



Kerry Education & Training Board

SUSTAINABILITY STRATEGY

2020 - 2022



Riailtas na hÉireann
Government of Ireland



Kerry Education and Training Board

Kerry ETB Board (as from June 2020)

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Kerry ETB Executive 2020

Mr. Colm Mc Evoy, *Chief Executive Officer*
 Ms. Ann O'Dwyer, *Director of Schools, Youth and Music*
 Ms. Maria Brennan, *Director of Organisation Support and Development*
 Mr. Owen O'Donnell, *Director of Further Education and Training*

Sustainability Working Group / Implementation Group (as from September 2020)

Schools, Youth and Music

Ms. Ann O'Dwyer
 Mr. Stephen Goulding
 Ms. Teresa Lonergan
 Ms. Doreen Killington

Further Education and Training

Mr. Owen O'Donnell
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 Ms. Siobhan O'Sullivan
 Ms. Nora Knapp
 Mr. Donal Dowd

Organisation Support and Development

Ms. Maria Brennan
 Mr. Danny Kerins (*Working Group Chair*)
 Mr. Pdraig O'Sullivan
 Ms. Aileen O'Connor
 Ms. Elaine Dreelan Jones
 Mr. Pat Slattery
 Ms. Patricia Tierney
 Mr. Colm Mc Evoy

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MESSAGE FROM An Cathaoirleach

As an Cathaoirleach of the Board of Kerry Education and Training Board (Kerry ETB), I am delighted to welcome you to the *Kerry ETB Sustainability Strategy 2020-2022* - the first sustainability strategy to be approved and published by the organisation.



The *Kerry ETB Sustainability Strategy* has been developed following an organisation wide consultation process across the three pillars of service delivery in Kerry ETB - Schools, Youth and Music (SYM), Further Education and Training (FET) and, Organisation Support and Development (OS&D). In compiling and publishing this strategy, Kerry ETB proudly recognises the tremendous efforts made to date by staff, students and learners to adopt and implement sustainable practices across schools, centres and campuses. The strategy represents Kerry ETB's shared vision and commitment to enhancing existing and adopting new sustainable practices over the course of the next three years, setting out an action plan to support these efforts.

Sustainability is a cornerstone of strategic planning for all organisations. The goals set out here after are fully aligned to and reflective of the nine strategic goals that make up the *Kerry ETB Strategy Statement 2018-2022*. Furthermore, the publication of this strategy falls within a broader framework of local, national and international strategy and government policy.

I believe that the *Kerry ETB Sustainability Strategy* sets out ambitious but realistic goals for the forthcoming years. The successful implementation of this strategy will require the support of our management, staff, students and learners. I am confident that all schools, centres and campuses across the ETB will be fully committed to its successful implementation.

I wish to thank and congratulate all involved in its development, in particular the members of the Sustainability Strategy Working Group.

I look forward to working with Board members and members of the Executive Management in the successful implementation of the strategy, as the organisation makes a meaningful contribution to sustainable practices and initiatives across County Kerry.

Cllr. Jim Finucane
An Cathaoirleach

WELCOME BY Chief Executive Officer



In producing the *Kerry ETB Sustainability Strategy 2020-2022*, Kerry ETB is pleased to set out an agreed framework focused on addressing sustainability challenges across the scheme in an effective, efficient and accountable manner.

It is set out that *'sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.'* This definition will guide Kerry ETB over the lifespan of this strategy as we bring real effect to these words by adapting and amending our current processes and actions accordingly.

The *Kerry ETB Sustainable Strategy 2020-2022* is shaped by the significant challenges being faced locally, nationally and internationally concerning COVID-19. The crisis caused by the pandemic has been widespread, rapid and profound. Acknowledging that the economic landscape for the remainder of 2020 and 2021 may be challenging, we are committed to progressing the measures set out in this strategy with a view that Kerry ETB, as an organisation, can have a positive impact on sustainability matters.

I would like to take this opportunity to express my appreciation to those involved in the development of the inaugural *Kerry ETB Sustainability Strategy 2020-2022*. The commitment demonstrated by the Sustainability Working Group has been solid throughout the entire process.

I would like to acknowledge the role that students, learners, staff and the Kerry ETB Board, including our Boards of Management, Governance Boards, Finance and Audit Committees etc., play in ensuring sustainable development. We very much look forward to continuing to support every one of you over the course of implementing this strategy - as we work together to enhance sustainable development. Kerry ETB is acutely aware that we are building the future for the next generation and that we have a

responsibility to make it the best future it can be - both in terms of a lifelong, life-wide learning society and in terms of sustainable development. We looking forward to the challenge. Slán tamall agus tabhair aire.

Colm Mc Evoy
Chief Executive Officer

1 / Introduction

Kerry Education and Training Board was established on July 1st 2013 under the Education and Training Boards Act 2013, it has a corporate structure which is made up of a democratically appointed Board and a separate management (executive) team.

Kerry ETB is a multi-site organisation with premises at several locations throughout the county providing Primary and Post-Primary Education, Further Education and Training and Outdoor Education.

Kerry ETB also delivers courses in non-Kerry ETB premises in local towns, communities and outreach centres.

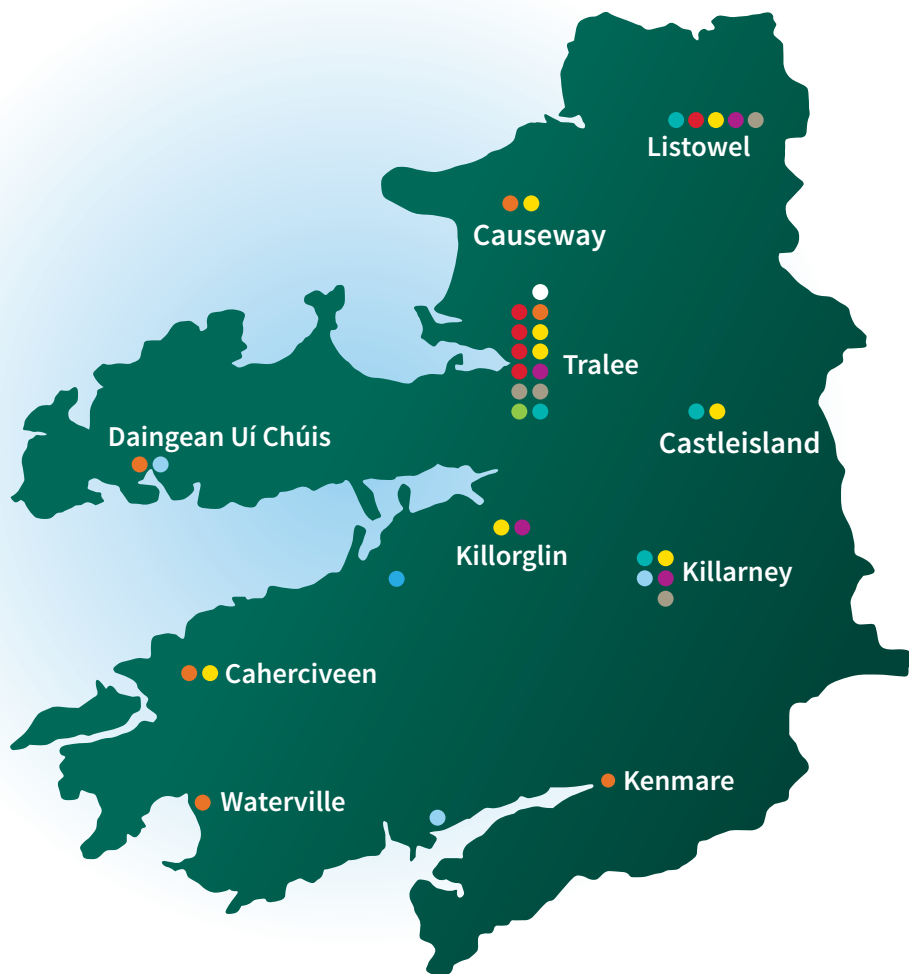


Figure 1: Kerry ETB Centre Locations

Kerry ETB currently provides education and training opportunities to over 15,000 learners annually. The organisation employs over 1,100 staff working with an annual budget of c. €67 million.

The *Kerry ETB Sustainability Strategy 2020-2022* demonstrates Kerry ETB’s commitment to conducting activities in a more sustainable and responsible manner going forward. It sets out an integrated framework for the management of sustainability for the entire organisation. This integrated framework is shaped by:

1. clear roles and responsibilities,
2. sustainable strategic goals, and
3. overarching objectives and actions, all of which will support Kerry ETB contribute to greater sustainability whilst also maintaining the promotion of a life-long, life-wide learning society in the County.

This strategy has been developed through a process of consultation with students, learners, staff and key stakeholders.

2 / Executive Organisational Structure

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

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

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

The following high-level organisation chart depicts the overall organisational structure of Kerry ETB.

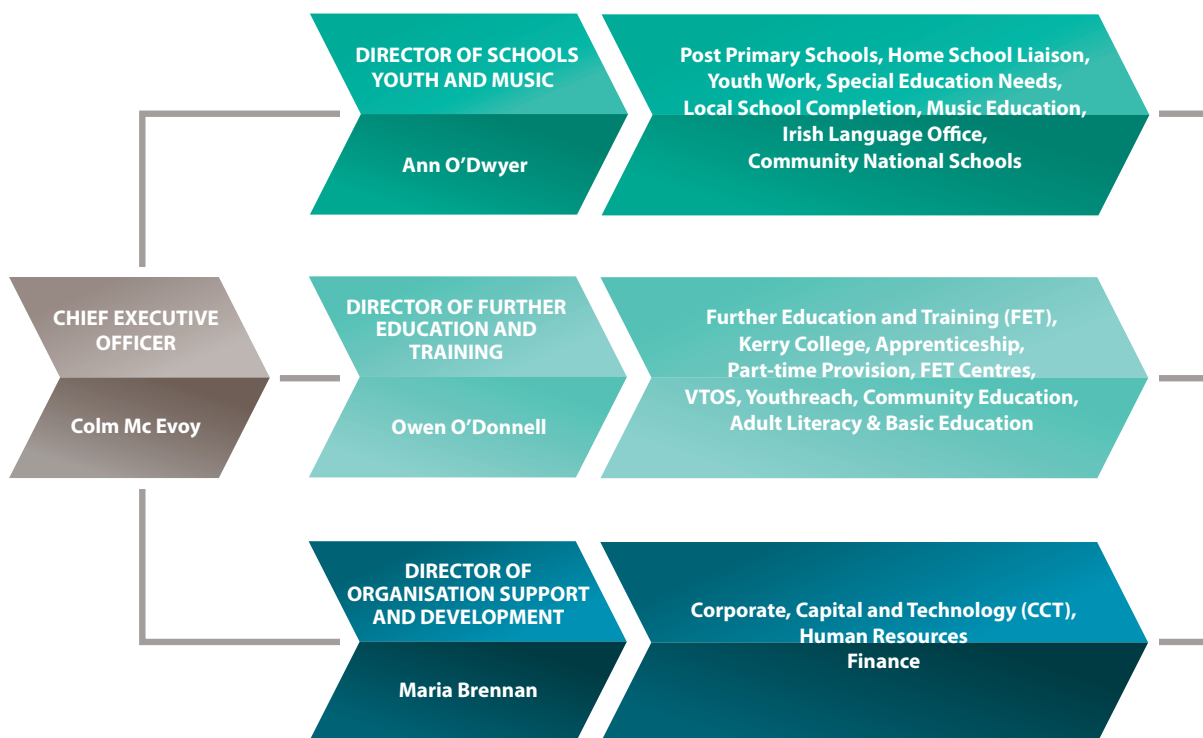


Figure 2: Organisational Structure

3 / Mission Statement and Current Core Values

Our Mission

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

Our Core Values

Our core values centre on ensuring that every person has a right to access education and training opportunities to realise their potential. Kerry ETB actively implement these values through our actions and behaviours.

Kerry ETB proposes to adopt a sixth value in line with the Sustainability Strategy - *Sustainability*.

Sustainability

What it Means?	<i>We are committed to the core principles of sustainability in everything we do.</i>
We Expect Our People to:	<i>Support sustainable use of resources to minimise our impact on the environment, so as to enable future generations meet their needs.</i>
What Kerry ETB Will do:	<i>Kerry ETB will provide the necessary stewardship and resources to ensure engagement with, and delivery of the identified sustainability goals.</i>

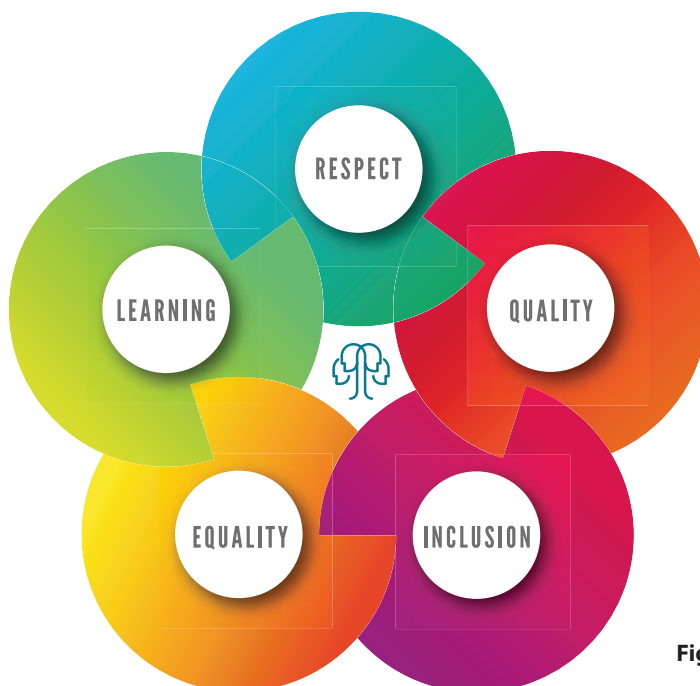


Figure 3: Kerry ETB Current Core Values

4 / What is Sustainability?

Sustainability

Sustainability focuses on meeting the needs of the present, without compromising the ability of future generations to meet their own needs.

The key core principles of sustainability include:

- To limit use of Earth's inherent resources,
- To minimize waste,
- To cultivate land wisely,
- To provide quality work environment.

Throughout the literature review process, the following were the key challenges identified by the Sustainability Working Group:

- Three pillars of sustainability; environmental, social, economic,
- Climate Change,
- Corporate Social Responsibility,
- Pollution,
- Quality of life,
- Water infrastructures in our schools/centres,
- Compromising future generations - failure to live sustainably,
- Challenging behaviours, lack of knowledge,
- Green infrastructure and biodiversity,
- Reducing carbon footprint.

5 / What is a Sustainability Strategy?

The *Kerry ETB Sustainability Strategy 2020-2022* sets out the overall strategy that the organisation will adopt over the next three years in relation to sustainability challenges.

The strategy highlights the importance of being adaptable, responsible and adept in an era of unprecedented uncertainty. It covers all activities and actions engaged in across the scheme and incorporates engagement with key stakeholders. Moreover, it recognises the potential for new service opportunities and growth because of the transition to more sustainable business practices.

The *Kerry ETB Sustainable Strategy 2020-2022* is framed as follows:



Figure 4: Strategy Framework

6 / What is the Kerry ETB Context for Sustainability?

LOCAL CONTEXT

Historically, Kerry ETB has engaged in beneficial and successful work towards greater sustainability. This strategy recognises all past achievements in the *Green Flags Program* and the many other achievements in sustainability-related activities across all our Schools, Centres and Campuses.

A further example within the Further and Education Pillar is the provision of training courses on renewable electrical energy generation and transmission.

Going forward, staff, student and learner engagement will play a vital role in the implementation of this strategy. Staff, students and learners will be kept informed of all sustainability initiatives and will be proactively encouraged to become involved in same.

Kerry ETB is focused on fostering a *sustainable culture* in the organisation where our staff, students and learners take *ownership* of their own sustainable agenda. We will draw on existing internal expertise and innovative solutions from staff to support the promotion of same.

Furthermore, we are committed to investing in our staff, students and learners, giving them the time and opportunity to build on their skills and knowledge hence giving them the *life-long, life-wide* capacity to address environmental challenges.

The Kerry ETB Sustainability Implementation Group is committed to identifying relevant local businesses to engage with in progressing strategy implementation.

It is envisaged that shared projects and initiatives may include;

- Share focus and/or delivery of training
- Shared research opportunities, etc.
- Memorandums of Understanding
- Sharing information on mapping systems
- Energy conscious tendering processes, etc.

STRATEGY STATEMENT 2018-2022

The Sustainability Strategy sits within the context of regional and national guidance, regulation and legislation in relation to sustainability but is also aligned to the *Kerry ETB Strategy Statement 2018-2022*.

The Kerry ETB Strategy Statement sets out nine strategic goals for the organisation as follows:

GOAL 1 / Nationally and Internationally Recognised and Quality Assured Programmes

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

GOAL 2 / Quality Teaching and Learning

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.

GOAL 3 / Innovative Education and Training Responses

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

GOAL 4 / Access and Progression

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.

GOAL 5 / Develop Productive Partnerships

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.

GOAL 6 / Stakeholder Engagement

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

GOAL 7 / Effectiveness and Accountability in Governance and Leadership

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

GOAL 8 / Marketing, Branding and Communication

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

GOAL 9 / Enhancing the Working and Learning Environment

Developing and enhancing the training and development opportunities and facilities available to staff, and improve the environment in which staff work and learners learn.

Each of the five sustainability goals in the *Kerry ETB Sustainability Strategy 2020-2022* have been carefully aligned to the goals outlined in the Strategy Statement, effectively ensuring that Kerry ETB achieves its overarching high-level strategy goals.

INTERNATIONAL CONTEXT

In September 2015, the United Nations General Assembly passed a resolution, which formally adopted the '2030 Agenda for Sustainable Development'. At the core of the 2030 Agenda for Sustainable Development were 17 Sustainable Development Goals (SDGs) as outlined in Figure 5 below.



Figure 5: UN Sustainable Development Goals (SDGs) - 17 Goals to transform our World

The SDG's promote strategies that help address a range of social needs including education, health, social protection and job opportunities, while helping to tackle the challenges of climate change and environmental protection. The goals are a call to action by all countries, irrespective of wealth, to promote prosperity while at the same time protecting the planet.

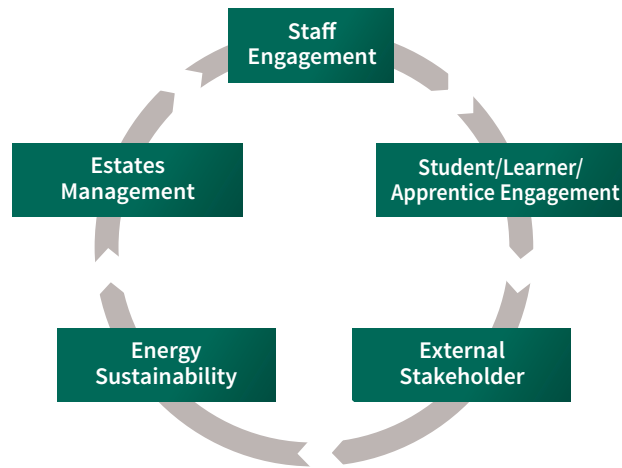
Kerry ETB fully recognises the part it must play in meeting the challenge to ensure Ireland meets its

commitments to the 2030 Agenda for Sustainable Development, and the contribution the organisation can make to support the realisation of these goals in Ireland.

The goals identified and set out in this strategy are both strongly influenced by, and aligned with, the UN Sustainable Development Goals.

7 / Kerry ETB Sustainability Strategy 2020-2022

The five goals of the Kerry ETB Sustainability Strategy 2020-2022 are as follows:



Each goal has an associated set of objectives, actions, clearly defined roles and responsibilities with measurable targets.

A corresponding timeline for the journey towards better sustainability across Kerry ETB is as follows:

TIMELINE PERIOD	
Short Term	3-6 Months
Medium Term	6-12 Months
Long Term	12-36 Months

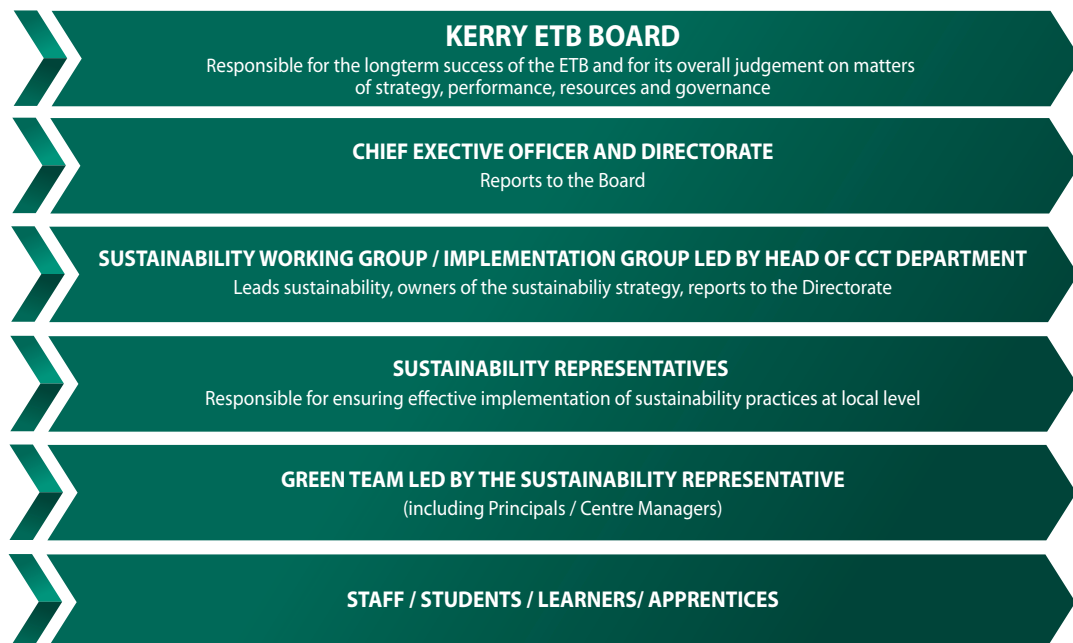


Figure 7: Strategy Goals/Kerry ETB Sustainability Governance



8 / Strategy Implementation

The Kerry ETB Board will oversee and provide governance on the implementation of the sustainability strategy and facilitate detailed consideration of sustainability matters. Following the approval of the Sustainability Strategy, the Working Group initially set up for its development will become the Sustainability Implementation Group (September 2020).

The Sustainability Implementation Group is responsible for oversight of the strategy, policy and compliance in health & safety and environmental matters. The Group led by the Head of CCT, with the support of an appointed Sustainability Officer, will provide sustainable leadership and direction within each respective pillar. The Group will meet four times a year to review progress and overall performance against the strategy.

The Implementation Group also will oversee assurance on environmental management through receiving reports on progress from each line manager quarterly. This Group will advise the Directors and Chief Executive Officer on all matters of performance who in turn will provide updates to the Board. On an annual basis, sustainability progress will be reported as part of the Kerry ETB annual report to the Minister.

All management and staff are ultimately responsible for embedding sustainable development and the implementation of **effective environmental management** in their functional areas.

Kerry ETB has a dedicated Environmental Education Centre in Knockreer, Killarney, Co. Kerry, which is unique to the ETB sector. The Centre will also play a significant role in the rollout and implementation of the Strategy, in collaboration with the Implementation Group.

SUSTAINABLE GOAL 1 / Staff Engagement

Goal Focus: *To ensure our people are effectively contributing to Kerry ETB’s sustainability aspirations and objectives.*

What we will do:

GOAL 1 / STAFF ENGAGEMENT			
KERRY ETB STRATEGY STATEMENT GOALS: 2 / 3 / 7 / 8 / 9			
OBJECTIVES	ACTIONS	TIMELINE	RESPONSIBILITY
Promote, foster and support a sustainable culture among staff through targeted development of staff attitudes and behaviours	Formally appoint an ETB Energy/Sustainability Officer.	Short	CEO & Directorate
	Include and Promote Sustainability as a Kerry ETB Core Value through clear communications.	Long	Implementation Group
	Develop and articulate clear messaging of Kerry ETB Sustainability Strategy 2020-2022.	Medium	Implementation Group
	Elect/appoint a ‘Sustainability Representative’ for each school/centre/campus with ownership for all liaison and recording work on initiatives (the appointed Representatives will sit on the Implementation Group).	Short	Line Managers
	Establish ‘Green Team’ in each school/centre/campus to support sustainability initiatives.	Short	Line Managers
	Encourage the incorporation of sustainability culture into training courses delivered, where practical.	Long	Implementation Group
Harness the ability and skills of our staff, and engage them in collaboratively working towards the achievement of the strategy vision, goal and objectives	Sustainability to be a standing item on Board, Committee and management/staff meetings agendas.	Short	Senior Executive
	Access SEAI Sustainability training.	Short	Implementation Group
	50% of all offsite meetings to be held using technology platforms.	Short	Line Managers
	Sustainability to be addressed as part of all strategies, plans and policies new or revised.	Medium	Line Managers
	Publish Remote-Working Policy.	Short	HR Department

GOAL 1 / STAFF ENGAGEMENT

OBJECTIVES	ACTIONS	TIMELINE	RESPONSIBILITY
Clear Communication throughout Kerry ETB of peoples roles and responsibilities	Set up a Sustainability Forum, which would be an annual meeting of all the Sustainability Representatives to share ideas and good practice, etc.	Long	Implementation Group
	Agree Terms of Reference for Kerry ETB Sustainability Representatives.	Short	CEO & Directorate
Contribute to the effective implementation of the Sustainability Strategy	Clear graphical representation of goals, objectives and progress (displayed in reception areas, canteens, classrooms, online etc.)	Short	Green Team
	Report on sustainability progress in the Annual Report.	Medium	Implementation Group

Targets to be achieved by 2022

TARGET	MEASURE
• Number of staff trained on Sustainability awareness baseline.	Increase of 25% from established
• Measurable improvement in staff awareness of Kerry ETB Sustainability initiatives from established baseline.	50% Increase from established baseline
• Measurable increase in the number of staff engaged and involved in Kerry ETB Sustainability initiatives.	25% Increase from established baseline %
• Reduction of offsite meeting.	Reduction of 50%
• Relevant recognised award and achievements in Sustainability by staff.	To be identified

SUSTAINABLE GOAL 2 / Student, Learner and Apprentice Engagement

Goal Focus: *To ensure our Students/Learners/Apprentices are effectively contributing to Kerry ETB’s sustainability aspirations and objectives.*

What we will do:

GOAL 2 / STUDENT, LEARNER AND APPRENTICE ENGAGEMENT			
KERRY ETB STRATEGY STATEMENT GOALS: 1 / 2 / 3 / 4 / 5 / 6 / 7 / 8 / 9			
OBJECTIVES	ACTIONS	TIMELINE	RESPONSIBILITY
To facilitate opportunities where Kerry ETB Students, Learners and Apprentices can develop and share their knowledge, skills and experience	Include and Promote the Kerry ETB Core Values - notably sustainability value.	Long	CEO & Directorate
	Green Flags Program in Schools extended and enhanced. Achievement of Green Flags for FET.	Short	Principals
	Green Flag Program or equivalent to be identified and progressed in FET. Identify potential ‘Green Awards’ Kerry ETB could achieve through sustainable practices.	Medium	Centre Managers
	Establish awareness campaigns as appropriate (e.g. Bright Eyes).	Medium	Green Team
	Communicate the successes and results of any initiatives undertaken.	Long	Implementation Group
	Enhance and support gardening and horticulture activities in schools, centres and campuses.	Medium	Green Team
	Encourage the incorporation of Sustainability culture into training courses delivered.	Long	Implementation Group
Play our role in the societal transition to more Sustainable living, through teaching and development of future Sustainability leaders and generating new knowledge to facilitate and support a more sustainable future	Identify and support engagement by Students/Learners in relevant Student/Learner Councils.	Medium	Green Team
	Support Schools to participate in ETBI Take 1 program in embedding sustainable goals.	Medium	Green Team
	Engage Students, Learners and Apprentices to assist in monitoring the biodiversity in the schools/centres/ campuses.	Medium	Green Team

GOAL 2 / STUDENT, LEARNER AND APPRENTICE ENGAGEMENT

OBJECTIVES	ACTIONS	TIMELINE	RESPONSIBILITY
Foster, nurture and support the ongoing Sustainability culture among Students, Learners and Apprentices	Knockreer House to run workshops in all schools/ centres/campuses and workplaces highlighting the need for increased awareness and action on Sustainability.	Medium	Director NCOET / KNPEC
	Introduce GLOBE (Global Learnings and Observations to Benefit the Environment) initiative in Kerry ETB schools (https://www.globe.gov/), providing opportunity to meaningfully contribute to the understanding of the Earth system and global environment.	Long	Director NCOET / KNPEC
Contribute to the effective implementation of the Sustainability Strategy	Progress towards ensuring suppliers source Fair Trade and local supplier options for all vended products in Kerry ETB Schools, Centres and Campuses.	Long	Principals & Centre Managers
	Communicate the goals and objectives of Sustainability Strategy.	Short	Implementation Group

Targets to be achieved by 2022

TARGET	MEASURE
<ul style="list-style-type: none"> Measurable improvement in Student and Learner awareness of Kerry ETB Sustainability initiatives, from established baseline. 	50% increase from established baseline.
<ul style="list-style-type: none"> Measurable increase in numbers of Students and Learners engaged and involved in Kerry ETB Sustainability initiatives, from established baseline. 	25% increase from established baseline
<ul style="list-style-type: none"> Relevant recognised awards in environmental Sustainability achieved by Students, Learners and Apprentices. 	To be identified



SUSTAINABLE GOAL 3 / External Stakeholder Engagement

Goal Focus: *To foster and develop productive partnerships with external stakeholder, ensure our external stakeholders are effectively contributing to Kerry ETB’s sustainability aspirations and objectives.*

What we will do:

GOAL 3 / EXTERNAL STAKEHOLDER ENGAGEMENT			
KERRY ETB STRATEGY STATEMENT GOALS: 5 / 6			
OBJECTIVES	ACTIONS	TIMELINE	RESPONSIBILITY
To develop formal and informal collaborative partnerships with regional, national and international stakeholders	Include and Promote the Kerry ETB Core Value - notably sustainability value.	Long	CEO & Directorate
	Encourage external suppliers to source ‘fair-trade’ products, local sustainable suppliers, and certified sustainable suppliers where possible.	Medium	Principals & Centre Managers
	Proactively engage with Private Sector, and local Sustainability organisations to jointly develop Sustainability initiatives in urban and rural areas across County Kerry.	Medium / Long	Implementation Group
Build coalitions with Local, National and International stakeholders to contribute to more sustainable communities of sustainable practices	Liase with SEAI to develop Sustainability Initiatives across Kerry ETB.	Medium	Implementation Group
	Identify and engage with all potential stakeholders.	Medium / Long	Implementation Group
	Leverage current stakeholder relationships to support funding applications on Sustainability - related projects.	Medium/ Long	Implementation Group

Targets to be achieved by 2022

TARGET	MEASURE
Sustainability practices included in Tender Documents for Goods and Services.	Increase of 50%
Number of projects/partnerships with local authorities and community groups, e.g. Involvement with Tidy Towns, SEAI Partnership, Transition Kerry, etc.	Min. of 1 projects/partnerships identified per School/Centre/Campus.

SUSTAINABLE GOAL 4 / Energy Sustainability

Goal Focus: *To reduce our environmental impact across all our operations.*

What we will do:

GOAL 4 / ENERGY SUSTAINABILITY			
KERRY ETB STRATEGY STATEMENT GOALS: 9			
OBJECTIVES	ACTIONS	TIMELINE	RESPONSIBILITY
To reduce our environmental impact across all our operations and in particular our construction and refurbishment projects	Identify where electric vehicle charging points are practical and appropriate to needs at Schools/Centres/Campuses.	Medium	Implementation Group
	Develop Electricity Generation Policy.	Short	Implementation Group
	Install bicycle racks, appropriate to needs, at schools, centres and campuses.	Medium	Principals/Centre Managers
	No single use plastic material to be used by schools, centres and campuses.	Medium	Green Team
	Establish baseline data for each School/Centre/Campus on resource use, recycling and re-using.	Medium	Implementation Group
	Aim to achieve use of 100% recycled paper across Kerry ETB operations.	Long	Implementation Group
	Establish baseline target for print reduction across Kerry ETB.	Long	Implementation Group
	Undertake refurbishment to identified buildings to optimise insulation levels and set target BER level to achieve.	Long	CCT Department
To support initiatives to ensure we meet our Energy Saving and Carbon Emission targets	Monitor & Record energy performance returns (M&R returns) to Sustainable Energy Authority of Ireland (SEAI) submitted consistently.	Short	Implementation Group
	Ensure Kerry ETB meets Energy Efficiency targets.	Medium	Implementation Group
	Develop Plan to meet long-term Carbon Neutral requirements.	Long	Implementation Group

GOAL 4 / ENERGY SUSTAINABILITY

OBJECTIVES	ACTIONS	TIMELINE	RESPONSIBILITY
	Assess opportunity to install intelligent and energy efficient lighting as standard across all Kerry ETB Schools, Centres and Campuses.	Long	Implementation Group
	Investigate and implement site-specific options on energy generation (Wind Turbines /Biomass/ Photovoltaic Cells).	Long	Implementation Group
	Procurement of electrical appliances will incorporate adherence to optimum Energy Efficiency rating.	Medium	CEO & Directorate
	Undertake assessment of Kerry ETB Buildings to identify suitability for implementation of automated entry/exit doors, to minimise energy consumption.	Medium	Implementation Group
	Investigate solar and wind energy project opportunities.	Medium	Implementation Group
Ensure compliance with Waste Electrical and Electronic Equipment (WEEE) Directive	Actively promote proper environmental management of WEEE and waste batteries across Kerry ETB.	Long	Implementation Group
To promote Kerry ETB as the 'Green and Sustainable ETB'	Make the sustainability strategy, and other relevant information, initiatives, etc. available to the public.	Short	Communications Officer

Targets to be achieved by 2022

TARGET	MEASURE
<ul style="list-style-type: none"> Measurable reduction in Total Energy Consumption from established baseline in line with the climate action plan. 	20 % Reduction
<ul style="list-style-type: none"> Measurable increase in Onsite Renewable Energy Generation sources. 	5% Energy generated from renewable
<ul style="list-style-type: none"> Measurable increase in reuse / recycling of materials. 	10% increase from established Baseline.
<ul style="list-style-type: none"> Relevant recognised award and achievements in Energy Sustainability. 	To be identified

SUSTAINABLE GOAL 5 / Estates Management

Goal Focus: *To ensure Kerry ETB implements effective Sustainability procedures across all Schools and Centres.*

What we will do:

GOAL 5 / ESTATES MANAGEMENT			
KERRY ETB STRATEGY STATEMENT GOALS: 3 / 9			
OBJECTIVES	ACTIONS	TIMELINE	RESPONSIBILITY
To promote and engage in the sustainable use and management of the natural landscape of the Kerry ETB estates portfolio	Kerry ETB is a Sustainability leader in Estates Management.	Long	Implementation Group
	Kerry ETB Procurement policies and practices to incorporate sustainability as standard.	Medium	CEO & Directorate
	Energy in Education Training from SEAI to be provided to all caretakers and relevant staff.	Medium	Implementation Group
	Establish "set-aside" areas on grounds of all Kerry ETB properties to support nature, using pollinator - friendly plants.	Medium	Green Team
	Reduce frequency of grass cutting of estates property by 50%.	Short	Green Team
	Kerry ETB estates portfolio will meet National energy Sustainability and carbon neutral targets.	Long	Implementation Group
	Identify and develop a facility in Kerry ETB to become a self-sufficient Centre in sustainability.	Long	Implementation Group
	Promote and use the natural environment of our estates in teaching and learning.	Medium	Green Team
	Promote carbon sequestration through planting of native trees.	Medium	Director of NCOET
	Implement All-Ireland Pollinator Plan for Schools https://pollinators.ie/schools/	Medium	Principals
Develop Habitat Map for each individual School/Centre/Campus grounds.	Medium	Green Team	
Implement BioBlitz Program across Kerry ETB, provided by KNPEC Staff.	Long	Director of NCOET	

GOAL 5 / ESTATES MANAGEMENT

	ACTIONS contd.	TIMELINE	RESPONSIBILITY
	Phase out the use of herbicides by Kerry ETB staff in the maintenance of Kerry ETBs estates portfolio.	Medium	Green Team
	Incorporate swift boxes into new builds/redevelopment plans.	Long	Implementation Group
	Investigate and implement opportunities for rainwater harvesting/water conservations across all Kerry ETB locations.	Long	Implementation Group

Targets to be achieved by 2022

TARGET	MEASURE
<ul style="list-style-type: none"> Biodiversity supported in each School/Centre/Campus with planned 'wild' or 'semi - wild' to support biodiversity. 	At least one area set aside in each School/Centre/Campus
<ul style="list-style-type: none"> Number of projects/partnerships with local authorities and community groups. 	Min of 1 Projects/Partnerships
<ul style="list-style-type: none"> Relevant recognised awards in environmental Sustainability achieved by schools, centres and campuses. 	To be identified

APPENDIX I

Strategy Development Process

ACTIVITY ROADMAP



Figure 8: Activity Roadmap

1. **February 2020** - Expressions of Interest sought from Kerry ETB Staff to form a Sustainability Working Group comprising of three representatives from each of the 3 pillars, i.e. Organisation Support and Development, School, Youth and Music and Further Education and Training.
2. **March 4th 2020** - Inaugural Meeting of the Working Group, Terms of Reference were agreed, overview of current state and high-level objectives were discussed and action register agreed.
3. **May 13th 2020** - Second Meeting of the Working Group took place where progress to date was discussed, Draft Strategy was reviewed, feedback and addendums requested by May 21st 2020.
4. **June 15th 2020** - Third meeting of the Working Group held where Draft Strategy was agreed.
5. **June 17th 2020** - Draft Strategy circulated to Kerry ETB Staff via email for consultation with a deadline date for feedback of June 23rd 2020.
6. **August 21st 2020** - Fourth meeting of the Working Group held to review Revised Draft Strategy, feedback and addendums requested by August 28th 2020.
7. **August 31st 2020** - Draft Strategy circulated to Kerry ETB Staff via email for consultation with a deadline date for feedback of September 7th 2020.
8. **September 22nd 2020** - Final revision of Strategy to be brought to Kerry ETB Board for approval.

APPENDIX II

Glossary and List of Figures

GLOSSARY

Abbreviation	Explanation
CDP	Carbon Disclosure Protocol
CER	Commission for Energy Regulation
ETB	Education and Training Board
FET	Further Education and Training
GLOBE	Global Learning & Observations to Benefit the Environment
KNPEC	Killarney National Park Education Centre
NCOET	National Centre for Outdoor Education and Training
HSA	Health Safety Authority
M&R	Monitoring & Reporting
OS&D	Organisation Support and Development
SEAI	Sustainability Energy Authority of Ireland
SDGs	Sustainable Development Goals
SYM	Schools, Youth and Music
VEC	Vocational Education Committee
WEEE	Waste Electrical and Electronic Equipment

LIST OF FIGURES

Figure 1:	Kerry ETB Centre Locations
Figure 2:	Organisational Structure
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Figure 5:	UN Sustainable Development Goals (SDGs) - 17 Goals to Transform our World
Figure 6:	Sustainability Strategy Goals
Figure 7:	Strategy Goals/Kerry ETB Sustainability Governance
Figure 8:	Activity Roadmap

KERRY ETB

Services and Locations

1. Head Office Accommodation

Primary

1. Two Mile Community National School, Killarney
2. Tahilla Community National School, Tahilla
3. Scoil an Ghleanna Pobal Scoil Náisiúnta

Post Primary

1. Castleisland Community College
2. Causeway Comprehensive School
3. Coláiste na Sceilge, Cahersiveen
4. Gaelcholáiste Chiarraí, Tralee
5. Killarney Community College
6. Killorglin Community College
7. Coláiste na Ríochta, Listowel
8. Coláiste Gleann Lí, Tralee

Kerry College of Further Education and Training (Kerry College)

1. Kerry College, Clash Road Campus
2. Kerry College, Denny Street Campus
3. Kerry College, Listowel Campus
4. Kerry College, Monavalley Campus
5. Kerry College, National Outdoor Education and Training Campus, Killorglin
6. Kerry College, Admissions Office

Further Education and Training Centres

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

Vocational Training Opportunity Scheme (VTOS)

1. Tralee VTOS
2. Killarney VTOS
3. Listowel VTOS
4. South Kerry VTOS & Youthreach, Killorglin (and the O'Connell Adult Education Centre, Cahersiveen, Co. Kerry)

Adult Literacy & Basic Education

1. Tralee Adult Literacy and Basic Education Centre
2. Castleisland Adult Literacy and Basic Education
3. Killarney Adult Literacy and Basic Education
4. Listowel Adult Literacy and Basic Education

Youthreach

1. Tralee Youthreach
2. LCA Youthreach, Áras an Phobail, Tralee
3. Killarney Youthreach
4. Listowel Youthreach

Sports Centre

Tralee Regional Sports and Leisure Company Limited by Guarantee

Outreach

Over 100 centres across the county.

Partnership Schools

SCHOOL	JOINT PATRONS	REPRESENTATION ON BOM
Pobalscoil Inbhear Scéine	Joint Patron	3
Pobalscoil Chorca Dhuibhne	Joint Patron	3
Scoil Phobail Sliabh Luachra	Joint Patron	3