ensure robust corporate governance systems and procedures in accordance with the Code of Practice for ETB’s CL002/2019.

## Achieved in 2018 by the FETS Department in line with Kerry ETB Strategic Goals

Goal	Focus	What we will do	Achieved in 2018
<b>GOAL 3</b> <b>Innovative Education and Training Responses</b>	The development of innovative and creative solutions and responses to the learning needs of young people and adults in a changing society.	1. Continually respond to the changing demographics in Kerry and plan our service provision accordingly, where possible.	Provided the necessary administrative support to enable the ETB to immediately respond to the arrival of approximately 70 refugees in Kenmare. Supporting ALO with delivery of specialised programmes
<b>GOAL 5</b> <b>Develop Productive Partnerships</b>	Developing new and enhancing existing partnerships with relevant bodies at local, community, national and international level to optimise our capability to meet education, training and youth work needs in Kerry.	2. Continue to work in close partnership with the Department of Education and Skills, Department of Children and Youth Affairs, Department of Social Protection, TUSLA, SOLAS, QQI and ETBI.	Engaged with the ESF Managing Authority to ensure full compliance with new ESF reporting requirements and regulations. Returning all required financial and statistical data for 2014 to 2017.
<b>GOAL 6</b> <b>Stakeholder Engagement</b>	Communicating with learners, staff, employers, partners, the community and other agencies and education providers to enhance the quality, focus and relevance of our services.	3. Continue to develop and implement customised and inclusive consultation mechanisms with all of our stakeholders.	Responding to the needs of the ESF Managing Authority and shared services. Training and support to FE management and tutors re DCS on-line part time claims system and ESF.
		8. Engage effectively with our staff to enhance service quality, build competencies and capabilities and achieve excellence in our people management.	BTEI conversion process – supporting implementation.
		9. Measure our stakeholder engagement activities to encourage joined-up planning and delivery of programmes and services to meet needs in Kerry.	Administrative and financial support and oversight of Part-time Programmes. Assisting Adult Education Officers with planning and delivery of FE programs.
<b>GOAL 7</b> <b>Effectiveness &amp; Accountability in Governance and Leadership</b>	Ensure our strategic objectives are effectively supported by our management and administrative processes to ensure the highest standards of accountability, compliance and transparency.	2. Review and enhance structures and processes to enhance the effectiveness of our organisation and how well we communicate with all stakeholders.	Part-time Programme Procedures reviewed to reflect changes necessitated by the introduction of DCS On-line part-time claims system, including roles and responsibilities.
		3. Enhance our management information systems to provide up-to-date, relevant and accurate data throughout our organisation to enhance planning, service provision and fit with our strategy.	Introduction of DCS On-line part-time claims system provides for significantly enhanced management information through enhanced reporting capabilities.



## Human Resources Department (HR)

The primary functions of the HR Department include Recruitment and Selection, Pay Administration, Superannuation, Employment Services, Resource Planning, Attendance Management. Kerry ETB employs circa 1,100. These staff are employed in locations across the County (circa 33 Kerry ETB Centres and over 100 Outcentres and also in co-operation with other Organisations).

### Achieved in 2018 by the HR Department in line with Kerry ETB Strategic Goals

Goal	Focus	What we will do	Achieved in 2018
<b>GOAL 3</b> <b>Innovative Education and Training Responses</b>	The development of innovative and creative solutions and responses to the learning needs of young people and adults in a changing society.	1. Continually respond to the changing demographics in Kerry and plan our service provision accordingly, where possible.	Workforce planning to ensure Kerry ETB had the required staffing levels.  Ongoing monitoring of recruitment policy and procedures to ensure best practice in line with relevant legislation.
		3. Develop our capability to be responsive to the challenges of a multicultural society.	Recruitment of additional staff for the first Kerry ETB Community National School.
<b>GOAL 5</b> <b>Develop Productive Partnerships</b>	Developing new and enhancing existing partnerships with relevant bodies at local, community, national and international level to optimise our capability to meet education, training and youth work needs in Kerry.	2. Continue to work in close partnership with the Department of Education and Skills, Department of Children and Youth Affairs, Department of Social Protection, TUSLA, SOLAS, QQI and ETBI.	Developed a suite of documents as part of an ETBI working group to support ETBs in the transfers and redeployment process.
		3. Continue to work in close partnership with relevant unions to enhance the quality of services that we deliver.	Joint Consultative Fora with the relevant unions: TUI, Fórsa SNA, Fórsa Admin.  Consulted with Unions on relevant Policies and Procedures.
		4. Continue to review and amend where appropriate our partnership processes, protocols and procedures.	Managed the transition of Youthreach Programme to direct delivery by Kerry ETB under TUPE legislation.
<b>GOAL 6</b> <b>Stakeholder Engagement</b>	Communicating with learners, staff, employers, partners, the community and other agencies and education providers to enhance the quality, focus and relevance of our services.	3. Continue to develop and implement customised and inclusive consultation mechanisms with all of our stakeholders.	Joint Consultative Fora with the relevant unions: TUI, Fórsa SNA, Fórsa Admin.  WorkPositive Survey conducted to assess workplace stressors and employee psychological wellbeing. This was a risk management process involving a 'whole workforce' approach'.
		5. Continue to utilise the feedback from stakeholders to inform the types of services we provide and to enhance current provisions.	Feedback from managers, staff and unions utilised in reviewing structures and processes to enhance the effectiveness of our organisation.



Goal	Focus	What we will do	Achieved in 2018
<b>GOAL 6</b> <b>Stakeholder Engagement</b> <b>(continued)</b>		8. Engage effectively with our staff to enhance service quality, build competencies and capabilities and achieve excellence in our people management.	<p>Implemented the new Leadership and Management structure in all Kerry ETB schools.</p> <p>Induction process for all new staff.</p> <p>Process for management and leadership training for senior and middle management commenced.</p> <p>Review of absence management procedures and introduction protocols to highlight cumulative sick leave balances and raise awareness.</p> <p>Provision of pension training for relevant staff.</p> <p>Commenced the BTEI conversion process</p>
<b>GOAL 7</b> <b>Effectiveness and Accountability in Governance and Leadership</b>	Ensure our strategic objectives are effectively supported by our management and administrative processes to ensure the highest standards of accountability, compliance and transparency.	<p>1. Review current internal communications, refine and develop a coherent internal communication strategy that communicates our strategic goals, clarifies organisational structures, roles and responsibilities at all levels and highlights decision making processes.</p> <p>2. Review and enhance our current human resources practices and policies to meet the strategic needs of Kerry ETB.</p> <p>3. Develop our leadership, management and supervisory capabilities and competencies to realise our strategic goals.</p> <p>4. Enhance our management information systems to provide up-to-date, relevant and accurate data throughout our organisation to enhance planning, service provision and fit with our strategy.</p>	<p>Reviewed and updated HR areas of responsibility and contact details document for distribution to all staff.</p> <p>Commenced the roll-out of electronic contracts and on-line claim system for part-time tutors.</p> <p>Researched the introduction of e-filing to commence in 2019</p> <p>Developed and reviewed the necessary policies and procedures in light of the Child First Act.</p> <p>Participated in Kerry ETB Child Protection Oversight Committee.</p> <p>Implemented the new Leadership and Management structure in all Kerry ETB schools.</p> <p>Introduction of DCS on-line claims system providing enhanced reporting capabilities and greater management information – facilitating planning, monitoring and ensuring legislative compliance.</p>

Goal	Focus	What we will do	Achieved in 2018
<b>GOAL 7</b> Effectiveness and Accountability in Governance and Leadership (continued)		5. To promote a culture of continuous improvement and reflective practice.	Developed and reviewed Policies and Procedures in conjunction with other Departments to complement existing HR Policies and Procedures to improve role clarity and expectations of staff and management.
<b>GOAL 8</b> Marketing, Branding and Communication	Effectively market our services, develop our brand and communicate with all of our stakeholders.	5. 4. Implement the Kerry ETB Scéim Teanga	Implemented process to facilitate Irish summer courses for students.
<b>GOAL 9</b> Enhancing the Working and Learning Environment	Continually develop and enhance the training and development opportunities and facilities available to staff, to improve the environment that staff work in and learners learn in.	1. Achieve Excellence Through People accreditation across the organisation.	Excellence Through People presentation OS&D staff day.
		2. Conduct an organisational review focusing on policies, structures and roles to ensure a good fit with the education and training strategy for Kerry ETB.	HR Policies and Procedures were reviewed and developed to ensure good fit with Kerry ETB structures.
		4. Continue to support staff welfare scheme and support staff career development and job transfer opportunities.	On-going promotion of Kerry ETB Staff Welfare supports available. Developed leaflet to mark Workplace Wellbeing day showcasing wellbeing supports available.
		5. Continue to develop programmes and a range of preventative and proactive strategies to enhance the positive mental health of students, learners and staff.	WorkPositive Survey conducted to assess workplace stressors and employee psychological wellbeing for each pillar: OS&D, FET, Schools.

## Finance Department

The objective of the Finance function is to support the Board in the achievement, within budget, of objectives set out in the Letter of Determination from the DoES, the allocation letter from SOLAS and other sources. Kerry ETB is funded primarily by the DoES for the delivery of its Post Primary provision and SOLAS and DoES for Further Education and Training Programmes.

The publication of the financial statements is a primary expression of public accountability for Kerry ETB. The Finance Department is responsible for keeping the accounts of the ETB and the preparation of the annual financial statements. The financial statements must comply with legislation, with the accounting policies laid down by the Minister for Education and Skills and with any relevant DoES guidelines. Kerry ETB is required to forward the financial statements to the Comptroller and Auditor General by 1st April, 2019. Kerry ETB is also subject to audit by the Internal Audit Unit (IAU-ETB).

The Finance Department's primary functions include Audit Management, Procurement, Fixed Asset Management, Creditors, Expenditure Analysis, Treasury Management and Payroll Processing.

## Achieved in 2018 by the Finance Department in line with Kerry ETB Strategic Goals

Goal	Focus	What we will do	Achieved in 2018
<b>GOAL 5</b> <b>Develop Productive Partnerships</b>	Developing new and enhancing existing partnerships with relevant bodies at local, community, national and international level to optimise our capability to meet education, training and youth work needs in Kerry.	2. Continue to work in close partnership with the Department of Education and Skills, Department of Children and Youth Affairs, Department of Social Protection, TUSLA, SOLAS, QQI and ETBI.	<ul style="list-style-type: none"> <li>Finance Department staff collaborated with a number of working groups in ETBI.</li> <li>Transition Lead identified for ESBS Payroll Project as liaison for Kerry ETB.</li> </ul>
<b>GOAL 7</b> <b>Effectiveness and Accountability in Governance and Leadership</b>	Ensure our strategic objectives are effectively supported by our management and administrative processes to ensure the highest standards of accountability, compliance and transparency.	1. Review current internal communications, refine and develop a coherent internal communication strategy that communicates our strategic goals, clarifies organisational structures, roles and responsibilities at all levels and highlights decision making processes.	<p><b>Procurement</b></p> <ul style="list-style-type: none"> <li>Corporate Procurement Plan 2018–2019 developed.</li> <li>In-Service for Senior Managers delivered in August 2018 with a strong emphasis on Procurement.</li> <li>Procurement for Purchases up to €25,000 Policy and Procedure developed.</li> <li>Purchase Card Policy and Procedure developed.</li> <li>Procurement bulletin developed and circulated quarterly.</li> <li>All procurement and financial policies and procedures, developed, clearly outline the role of the Line Manager and the role of the staff member in relation to each policy and procedure.</li> <li>Procedures developed in the areas of Creditors Payments, Travel and Subsistence to clearly flag in writing all non-compliance issues, however, minor to staff and managers as they occur. With the aim of raising awareness and addressing inconsistent practices.</li> </ul> <p><b>Fixed Asset Management</b></p> <ul style="list-style-type: none"> <li>Fixed Asset Management reviews continued in Schools and Centres.</li> <li>Training carried out in the use of online Fixed Asset Management system.</li> </ul>

Goal	Focus	What we will do	Achieved in 2018
GOAL 7 Effectiveness and Accountability in Governance and Leadership (continued)		6. Enhance our management information systems to provide up-to-date, relevant and accurate data throughout our organisation to enhance planning, service provision and fit with our strategy.	<ul style="list-style-type: none"> <li>The reporting capacity of the DCS on-line part-time claims system has increased the standard of management information available.</li> </ul>
		7. Continue to develop the strategic compliance and governance capabilities of our Board and associated committees.	<ul style="list-style-type: none"> <li>Presented as and when requested by the Audit &amp; Risk Committee and the Finance Committee in relation to Financial and Procurement issues.</li> </ul>

### Information Communication Technology (ICT) Department

The ICT Department provides infrastructure development and technical support to Kerry ETB Head Office and manages the technical support contract for all schools and FET centres in Kerry ETB. The Department supports and manages Kerry ETB's management information systems and their support. The Department manages an email solution for the entire organisation staff as well as a separate HQ email solution. The Department centrally purchases all ICT equipment for the entire scheme. The Department manages a centralised mobile communications infrastructure and supports the enhanced use of technology in administration and communication across the Organisation.

### Achieved in 2018 by the ICT Department in line with Kerry ETB Strategic Goals

Goal	Focus	What we will do	Achieved in 2018
GOAL 2 Quality Teaching and Learning	Continually enhancing our teaching and learning capabilities and promoting a culture of continuous improvement and organisational learning so that all stakeholders have confidence in the quality and relevance of our programmes and courses.	4. Promote a culture of innovation and reflective practice including the development of learning networks, communities of practice and the sharing of best practice.	<ul style="list-style-type: none"> <li>Continued roll out of Wi-Fi solution to Kerry ETB Schools</li> <li>Developed online learning platform using office 365 for Outdoor Activity Traineeship.</li> </ul>
		9. Ensure that all Kerry ETB students and learners can learn in a safe, modern learning environment.	<ul style="list-style-type: none"> <li>New centralised ICT support Contract to provide the most up to date ICT advice and support to Schools and Centres.</li> <li>School Profile of ICT Infrastructure and Hardware continued to be developed.</li> <li>Development and setup of new working environment for three centres for the direct delivery of Youthreach by Kerry ETB.</li> </ul>

Goal	Focus	What we will do	Achieved in 2018
<b>GOAL 3</b> <b>Innovative Education and Training Responses</b>	The development of innovative and creative solutions and responses to the learning needs of young people and adults in a changing society.	4. Continue to renew and develop new responses to enhance the engagement in education and training activities.	<ul style="list-style-type: none"> <li>Developed a Windows Hybrid Framework for use by schools and centres</li> </ul>
<b>GOAL 6</b> <b>Stakeholder Engagement</b>	Communicating with learners, staff, employers, partners, the community and other agencies and education providers to enhance the quality, focus and relevance of our services.	<p>5. Continue to utilise the feedback from stakeholders to inform the types of services we provide and to enhance current provisions.</p> <p>8. Engage effectively with our staff to enhance service quality, build competencies and capabilities and achieve excellence in our people management.</p>	<ul style="list-style-type: none"> <li>ICT Questionnaire distributed to staff to identify training deficits and areas where additional training is required</li> <li>ICT Clinic provided at staff day to assist staff on an individual basis to utilise the communication tools available to them.</li> <li>Series of training videos developed and made available to staff via the Kerry ETB website.</li> <li>Process for issuing all staff email addresses completed.</li> <li>Electronic payslips now issued to all staff via all staff email.</li> </ul>
<b>GOAL 7</b> <b>Effectiveness and Accountability in Governance and Leadership</b>	Ensure our strategic objectives are effectively supported by our management and administrative processes to ensure the highest standards of accountability, compliance and transparency.	<p>1. Review current internal communications, refine and develop a coherent internal communication strategy that communicates our strategic goals, clarifies organisational structures, roles and responsibilities at all levels and highlights decision making processes.</p> <p>6. Enhance our management information systems to provide up-to-date, relevant and accurate data throughout our organisation to enhance planning, service provision and fit with our strategy.</p>	<ul style="list-style-type: none"> <li>Continued to develop the Kerry ETB Policy SharePoint as a central repository for all Kerry ETB Policies and Procedures to improve transparency, consistency of practice and knowledge sharing.</li> <li>On-going promotion of SharePoint usage by all staff to imbed good governance through increased awareness of Kerry ETB Policies &amp; Procedures.</li> <li>Policy SharePoint continued to be enhanced.</li> <li>DCS on-line part-time claims system introduced providing enhanced management information to the organisation.</li> </ul>

## Corporate Services and Capital Development Department (CS&CD)

The key areas of responsibility of the CS&CD Department are Capital Projects, Insurance, administrative support for the ETB Audit and Finance Committees, Freedom of Information, Data Protection, Protected Disclosures and Health & Safety, Kerry ETB Annual Report, Implementation of the new Code of Practice for the Governance of Education and Training Boards – Circular Letter 0002/2019. A primary goal of the Department is to ensure, within the resources provided, that each of our buildings are appropriate to and meet the needs of the particular service provided and that the ETB maximises the use of our facilities.

### Achieved in 2018 by the CS&CD Department in line with Kerry ETB Strategic Goals

Goal	Focus	What we will do	Achieved in 2018
<b>GOAL 3</b> <b>Innovative Education and Training Responses</b>	The development of innovative and creative solutions and responses to the learning needs of young people and adults in a changing society.	1. Continually respond to the changing demographics in Kerry and plan our service provision accordingly, where possible.	<b>Schools Reconfiguration for Diversity process</b> <ul style="list-style-type: none"> <li>• Kerry ETB as the locally based education authority managed the identification phase – and selected Kenmare–Sneem as the initial pilot area.</li> <li>• Kerry County Childcare conducted surveys in the Kenmare–Sneem area</li> <li>• Kerry ETB then analysed the survey results and drew up a comprehensive report on the position in relation to the pilot area for submission to the DoES.</li> </ul>
<b>GOAL 5</b> <b>Develop Productive Partnerships</b>	Developing new and enhancing existing partnerships with relevant bodies at local, community, national and international level to optimise our capability to meet education, training and youth work needs in Kerry.	2. Continue to work in close partnership with the Department of Education and Skills, Department of Children and Youth Affairs, Department of Social Protection, TUSLA, SOLAS, QQI and ETBI.	The following capital projects were assigned to Kerry ETB by the DoES under the Major Devolved Projects scheme: <ul style="list-style-type: none"> <li>• Listellick National School Design Team appointed</li> <li>• St Oliver’s Primary School extension</li> </ul>
<b>GOAL 6</b> <b>Stakeholder Engagement</b>	Communicating with learners, staff, employers, partners, the community and other agencies and education providers to enhance the quality, focus and relevance of our services.	3. Continue to develop and implement customised and inclusive consultation mechanisms with all of our stakeholders.	<ul style="list-style-type: none"> <li>• Customer Charter reviewed and approved by Kerry ETB Board.</li> <li>• Kerry ETB website reviewed and tender for development progressed.</li> <li>• OS&amp;D Staff Day took place in June agenda included forum on Communications.</li> <li>• A safety training needs analysis was completed in consultation with all staff of Kerry ETB and a safety training plan for the academic year 2018–2019 was commenced.</li> </ul>

Goal	Focus	What we will do	Achieved in 2018
GOAL 6 Stakeholder Engagement (continued)		5. Continue to utilise the feedback from stakeholders to inform the types of services we provide and to enhance current provisions.	<ul style="list-style-type: none"> <li>• Extensive consultation process with board members, parents, staff and students, learners and external partners took place in the development of the Kerry ETB Strategy Statement.</li> <li>• Input from Communications forum, OS&amp;D Staff Day, led to development of a Communications Implementation Plan to improve communications.</li> </ul>
		8. Engage effectively with our staff to enhance service quality, build competencies and capabilities and achieve excellence in our people management.	OS&D staff day included presentation from Excellence Through People. Communication criteria utilised in establishing Communications Implementation Plan.
GOAL 7 Effectiveness and Accountability in Governance and Leadership	Ensure our strategic objectives are effectively supported by our management and administrative processes to ensure the highest standards of accountability, compliance and transparency.	1. Review current internal communications, refine and develop a coherent internal communication strategy that communicates our strategic goals, clarifies organisational structures, roles and responsibilities at all levels and highlights decision making processes.	<p>Ongoing development of Policies and Procedures to standardise practice and ensure effectiveness and accountability in Governance and leadership:</p> <ul style="list-style-type: none"> <li>• Development of the Kerry ETB Policy SharePoint as a central repository for all Kerry ETB Policies and Procedures.</li> <li>• CEO's Memos continued to be issued to Line Managers to explain Policies and Procedures and highlight changes in practices.</li> <li>• CEO's Memos also designed to encourage Line Managers to discuss Policies and Procedures developed and to test understanding, raise awareness and seek feedback from staff in relation same.</li> <li>• Health &amp; Safety Roles and Responsibilities document developed.</li> </ul>
		2. Review and enhance structures and processes to enhance the effectiveness of our organisation and how well we communicate with all stakeholders.	<ul style="list-style-type: none"> <li>• Data Protection Policies &amp; Procedures revised and approved by the Board.</li> <li>• Data Breach Management</li> <li>• Records Management and Retention Schedule</li> <li>• CCTV Policy and Procedure Head Office</li> <li>• CCTV Template Policy for Schools/ Centres</li> <li>• Data Protection Policy</li> <li>• Data Breach Protocol</li> <li>• Quarterly Data Protection Newsletter</li> </ul>



Goal	Focus	What we will do	Achieved in 2018
<b>GOAL 7</b> <b>Effectiveness and Accountability in Governance and Leadership</b> (continued)		5. Enhance our resource planning and operational management capacity at all levels of the organisation. We will utilise training, CPD and more appropriate organisational structures.	<ul style="list-style-type: none"> <li>• General Data Protection Regulation (GDPR) Training provided for all Management Staff in October.</li> <li>• Staff encouraged and take up monitored in relation to ETBI on-line GDPR Training.</li> <li>• A Safety Organisational chart was developed outlining the reporting and consultation structure in relation to safety.</li> <li>• The health and safety roles and responsibilities were defined and incorporated into the Kerry ETB safety statement.</li> <li>• Health &amp; Safety Training provided</li> <li>• Woodwork and Metalwork Teachers' job specific safety training and manual handling training</li> </ul>
<b>GOAL 8</b> <b>Marketing, Branding and Communication</b>	Effectively market our services, develop our brand and communicate with all of our stakeholders.	2. Establish a dedicated communications function within Kerry ETB to enhance internal and external communications.	A dedicated Marketing and Communications Officer was appointed to enhance internal and external communications.
		3. Develop a Kerry ETB public relations and marketing strategy to enhance advertising, branding and learner recruitment	A dedicated Marketing and Communications Officer was appointed to the ETB in March 2018 as part of the Strategy to enhance advertising, and branding.  For Kerry ETB Schools Week an article featuring all our schools' achievements was placed in the local media.  Following planning meetings with the local media Kerry ETB has weekly articles across all platforms.
		4. To implement the Kerry ETB Scéim Teanga.	Kerry ETB offer its services when required in the Irish Language. Our publications are printed and available to all both in Irish and English. Irish classes are made available to staff. An Irish steering committee has been established to discuss ways to improve, encourage and support both students/learners and staff in the use of the Irish language.
		5. Develop a strategy to make more effective use of social media technology to brand and promote the organisation.	The new Communications and Marketing Officer utilised several social media platforms to promote all aspects of school/centre programme activities as they occurred.  The redesign of the Kerry ETB website was put out to tender, with work commencing in August 2018. Launch scheduled for 1 <sup>st</sup> quarter of 2019. Staff meetings were held to highlight the new focus on advertising and branding of the ETB, with all staff being encouraged to 'tag' the ETB on any relevant posts.
		9. Enhance the overall internal and external communications approach.	<ul style="list-style-type: none"> <li>• OS&amp;D Staff day took place in June – agenda included forum on Communications.</li> <li>• Expressions of Interest sought for OS&amp;D Communications Group membership.</li> <li>• Communications Section added to Kerry ETB Policy SharePoint.</li> <li>• Kerry ETB website reviewed and tender for development progressed.</li> </ul>

Goal	Focus	What we will do	Achieved in 2018
<b>GOAL 9</b> <b>Enhancing the Working and Learning Environment</b>	Continually develop and enhance the training and development opportunities and facilities available to staff, to improve the environment that staff work in and learners learn in.	2. Conduct an organisational review focusing on policies, structures and roles to ensure a good fit with the education and training strategy for Kerry ETB.	<ul style="list-style-type: none"> <li>• Twenty-one Policies and Procedures were revised or newly developed in 2018.</li> <li>• Also seventeen CEO's Memos were produced and circulated.</li> </ul>
		6. Maximise and improve the use of our facilities and undertake regular health and safety audits to maximise the quality of the work and learning environments.	<ul style="list-style-type: none"> <li>• Health and safety audits were carried out on all Kerry ETB premises. An action plan was developed and a tracking system put in place to monitor improvements in safety in the organisation.</li> </ul>

### Kerry ETB Capital/Building Programme

Goal	Focus	What we will do
<b>GOAL 2</b> <b>Quality Teaching and Learning</b>	Continually enhancing our teaching and learning capabilities and promoting a culture of continuous improvement and organisational learning so that all stakeholders have confidence in the quality and relevance of our programmes and courses.	9. Ensure that all Kerry ETB students and learners can learn in a safe, modern learning environment.
<b>GOAL 9</b> <b>Enhancing the Working and Learning Environment</b>	Continually develop and enhance the training and development opportunities and facilities available to staff, to improve the environment that staff work in and learners learn in.	5. Ensure, within the resources provided, that each of our buildings is appropriate to the needs of the services provided.
		9. Prioritise capital/building projects that support greater integration on the delivery of Further Education and Training Programmes.

## Achieved in 2018 – The following Projects were progressed in 2018:

### **Coláiste Gleann Lí**

Extension to school of a two classroom ASD Unit, funding provided by the DoES under the Additional Accommodation Scheme

### **Kerry College of Further Education (KCFE) / Town Centre Campus**

Development and fit-out of new Town Centre Campus located in Denny Street, Tralee

Extension to existing car park located at the rear of the Clash Campus to accommodate student parking

Separation of KCFE and Coláiste Gleann Lí to provide two separate entities, i.e. Mainstream provision and PLC provision

Design, refurbishment and Commissioning of a Science Lab and Store at the Clash Campus

### **Castleisland Community College**

Refurbishment to accommodate a new Science Laboratory

Development of a new Astro turf pitch at the rear of the school. This was a joint venture between Kerry ETB and Castleisland AFC

### **Causeway Comprehensive School**

Refurbishment and upgrade of equipment in Metalwork / Engineering Room

### **Coláiste na Sceilge Cahirciveen**

Upgrade to school's heating system

### **Gaelcholáiste Chiarraí Nua**

Site Remediation Works commenced

Approval from the Department of Education and Skills to proceed to Stage 2B which includes Detailed Design including Planning Permission and Tender Documents)

### **Killarney Community College**

Progressing the project of an extension of a 2 classroom ASD Unit

Roof repairs to main school and the Gymnasium

### **Coláiste na Ríochta**

Boiler replacement works

Universal Access Works comprising of automated doors and screens, levelling of entrance path and ramp

### **Tralee Youthreach**

Minor Refurbishment Works

### **Listowel Youthreach**

Fit out of new centre

### **Kenmare Further Education & Training Centre**

Development of a Professional Training Kitchen to accommodate the new Commis Chef Apprenticeship

### **Two Mile Community National School**

Development of an Astro turf play area

SECTION 5

# *Corporate Governance and Finance*

# Corporate Governance and Finance

In 2017 the first Strategy Statement of Kerry ETB was developed and launched in March 2018. The development of the Strategy involved a comprehensive consultation process. The consultation consisted of focus groups involving the Kerry ETB Board, Boards of Management, managers, staff and parents. An online survey was made available to students and learners. Key community partners were also consulted and feedback sought on the draft strategy.

## **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 Interests in respect of issues that could materially influence the performance of functions. Disclosures for 2017 were completed and where relevant forwarded to the Standards in Public Office Commission.

## **Board Structure**

Membership of the Kerry ETB Board is comprised as follows:

- 12 Local Authority Representatives
- 2 Parent Representatives
- 2 Staff Representatives
- 5 Special Interest Members

The Board has a formal schedule of reserved functions as set out in Section 12 of the ETB Act 2013. The Executive is responsible for implementation of plans, day to day management and functions not reserved for the Board.

The Kerry ETB Board met for ten meeting in 2018. A register of attendance was maintained. A record of Member's attendance at the Board Meetings and details of their expenses are set out on page 50 of this report. Members received agenda and documents in advance of meetings. Minutes are maintained and adopted in support of ETB meetings all meeting presentations are circulated electronically to Members, following the meetings, for reference purposes. Minutes of the Board Meetings are also made available on the Kerry ETB website.

## Committees

The Board has established an Audit and Risk Committee and Finance Committees as per the requirements of Section 45 of the ETB Act 2013.

### Audit & Risk Committee

#### Audit & Risk Committee Members during 2018

Ms. Maria O’Gorman	Kerry ETB
Cllr. Niall Kelleher	Kerry ETB
Mr. Donal Fitzgibbon – Chair	External
Mr. John O’Connor	External
Mr. Tim Buckley	External
Mr. Ted Fitzgerald	External

### MEETINGS – The Audit & Risk Committee met on the following dates in 2018

15/01/2018	06/09/2018
15/03/2018	30/10/2018
29/03/2018	06/11/2018
12/06/2018	07/12/2018

### REPORTS – The Audit & Risk Committee reported to the ETB Board on the following dates in 2018:

- 22/01/18 report dated 04/12/17
- 04/12/18 reports dated 11/06/18, 25/09/18, 04/12/18
- 26/02/19 (presented Annual report of the Audit Committee for 2018)

### Finance Committee

#### Finance Committee members during 2018

Mr. John O’Connor – Chair	External
Cllr. Séamus Cosáí Fitzgerald	Kerry ETB
Cllr. Jim Finucane	Kerry ETB
Cllr. Jimmy Moloney	Kerry ETB
Ms. Hilary Scanlan	External – resigned 12/11/18
Cllr. Norma Moriarty	Kerry ETB – appointed 4/12/18

### MEETINGS – The Finance Committee met on the following dates in 2018:

21/02/2018
28/03/2018
27/11/2018

### REPORTS – The Finance Committee reported to the ETB Board on the following dates in 2018:

- 10/04/2018 report of 26/03/2018
- 04/12/2018 reports of 09/10/2018 & 27/11/2018

### Protected Disclosures Annual Report 2018

The Protected Disclosures Act 2014 came into effect on 15 July 2014. This Act provides a framework within which workers can raise concerns regarding potential wrongdoing that has come to their attention in the workplace in the knowledge that they can avail of protections if they are penalised by their employer or suffer any detriment for doing so.

Kerry ETB has put in place a policy, which in tandem with the legislation, will encourage workers to report potential wrongdoing in the knowledge that their concerns will be taken seriously and investigated, where appropriate, and that their confidentiality will be respected.

The policy highlights that it is always appropriate to raise concerns when they are based on a reasonable belief, irrespective of whether any wrongdoing is in fact subsequently identified. The policy also provides workers with guidance on how to raise concerns.

As required under Section 22 of the Protected Disclosures Act 2014 Kerry ETB confirms that no protected disclosures were received to the end of 2018. Consequently no action was required to be taken by Kerry ETB in relation to Protected Disclosures.

### Chief Executive’s Pay

In accordance with pay scales approved by the DoES the Chief Executive Officer’s salary was €121,908 (excluding employer’s PRSI) in the year ended 31st December 2018. Employer’s PRSI of € 2,638.62 was also paid.

The CEO did not undertake any foreign travel for ETB business purposes during the period.

The CEO is a member of an unfunded defined benefit public sector Superannuation Scheme and the pension entitlements do not extend beyond the standard entitlements available under the scheme.

Key management personnel in Kerry Education and Training Board consist of the Chief Executive and the Director of Schools, Youth and Music, Director of Further Education and Training, and Director of Organisation Support and Development.

In accordance with pay scales approved by the DoES the Directors' salaries were as follows: the Director of Schools, Youth and Music €103,228.32 (Employers PRSI of €10,368.75), the Director of Further Education and Training €95,166.96 (Employers PRSI of €9,585.92) and the Director of Organisation Support and Development €101,100.42 (Employers PRSI of €10,162.09)

### Board Members Expenses

In accordance with the requirements of DoES Circular Letter 0018/2015, the following table outlines ETB Members' expenses and meetings attended.

Board Member	Statutory Meetings	Interview Boards	Attendances at Conferences/Seminars	Other	Total	Board Meetings Attended
	€	€	€	€	€	
Cllr. Jim Finucane (Chair)*	32	1,583	1,191	5,334	8,140	10
Mr. Joseph Brennan	104				104	3
Cllr. Michael Cahill	273		536	301	1,110	7
Cllr. Pa Daly					0	10
Cllr. Seámus Cosáí Fitzgerald	258				258	2
Cllr. John Francis Flynn	98				98	3
Cllr. Norma Foley					0	8
Ms. Maria O'Gorman	676	2,945	839	134	4,594	8
Mr. Noel Keenan	591		652	1,828	3,071	10
Cllr Niall Kelleher	371				371	6
Ms. MaryAnn Slattery	98				98	8
Ms. Brid McElligott					0	5
Ms. Mary McGillicuddy	1,109	1,044		298	2,451	6
Cllr. Norma Moriarty	1,390	3,709		108	5,207	9
Cllr. Jimmy Moloney	319	1,595	545		2,459	7
Mr. Eugene Moriarty	188	2,017			2,205	8
Cllr. Terry O'Brien	239	147		6	392	5
Mr. Michael O'Mahony	270		517	240	1,027	9
Cllr. Damien Quigg	145	322	525		992	5
Cllr. Aoife Thornton					0	6
Ms. Francis Walsh	48		656	1,763	2,467	10
<b>Total</b>	<b>6,209</b>	<b>13,362</b>	<b>5,461</b>	<b>10,012</b>	<b>35,044</b>	

\*Cllr. Jim Finucane was a member of the ETBI Reserve Members Forum in 2018



Mr. Leonard O'Donnell, male staff representative, on the ETB Board sadly passed away on Tuesday 12th December 2017 and elections were conducted in June 2018 to appoint a male staff representative which resulted in the appointment of Mr. Joe Brennan on Wednesday 13th June 2018.

## Operation Of The Board

### *Reserved and Executive Functions*

The division of responsibilities between the Board and Chief Executive are set out in the Education and Training Boards Act, 2013

#### *Reserved Function –*

##### *Performed by the Board of Kerry ETB*

The Board (being elected and appointed members of the ETB) of Kerry ETB is collectively responsible for the proper direction and control of the organisation. Section 12 of the ETB Act sets out the formal schedule of matters reserved to the Board for decision or approval. Subject to sections 44 and 45, of the ETB Act 2013, the Board shall perform by resolution of its members, such of its functions as are declared by or under the ETB Act to be reserved functions.

The board members are required to bring an informed independent judgement to bear on issues of strategy, performance, resources and standards of conduct.

#### *Executive Functions – Performed by the Chief Executive*

As per section 13 of the ETB Act 2013 every function of an ETB that is not a reserved function shall be an executive function of the board. The Chief Executive is required in the performance of an executive function to act in accordance with the policies for the time being of the education and training board for which he or she is the Chief Executive. Section 15 of the ETB Act 2013 requires that the Chief Executive shall provide such information to the board, regarding the performance of his or her functions, as that board may from time to time require. The Chief Executive shall provide such information to the Minister regarding the performance of his or her functions as the Minister may from time to time require. The Chief Executive is accountable to the board for the due performance of his or her functions.

#### *Delegation of functions of the Chief Executive*

Under Section 16 of the ETB Act the Chief Executive may in writing, subject to such terms and conditions as he or she considers appropriate and any directions that may be given by the Minister, delegate any of his or her functions to a specified member of staff of the board, and that member of staff shall be accountable to the Chief Executive for the performance of the functions so delegated.

## Finance Strategy

The objective of the Finance function is to support the Board in the achievement, within budget, of objectives set out in the Service Plan. Finance support includes decision-making support, corporate control of public money, transaction processing and statutory accountability.

## Statutory Accountability

Strict accountability requirements apply to Kerry ETB. These requirements include the preparation of annual financial statements in a form prescribed by the Minister for Education and Skills with the consent of the Minister for Finance and the Minister for Public Expenditure and Reform and the audit of these accounts by the Comptroller and Auditors General. They consist of a Statement of Accounting Policies, an Operating Account, a Statement of Current Assets and Current Liabilities and notes to the financial statements.

Financial control systems are in place to ensure compliance with these requirements and to ensure the effective achievement of objectives.

Kerry ETB complies with its obligations under taxation laws and ensures that all tax liabilities are paid on or before the relevant due dates, as set out under Section 27 of the Code of Practice for the Governance of ETBs.

## Financial Summary

Kerry ETB is funded primarily by the DoES for the delivery of its post-primary provision and SOLAS and DoES for further education and training programmes.

## Gifts

Kerry ETB received no gifts in 2018.

**Kerry Education & Training Board  
Operating Statement  
for the Year Ended 31st December, 2018**

	<b>Year ended 31/12/2018</b>
	<b>€</b>
<b>Receipts</b>	
Post Primary Schools and Head Office Grants	26,911,065
Primary School Grants	20,780
Further Education and Training Grants	27,680,559
Student Support Services Grants	5,310
Youth Services Grants	340,527
Agencies & Self-Financing Projects	3,091,438
Capital Grants	1,354,426
Joint Venture	-
	<u>59,404,105</u>
<b>Payments</b>	
Post Primary Schools & Head Office	26,615,399
Primary School Payments	39,143
Further Education and Training	27,952,715
Student Support Services	1,905
Youth Services	343,992
Agencies & Self Financing Projects	3,334,668
Capital	2,489,934
Joint Venture	-
	<u>60,777,756</u>
<b>Cash Surplus / (Deficit) for the year</b>	<b>(1,373,651)</b>
<b>Movement in Other Net Current Assets</b>	<u>1,531,853</u>
<b>Accrual Revenue Surplus / (Deficit) for the year</b>	<b>158,202</b>
<b>Revenue Surplus / (Deficit) at 01/01/2018</b>	<b>(122,197)</b>
<b>Revenue Surplus / (Deficit) at 31/12/2018</b>	<u><u>36,005</u></u>

## Chairperson's Statement to the Department of Education and Skills pursuant to Section 6.8 of the Code of Practice for the Governance of Education and Training Boards (Circular 0002/2019)

I, Cllr. Jim Finucane, as Chairman of Kerry Education and Training Board, in accordance with the provisions of Circular Letter 0002/2019 (Code of Practice for the Governance of Education and Training Boards) submit the following report to the Minister of Education and Skills, Mr. Joe McHugh, T.D.

The following confirmations are given to the best of my knowledge and belief, on behalf of Kerry Education and Training Board, for the year ending 31st December 2018.

1. I acknowledge the statutory responsibility of the Board in respect of the Financial Statements. All transactions undertaken by the ETB in 2018 have been properly reflected and recorded in the accounting records. All receipts and expenditure associated with all activities of the ETB for the period have been included in the Draft Financial Statements for the period ended 31st December 2018.
2. No circumstances have arisen or events occurred between the date of the Draft Financial Statements and the date of this Report in respect of matters, which would require adjustments to, or disclosure in, the Financial Statements or, which should be disclosed through some other medium other than those brought to notice.
3. Kerry Education and Training Board has complied with all aspects of contractual agreements that could have a material effect on the Financial Statements.
4. I confirm that there were no financially significant developments affecting Kerry Education and Training Board for the financial year ended 31st December 2018.
5. I confirm that all appropriate procedures for financial reporting, internal audit, travel, procurement and assets disposal were carried out.
6. A Statement on the System of Internal Control is contained in the Draft Financial Statements for the period ended 31st December 2018. The Statement on the System of Internal Control was approved by the Kerry Education and Training Board of Management on 29th March 2019.
7. There were no off-Balance Sheet financial transactions undertaken in the financial year ended 31st December 2018.
8. I confirm that Codes of Conduct for members of the Board and Staff have been put in place and are being adhered to.
9. I confirm that Government policy on pay is being complied with.
10. I confirm that Government Guidelines on the payment of Board member's fees are being complied with.
11. I confirm there were no Post Balance Sheet events. No transactions were entered into shortly before the accounting date with the intention that they would be reversed shortly after that date, as not to present a true and fair view of the state of affairs of Kerry Education and Training Board.
12. I confirm that the appropriate requirements of the Department of Public Expenditure and Reform Public Spending Code are being complied with.
13. I confirm that written approval was received before any capital expenditure was incurred.
14. I confirm that procedures are in place for the making of protected disclosures in accordance with section 21(1) of the Protected Disclosures Act 2014 and confirm that the Annual Report required under section 22(1) of the Act has been published.

15. I acknowledge that written approval must be received from the Minister before any disposal of land/property took place and that, in such cases the correct disposal procedures must be complied with. I confirm there were no purchases or disposals of land or buildings during the year.
16. I confirm that the Guidelines for the Appraisal and Management of Capital Expenditure Proposals and the Capital Works Management Framework are being adhered to, where appropriate.
17. I confirm there were no disposal of assets or grant of access to property or infrastructure for commercial arrangements with third parties which have not been subject to auction or competitive tendering process.
18. I confirm that written approval was received before any leases were entered into.
19. I confirm that Kerry Education and Training Board has complied with its obligations under tax law.
20. I confirm that Kerry Education and Training Board formally approved its first Corporate Procurement Plan on 28/05/2018. The Corporate Procurement Plan outlines Kerry Education and Training Board's Procurement objectives for the period April 2018 to December 2019.
21. Details of Procurement Non Compliance on a Scheme wide basis are contained in the Statement on the System of Internal Control contained in the 2018 Draft Financial Statements.
22. I confirm that Government travel policy requirements are being complied with in all respects and that the ETB travel policy is being implemented in full.
23. I confirm that the "Revised Code of Practice for the Governance of Education and Training Boards" (Circular Letter 0002/2019) was adopted by the Board on 26th February 2019 and Kerry Education and Training Board has commenced an implementation process for the Code.
24. I confirm there were no material matters which, in the opinion of the Chairperson, warrant the attention of the Minister.
25. I confirm that there were no legal disputes involving Kerry Education and Training Board and any other State Bodies in 2018.

26. I confirm that there were no commercially sensitive developments in the preceding six months nor are there any anticipated commercially sensitive developments for the remainder of the year.
  
27. I confirm that Kerry Education and Training Board has measures in place to counter fraud and any occurrence of irregularities, including suspected fraud, will be reported to the Department of Education and Skills. I confirm that there were no incidents of Fraud to report for the financial year ended 31st December 2018.
  
28. I confirm that the appropriate procedures for child protection and safeguarding have been adopted for all aspects of the ETB's activities in line with DES guidelines and relevant legislation.

Signed: \_\_\_\_\_  
*Chairperson*

Date: \_\_\_\_\_



BORD OIDEACHAIS  
AGUS OILIÚNA CHIARRAÍ

KERRY EDUCATION  
AND TRAINING BOARD