

Annual Report 2022



Kerry ETB Board 2022

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

Kerry ETB Executive 2022

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



Contents

Foreword from Our Chairperson and Chief Executive	4
Kerry ETB Board Statement	6
Kerry ETB: Our Community	12
Mission and Core Values	15
Organisational Structure	16
Strategic Performance Framework	17
Our Reporting Model	18
Statement of Services	19
Our Strategic Reports	44
Appendix I: Glossary of Terms and List of Tables	48
Appendix II: Kerry ETB Strategy Statement 2018–2022	49

Foreword from Our Chairperson and Chief Executive

We are pleased to welcome you to the Kerry Education and Training Board (Kerry ETB) Annual Report 2022. This report has been compiled as per the provisions of Section 28 of the Education and Training Boards (ETB) Act 2013.

2022 marked a pivotal year for our organisation as we emerged from the COVID-19 pandemic that had profoundly impacted our work and social environment since March 2020. With the welcomed announcement of the easing of many of the COVID-19-driven public health measures from January 22nd, 2022, Kerry ETB transitioned back to a largely pre-pandemic work environment throughout the year. This transition in 2022 was welcomed following almost two years of working and living in an environment largely shaped by the pandemic.

Throughout this report, you will find details about Kerry ETB's achievements and milestones during a busy and transformative year for our organisation. As detailed in this report, the work of the organisation pivots around the three key pillar areas, namely:

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

Throughout 2022, our collective work fully aligned with the Strategy Statement 2018-2022 and the Service Plan 2022, with implementation monitored and recorded through the agreed implementation reporting templates. Significant progress has been made across our nine strategic goals, as detailed in the "Statement

of Services" section of this report. Particularly noteworthy in 2022 was the work carried out by the newly established Regional Education and Language Team (REALT) and staff across the organisation to assist and support international applicants arriving in Ireland.

A major organisation-wide project that was advanced substantially in 2022 was the development of Strategy Statement 2023–2027. All staff and stakeholders worked together throughout the calendar year to document our shared vision for the next five years, following a "future back" methodology. This work culminated in a final strategy structured around five goals underpinned by six themes (included).

Strategy Statement 2023–2027 will be published in 2023.

As demonstrated in this annual report, our achievements are true examples of an organisation unified in establishing a lifelong and life-wide learning society in Kerry. Looking ahead, we will continue to emphasise the importance of implementing and communicating the Public Sector Equality and Human Rights Duty and our shared core values, fostering improved synergies within the organisation while remaining mindful of sustainability in our systems, processes, and behaviours.



Throughout 2022, the work of the Executive was supported by the members of the Board, Section 44 and Section 45 committees. The Executive is very appreciative of this ongoing support, and we wish to thank all the Board and subcommittee members for their continued commitment to the organisation.

On behalf of the Board and Executive, we wish to thank the three directors, management, staff, learners, parents and other invaluable stakeholders for your continued support of Kerry ETB – our shared community.

We wish all our staff, learners, and stakeholders continued success in 2023 as we continue to work together to build your future in line with Strategy Statement 2023-2027.

Councillor Jim Finucane
Chairperson

Mr Colm McEvoy
Chief Executive

Kerry ETB Board Statement

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

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

Functions of the Board

Decisions taken by the Board are reserved functions and are set out in Section 12 (2) of the ETB Act 2013 and Circular Letter 0002/2019, with a full schedule set out in Appendix A of the code. Decisions not specified in the code are deemed executive functions of the Chief Executive. The Board is satisfied that the Chief Executive delegates functions where appropriate and in accordance with the ETB Act 2013.

Responsibilities of the Board

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

the income and expenditure of the Board and the state of affairs of the Board.

In preparing those accounts, the Board is required to:

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

In 2022, the Board approved the following:

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

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

The Board ensures the governance structure is such that it can effectively fulfil its duties. Board members lead by example, setting a good governance tone and culture for the entire organisation. Collectively, the Board is responsible for the strategic direction and management of the organisation and overseeing the work of the executive.

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

Board Meetings

During the year, the Board met on nine occasions, with details of attendance outlined in the table below:

Board Member	Nominating Body	01/02	22/02	31/03	10/05	14/06	12/07	27/09	15/11	16/12	Total
Cllr. Michael Cahill	Kerry Co Co	✓	✓		✓		✓	✓		✓	6/9
Cllr. Johnnie Wall	Kerry Co Co		✓	✓	✓	✓	✓	✓	✓	✓	8/9
Cllr. Cathal Foley	Kerry Co Co			✓					✓	✓	3/9
Cllr. Jim Finucane (C)	Kerry Co Co	✓	✓	✓	✓	✓	✓	✓	✓	✓	9/9
Cllr. Fionnán Fitzgerald	Kerry Co Co	✓	✓	✓		✓	✓	✓	✓		7/9
Cllr. Deirdre Ferris	Kerry Co Co	✓	✓	✓		✓	✓	✓	✓	✓	8/9
Cllr. Maura Healy Rae	Kerry Co Co	✓	✓				✓		✓		4/9
Cllr. Marie Moloney	Kerry Co Co	✓	✓	✓	✓	✓		✓			6/9
Cllr. Norma Moriarty	Kerry Co Co	✓	✓	✓	✓	✓	✓	✓	✓		8/9
Cllr. Terry O'Brien (VC)	Kerry Co Co	✓	✓	✓			✓	✓	✓		6/9
Cllr. Niall O'Callaghan	Kerry Co Co	✓	✓	✓	✓	✓		✓	✓	✓	8/9
Cllr. Aoife Thornton	Kerry Co Co	✓	✓	✓	✓		✓		✓	✓	7/9
Mr Joseph Brennan	Staff	✓	✓	✓	✓			✓	✓	✓	7/9
Ms Celia O'Shea	Staff	✓	✓	✓	✓	✓	✓	✓	✓	✓	9/9
Mr Niall Lucey	Parent		✓	✓	✓	✓		✓		✓	6/8
Ms Tara O'Donoghue	Parent		✓	✓	✓	✓		✓	✓		6/8
Ms Maria O'Gorman	Special Interest	✓	✓	✓		✓	✓	✓	✓	✓	8/9
Mr Tim Daly	Special Interest	✓	✓	✓	✓			✓		✓	6/9
Mr John O'Roarke	Special Interest	✓			✓	✓		✓		✓	5/9
Ms Joan McCrohan	Special Interest	✓	✓	✓	✓		✓	✓	✓	✓	8/9
Mr Zaid Kassoob	Special Interest	✓	✓		✓		✓	✓	✓	✓	7/9

Table 1: Board Member Attendance

Subcommittees

During the year, the Audit and Risk Committee met on four occasions, with details of attendance outlined in the table below:

Name	Nominee	01/03	19/05	14/09	17/11	No. of meetings attended
Mr John C. O'Connor	External	✓	✓	✓	✓	4/4
Cllr. Jim Finucane	Kerry ETB		✓			1/4
Cllr. Norma Moriarty	Kerry ETB	✓	✓	✓		3/4
Ms Maria O'Gorman	Kerry ETB		✓			1/4
Mr Pádraig Ó Donnabháin	External	✓	✓	✓	✓	4/4
Mr John M. Naughton	External					0/4
Mr Gerard O'Donoghue	External			✓	✓	2/4

Table 2: Register of Attendance and Frequency of Meetings of the Audit and Risk Committee

During the year, the Finance Committee met on four occasions, with details of attendance outlined in the table below:

Name	Nominee	12/03	22/06	16/09	10/11	No. of meetings attended
Mr Brendan Tuohy	External	✓	✓	✓	✓	4/4
Cllr. Aoife Thornton	Kerry ETB					0/2
Mr Zaid Kassoob	Kerry ETB	✓	✓			2/3
Cllr. Deirdre Ferris	Kerry ETB	✓		✓	✓	3/4
Ms Joan McCrohan	Kerry ETB	✓				1/3
Mr Brendan Daly	External	✓	✓	✓		3/4
Mr Karol Kissane	External	✓		✓		2/4
Cllr. Terry O'Brien	Kerry ETB					0/1
Mr Noel Keenan	External				✓	1/1

Table 3: Register of Attendance and Frequency of Meetings of the Finance Committee

Risk Management

The Board maintains active oversight of risk management and confirms that it has carried out an assessment of the principle risks and associated mitigation measures and reviewed the effectiveness of these measures in 2022. The Board manages risk for the organisation through a structured risk management programme. The Board is assisted in its risk management function by the Audit and Risk Committee. The Board also relies on the Internal Audit Unit and its reports, the Comptroller and Auditor General annual audit and any external audit such as a European Social Fund audit and/or Revenue audit. In addition, there is a review of internal controls performed yearly.

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

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

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

System of Internal Control

The Board confirms that there has been a review of the effectiveness of the system of internal control and that the SIC, which is

subject to change until the external audit is completed, has been included in the AFS for the year ended December 31st, 2022, which will be published within one month of receipt from the Office of the Comptroller and Auditor General and as an appendix to the Chairperson's Comprehensive Report that has been submitted to the Minister.

Procurement Policy and Procedures

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

Non-compliance with Procurement Guidelines has been included in the AFS (page 6).

Taxation

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

Annual Financial Statements 2022

The AFS for the year ended December 31st, 2022, are subject to audit by the Office of the Comptroller and Auditor General at the time of publication of the Annual Report 2022. Kerry ETB will publish the AFS within one month of receipt from the Comptroller and Auditor General.

Financial data concerning the following is included in the AFS:

- Details of non-salary related fees paid in respect of Board members analysed by category of fees

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

Gifts

Kerry ETB received no gifts in 2022.

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

Board members and designated staff are required to provide annual disclosures of interest regarding issues that could materially influence the performance of functions. Disclosures and non-disclosures for 2022 were completed and forwarded to the Standards in Public Office Commission.

Protected Disclosures

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

The Kerry ETB Protected Disclosure Policy works with national legislation to encourage

and support staff in reporting potential wrongdoings, knowing their concerns will be taken seriously and their confidentiality respected.

As required under Section 22 of the Protected Disclosures Act 2014, Kerry ETB confirms that no protected disclosures were received to the end of 2022.

Policy documents developed by the executive and approved by the Board (2022)

- Adobe Sign Policy
- Annual Leave Policy and Procedure
- Child Safeguarding Policy and Procedure¹ (Revision)
- Hospitality and Gifts Policy and Procedure (Revision)
- Purchase Card Policy and Procedure (Revision)
- Right to Disconnect Policy
- Risk Appetite Statement 2023
- Risk Management Framework (Revision)
- Risk Management Policy (Revision)
- Standing Orders (Revision)

Freedom of Information Act 2014

Kerry ETB continues to meet its obligations in relation to responding to Freedom of Information (FOI) requests. During the reporting period, Kerry ETB received seven requests in 2022.

Corporate Social Responsibility

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

¹ Corporate Compliance with Children First Act (2015) and the Department of Education and Skills Child Protection Procedures for Primary and Post Primary Schools (2017).

	2022 Consumption kWh	Emissions kgCO2
Electricity	2,178,438	713,625
Thermal	1,992,782	495,041
Transport	34,957	8,622
	4,206,177	1,217,288

For further details on the implementation of the Kerry ETB Sustainability Strategy, please refer to “Our Strategic Reports” later in the document.

Public Sector Equality and Human Rights Duty

Section 42 of the Irish Human Rights and Equality Commission Act 2014: the Public Sector Equality and Human Rights Duty, requires public bodies to have regard for the need to eliminate discrimination, promote equality of opportunity, and protect human rights for staff and service users across all functional areas. The first step of the duty requires public bodies to prepare and make publicly available an assessment of the equality and human rights issues relevant to its functions for identified groups under the duty.

In 2022, Kerry ETB commenced work assessing the societal equality and human rights issues that may impact Kerry ETB both as a public service and an employer. The established cross-functional working group will lead this work and develop an action plan for the implementation of the duty thereafter. The membership of this group comprises management and staff across our core functions who will be responsible for leading initiatives that effectively implement the duty and promote equality and human rights across the organisation. In 2023, this document will be made publicly available in accordance with the requirements of Section 42 of the Act 2014.

In addition to the above, consideration of the duty has underpinned the process of developing Kerry ETB’s new Strategy Statement 2023-2027. Over the next five years, Kerry ETB is dedicated to providing high-quality services and making a meaningful impact in the communities that it serves, ensuring equality of outcomes for those most marginalised.

Third-Party Arrangements

Third-party arrangements in recent years are playing an increasingly crucial role in the strategic development of Kerry ETB. Third-party arrangements can support the delivery of services, provide access to knowledge and add overall value to the business of Kerry ETB.

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

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

Councillor Jim Finucane, Chairperson

Kerry ETB: Our Community

Community National Schools

- Scoil an Ghleanna, Scoil Náisiúnta Phobail
- Tahilla Community National School
- Two Mile Community National School

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

Youth Development Office

- Local Creative Youth Partnership
- Music Generation Kerry

Kerry College of Further Education and Training

- Kerry College, Tralee Admissions Office
- Kerry College, Killarney Admissions Office
- Kerry College, Clash Road Campus
- Kerry College, Denny Street Campus
- Kerry College, Listowel Campus
- Kerry College, Monavalley Campus
- Kerry College, Killorglin Campus (OETC)
- Pathway Programmes:
 - Killarney
 - Killorglin
 - Listowel
 - Tralee
- Units:
 - Business Support Unit
 - Learner Support Unit

Further Education and Training Centres

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

Adult Literacy and Basic Education Centres

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

Youthreach

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

Community Education

Regional Education and Language Team

Quality Assurance

Head Office

- Corporate, Capital and Technology Department
- Human Resources Department
- Finance Department
- Units:
 - Audit and Compliance Unit
 - Centralised Procurement and Purchasing Unit
 - Executive Support Unit
 - Irish Language Unit

Tralee Regional Sports and Leisure Company Limited by Guarantee



Kerry Education and Training Board (Kerry ETB) was established in 2013 in line with the ETB Act 2013. In accordance with this Act, vocational education committees across Ireland were dissolved, with all service delivery transferring to the 16 newly founded ETBs. Throughout this time, FÁS, the national agency responsible for apprenticeships and training programmes, was disbanded with its provision also integrating into these ETBs.

Kerry ETB exists to promote the development of a lifelong learning society in Kerry so that all who live here have access to education and training. Under the aegis of the Department of Education and SOLAS, we have been working for 10 years to support the population of Kerry to fulfil its potential and to meet its personal, social, cultural, economic and civic needs.

Kerry ETB differs from other education and training providers in that it delivers the full range of education and training services to learners of any age. Our wide-ranging services are delivered throughout the county and extend to include:

- Primary (community national school) education
- Post-primary (second-level) education
- Youthreach
- Further education and training
- Outdoor recreation and education
- Learner supports
- Regional Education and Language Team (REALT)
- Youth
- Creativity and music
- Irish language
- Corporate supports

Kerry ETB adopts a multifaceted approach and works with the Departments of Education, Further and Higher Education, Innovation and Science, Children, Equality, Disability, Inclusion and Youth, and SOLAS (The State Agency for Further Education and Training) to provide our services, also working with other local stakeholders across the community, voluntary, business, industry, education and commercial sectors. We provide services to your community, providing all services at the local level to meet local demands.

Kerry ETB is one of the largest education and training providers at this local level, amassing over 2,900 primary and post-primary students and 14,000 further education and training beneficiaries² annually. It is because of these learners that the organisation is also one of Kerry's leading employers, with circa 590 part-time and 670 full-time staff working across the full breadth of the county.

Kerry ETB also has designated charitable status (registered charity number: 20083243).

² Beneficiaries refers to the total number of places taken up in the year, It is calculated by adding enrolments as on January 1st and all subsequent enrolments throughout the year

Mission and 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 meet their personal, social, cultural, economic and civic needs.

Our Values

Our core values centre on ensuring that every person has the right to access education and training opportunities to realise their potential.

We aim to actively implement these values through our actions and behaviours.



Organisational Structure

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

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

The three director roles reflect the three pillars of service delivery, with each director formally delegated authority in their role as per Section 16 of the ETB Act 2013.

The following chart depicts the high-level organisation structure of Kerry ETB in 2023:



Strategic Performance Framework

In creating and promoting the development of a lifelong learning society, Kerry ETB aims to deliver consistent, high-quality education and training services across County Kerry. We work to support and positively impact the local community.

The Kerry ETB Strategy Statement (2018–2022) highlights our key objectives for the reporting period 2018–2022 (a complete list of goals and objectives is set out in Appendix I). These objectives incorporate the key priorities identified in the Performance Delivery Agreement between the Department of Education and Kerry ETB (grey circle below). Our strategic performance framework, therefore, is summarised as follows:



Our Reporting Model

The Annual Report 2022 accumulates the 2022 implementation reporting templates developed for the Service Plan 2022 and each strategic document approved by the Board of Kerry ETB, i.e. Sustainability Strategy, ICT Strategy and the Scéim Teanga.

A key determinant of effective strategy implementation is ongoing monitoring of performance and the adaptability of actions and indicators to meet internal and external environment changes. Most notably, the delivery of our objectives is enabled by the organisation’s culture, code of conduct, and core values underpinning our work to deliver strategic objectives.

The following Statement of Services has been completed and compiled by the ETB Senior Management. This process, as always, is carried out under the guidance and approval of the Board. Kerry ETB has mapped each Performance Delivery Goal to the Kerry ETB Strategy Statement Goals (Appendix II).



Statement of Services

Performance Delivery Agreement

Optimise Student/Learner Experience

Priority Identified	Action Identified	Performance Indicator	Outcomes (2022)
Provide a positive learning experience for all learners, including those from marginalised groups	<p>Traveller Education Policy commenced</p> <p>Renewed focus on enrolments/strategic links with primary schools, particularly concerning SEN/EAL/DEIS students</p>	Traveller Education Policy implemented	<p>Appointed a Traveller education support teacher. Work on Traveller Education Policy to commence in 2023</p> <p>Support offered to 66 identified Travellers across post-primary schools during the 2021-2022 academic year</p> <p>To provide better support for Ukrainian refugees and asylum seekers, the International Protection Response Steering Committee and REALT are collaborating to coordinate resources and services for those who have been affected</p>
Support learners at risk of educational disadvantage in line with current national policy	Commence implementation of the Public Sector Duty on Human Rights and Equality	Finalise initial assessment report on human rights and equality and commence implementation of recommendations	A working group has been established to progress the Public Sector Duty on Human Rights and Equality assessment report and implementation plan. This information will be integrated into Kerry ETB's strategic planning cycles to ensure effective implementation of the duty on a cyclical basis
Ensure all necessary child safeguarding measures are in place in accordance with the Child Protection Procedures for Primary and Post-Primary Schools 2017	Develop and implement Internal Child Protection Monitoring Plan	Child Protection Oversight Committee meets twice yearly to review the implementation of child protection documentation: training provided annually	<p>All schools and centres reported full compliance in the Child Protection Oversight Annual Report (June 2022)</p> <p>The Child Protection Oversight Committee met twice to review the implementation of child protection documentation</p> <p>To ensure ongoing compliance, child protection training was provided to all new teachers, SNAs and bus escorts</p>
Ensure full compliance with the Child Protection Procedures for Primary and Post-Primary Schools 2017			

Protection Programmes

Priority Identified	Action Identified	Performance Indicator	Outcomes (2022)
Assist the DE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	Continue to support the inclusion of international learners	EAL assessments and withdrawal classes are timetabled to accommodate needs	c. 3,200 international protection students/beneficiaries enrolled across Kerry ETB schools and FET in 2022 c. 1,100 international protection students placed in Kerry based-schools by Kerry ETB's REALT

Governance

Priority Identified	Action Identified	Performance Indicator	Outcomes (2022)
Attendance rates at board meetings	Individual boards should re-emphasise the requirement for attendance at all board meetings as per the Code of Practice for Governance of ETBs (Circular Letter 0002/2019)	Attendance registers are maintained on an ongoing basis	Attendance registers are consistently maintained, and a full quorum is present at all meetings During the 2022 reporting period, the board attendance rate was 75.9%
Board self-assessments	All boards should carry out self-assessments using the questionnaire included in the Circular Letter 0002/2019 to identify areas where improvements are required	Records of completed self-assessment reports retained	An external self-assessment was carried out in 2022 with the support of a third-party supplier. The survey reflected a high level of board satisfaction overall, with a mean score of 4.54/5
Financial expertise on Finance and Audit and Risk Committees	Appointments to Finance and Audit and Risk Committees should be made by the board in consultation with committee chairs. External members of committees should bring the required audit and financial skills and experience to the role	Chairpersons lead a constructive discussion on the key issues arising	Two appointments were made to the Finance Committee following consultation with the committee chairperson
Board appraisal of work carried out by Finance and Audit and Risk Committees	The chair of each board should ensure that board members are provided with written reports on the work carried out by Finance and Audit and Risk Committees as required under Circular Letter 0002/2019	Written reports from each Section 45 Committee meeting are tabled at the following board meeting	Reports from both committees were presented to the board and noted in the meeting minutes

Governance cont...

Priority Identified	Action Identified	Performance Indicator	Outcomes (2022)
Self-assessment by Finance and Audit and Risk Committees	The chairs of both the Audit and Risk and the Finance Committee should ensure that a self-assessment exercise is completed annually as required under Circular Letter 0002/2019	Records of completed self-assessment reports retained. Chairpersons led a constructive discussion on the key issues arising	Reports from both committees were presented to the board and noted in the meeting minutes
Staff development	The Chief Executive Officer should ensure that: <ul style="list-style-type: none"> a member of staff is appointed as the training manager 	Identify a staff member to work efficiently between pillars	Matter raised with ETBI as part of Organisational Design II
	<ul style="list-style-type: none"> training needs analysis in financial management is carried out on an annual basis a training programme on financial management is developed and implemented 	Financial management training needs to be met at all staffing levels throughout the year	Finance Department received extensive training on the new Procure To Pay (P2P) and SUN financial systems All relevant functional areas completed P2P training. Additionally, some training sessions have since been provided by both Education Shared Business Services and the Finance Department
Departmental reporting deadlines	Reporting deadlines set by the Department should be adhered to	All reporting deadlines met	All reporting deadlines were adhered to
Risk Management Policy	The board of each ETB should ensure that there is an ongoing process designed to identify and address significant risks involved in achieving an entity's outcomes. The Audit and Risk Committee should support the board in this role	Continued roll-out and development of the Risk Management Policy and Framework	Risk management is being addressed in accordance with Provisions 7.1 and 7.2 of Circular Letter 0002/2019 The Corporate Risk Register was revised twice in the reporting period, with the board reviewing the executive's reporting on risk management and associated controls The board approved the revised Risk Management Policy and Appetite Statement 2023 at its December 2022 meeting
Internal controls	The board of each ETB should ensure that it receives adequate assurance that specified controls are operating as intended	Board ensures that it receives adequate assurance that specified controls are operating as intended	Overall results of the assessment showed a compliance rate of 98% and non-compliance/work in progress of 2% for the relevant measures No incidents reported under Kerry ETB's Anti-Fraud and Corruption Policy in 2022

Kerry ETB Strategy Statement 2018–2022

Goal 1: Nationally and Internationally Recognised and Quality Assured Programmes

Priority	Action	Performance Indicator	Outcomes (2022)
1.1	Develop new FET programmes	National Wind Turbine Maintenance Technician apprenticeship to be launched (first intake 16 learners) Seek revalidation of the Commis Chef apprenticeship	The Kerry ETB Programme Governance Board approved 56 courses in 2022, including Stargazing, Adventure Flat Water Leader Kayaking and Indoor Climbing The first intake of the Wind Turbine Maintenance Technician Apprenticeship commenced on November 7th, 2022. The first intake consisted of 14 apprentices Revalidation for the Commis Chef apprenticeship was received on March 15th, 2022
1.2	Continue to ensure that appropriate school planning and school self-evaluation procedures and processes are implemented in all of our post-primary schools	Register available to all school management and leaders	A register of School Self-Evaluations and School Improvement Plans is maintained and available for principals as a shared learning resource
	Complete ongoing Music Generation Kerry (MGK) quality assurance reviews	MGK work plan reviewed on a six-monthly basis Timely submission of statistical reports to the Music Generation National Development Office	The Section 44 Committee for MGK was established, and the first meeting was held on March 9th, 2022 The programme's work plan was reviewed regularly, and statistical reports were submitted to the Music Generation National Development Office The programme operated across c. 25 schools in Kerry in 2022
1.3	Commence implementation of the ETB's inaugural Youth Work Development Strategy	Strategy to be formally launched and actions commenced Consultations with young people and stakeholders to be conducted safely	Consultations with young people and stakeholders were ongoing throughout 2022 to inform the Youth Work Development Plan
1.4	Ensure the consistent implementation of quality assurance procedures in all of our education and training programmes	Develop Quality Improvement Plan (2022 – 2026) based on recommendations from the Quality and Qualifications Ireland (QQI) Inaugural Review Report Progress the development of an overarching Quality Assurance Manual in line with QQI guidelines for ETBs	Positive outcomes were reported in the inaugural QOI review, which set out 20 recommendations for the Quality Assurance Unit The Kerry ETB Quality Assurance Action Plan for 2022–2027 has been approved and published on both the Kerry ETB and QOI website

Goal 1: Cont...

Priority Identified	Action Identified	Performance Indicator	Outcomes (2022)
1.5	Effective implementation of the Adult Safeguarding Policy and Procedure	Safeguarding Vulnerable Adults Oversight Committee to review, twice annually, the implementation of vulnerable adults documentation	The Safeguarding Vulnerable Adults Oversight Committee met twice to review the implementation of vulnerable adults documentation
	Ongoing implementation of DE Subjects and Whole School Evaluations- Managements, Leadership and Learning inspections' recommendations	Develop and implement action plan/s to address inspection recommendations Principals report to boards of management	Action plans to address inspection recommendations are developed following receipt of inspection reports. Principals regularly report to the boards of management on the progress made in implementing these action plans
	Complete reviews of the Quality Improvement Plan (2018-2022) and curriculum development function	Reports submitted to the Quality Council for review and recommendations implemented	Commenced documenting progress and challenges encountered in implementing the Quality Improvement Plan 2018-2022
	Commence implementation of ETBI Patrons' Framework	Ethos coordinator and team to be in place across all post-primary schools: training to be provided All school ceremonies are to be multid denominational Core values posters to be across all classrooms/public spaces	Launched a new ethos framework locally across 11 Schools on November 24th, 2022 All post-primary schools have an ethos coordinator and team The below post-primary groups have completed ethos training: <ul style="list-style-type: none"> • Staff in seven schools and one student body • Four parents councils and five boards of management All school ceremonies are multid denominational ETBI Patrons' Framework posters are publically displayed across all classrooms/public spaces

Goal 2: Quality Teaching and Learning

Priority	Action	Performance Indicator	Outcomes (2022)
2.1	Ongoing development of the Continuous Professional Development (CPD) Resource Repository	Full range of CPD notified to FET staff on Microsoft Teams FET CPD eZine issuing each quarter	Staff completed relevant CPD within available budgets. Courses completed included (non-exhaustive): <ul style="list-style-type: none"> • Grievance and Disciplinary • Detecting Fraud Prevention • Bachelor of Arts in Outdoor Education Full range of CPD notified to FET staff on Microsoft Teams
2.2	Commence post-primary Special Educational Needs (SEN) policy	Commence SEN Policy and monitor on an ongoing basis	A Schools' Inclusion Policy has been drafted and commenced There are 13 special classes across six schools, with 11 of these classes specifically for students with Autism. All schools have teachers who have completed a postgraduate course in SEN The percentage of students with SEN in post-primary schools ranges from 10% to 65%
	Continue to implement Universal Design for Learning (UDL) for all students with particular emphasis on SEN/EAL students	UDL champions to be in place across our primary and post-primary provision. UDL champions to commence CPD for teachers FET UDL pilot to be completed and evaluated Commence developing FET UDL Plan	UDL champions have been appointed across primary and post-primary schools to deliver CPD to teaching colleagues There is a UDL Community of Practice in place to advance objectives and share best practice The two-year FET UDL pilot was completed
2.3	Development of Kerry College Killorglin Campus (OETC)	Development of new courses for provision Progress sustainability off-grid energy project Ensure the campus is promoted as a centre for excellence in providing outdoor education and training	New courses have been approved at the FET college campus, including Stargazing and Indoor Climbing Plans to develop the campus into a self-sufficient energy facility were progressed in 2022, with further actions identified for the new year
2.4	Commence the process of developing a new Sustainability Plan	Sustainability Plan to underpin and support the delivery of the new Strategy Statement (2023-2027) Expand the provision of sustainability-focused initiatives	The draft Sustainability Strategy (incorporating the Climate Action Plan) for 2023-2027 was progressed See "Our Strategic Reports" for more details

Goal 2: Cont...

Priority	Action	Performance Indicator	Outcomes (2022)
2.4 cont...	Restorative approaches promoted to address behaviour management in schools	Restorative practice training is provided to all new teachers and assistant principals Schools use reflection days to address behaviour issues	Restorative practice is being implemented in all post-primary schools, with the following breakdown: <ul style="list-style-type: none"> • Two schools use in-school reflective days exclusively • Five schools use both traditional suspensions and in-school reflective days • One school uses traditional suspensions only
2.5	Commence process for developing an ICT strategy documentation	ICT Plan to underpin and support the delivery of the new Strategy Statement (2023-2027)	The draft ICT Strategy for 2023-2025 was progressed
2.6	Continue to embed student/learner voice across facilities	Kerry ETB Student Forum 2022 to prioritise climate change and relationships and sexuality education Learners participate in Governance Boards and Quality Council	All post-primary schools have student councils. Two schools hold weekly meetings, while others meet between 3 and 12 times yearly Learners regularly present at FET Governance Boards and the Quality Council meetings to positive feedback from members
2.7	Continue to promote a culture where achievements are celebrated	Newsletter 2022 to be published and made available to all staff, parents/guardians, students/learners and stakeholders Annual student awards to celebrate students' achievements	Learners' accomplishments are celebrated through various channels, including social media, the annual newsletter, and at Kerry ETB board meetings Celebratory events such as the Student Awards and the Kerry College Graduation Ceremony were held during the reporting period
2.8	Develop further apprenticeships	Establish an Emergency Apprenticeship Response (facilities and human resources) New apprenticeships: Wind Turbine Maintenance Technician, Cyber Security, Software Development	Fully implemented emergency apprenticeship measures Software Development Apprenticeship commenced February 28th, 2022 The first intake of the Wind Turbine Maintenance Technician Apprenticeship commenced on November 7th, 2022
2.9	Continued provision of high-quality education and training services during COVID-19	Ongoing dissemination of risk mitigation measures	Ongoing dissemination of risk mitigation measures

Goal 3: Innovative Education and Training Responses

Priority	Action	Performance Indicator	Outcomes (2022)
3.1/3.2	Respond to local demographic educational needs	<p>Ensure communication channels with employers, relevant groups/ organisations, stakeholders</p> <p>Progress towards establishing at least one additional community national school</p> <p>Ongoing capital development of Kerry College</p> <p>Progress towards establishing two new performance hubs in south and mid-Kerry for MGK participants</p>	<p>Ongoing communication channels with employers, relevant groups/ organisations, stakeholders</p> <p>Gate 1 capital investment approved for three Kerry College locations</p> <p>During Kerry College Open Week 2022, there was a significant employer presence, providing learners with valuable networking opportunities and the chance to learn more about career paths in various industries</p> <p>Significant progress has been made toward establishing an additional community national school</p> <p>The Minister for Education officially opened Scoil an Ghleanna Pobal Scoil Náisiúnta on October 28th, 2022</p>
	Effectively respond to the needs of employers and the economy through innovative and creative solutions	Skills to Advance programme to be further expanded	On October 25th, 2022, Kerry College Monavalley Campus was approved by Pearson Vue as a centre for media. The college also received validation for new course certification for Broadcast Media and Radio Journalism
3.3	Continue to support the inclusion of international students	<p>Assist the DE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants</p> <p>Celebrate various cultures throughout facilities, curriculum and events</p>	<p>c. 1,100 international protection students placed in Kerry based-schools by REALT</p> <p>Full-time ESOL programmes for specific technical skill areas have commenced</p> <p>Various cultures are celebrated throughout our facilities, curriculum, and events, such as Kerry ETB's LCYP Culture Night</p>

Goal 3: Cont...

Priority	Action	Performance Indicator	Outcomes (2022)
3.4/3.6	Develop further FET College of the Future (Kerry College pilot)	Progress towards establishing a sixth Kerry College campus in Killarney Fit-out of the new Kerry College Listowel Campus	In August 2022, refurbishment works on the new Kerry College Killarney Admissions Office at 25 High Street, Killarney, was completed for occupation In September 2022, approval was received to proceed to Decision Gate 1 for two Strategic Infrastructure Upgrade Fund capital submissions: Kerry College Listowel and Monavalley Campuses. These projects represent a multi-million-euro investment in further education and training in Kerry The new Kerry College Listowel Campus opened to learners in September 2022. Fit-out works will continue into 2023 In November 2022, the Minister for FHERIS formally announced approval to proceed to the next stage in developing the College of the Future in Killarney (Strategic Assessment Report capital submission). Kerry ETB continues to await a response in relation to the second application, Kerry College Killorglin Campus (Caherciveen site)
3.5	Continuing to embed digital tools in teaching and learning	Further develop the digital capacity of staff, students and learners	Every school has a Digital Plan that has been updated to align with the three pillars of the Digital Strategy for Schools 2022-2027 Seven schools have a junior certificate digital short course , and three schools have leaving certificate computing
3.7	Continue to implement initiatives that address the challenges students face transitioning from primary to post-primary school	School tours to be provided for primary school students Renewed focus on enrolments/strategic links with primary schools, particularly concerning SEN/ EAL/DEIS students	Provided school tours/ experience days for primary schools

Goal 3: Cont...

Priority	Action	Performance Indicator	Outcomes (2022)
3.8	Ensure the ongoing development of the Local Creative Youth Partnership (LCYP) as a rights-based response to the creative needs of children and young people in Kerry	Administer grants under the Creative Youth Grant Scheme Launch of Kerry ETB's LCYP strategy based on child and youth voice mapping research	Kerry ETB's LCYP programme administered three grant schemes, which included: <ul style="list-style-type: none"> • Creative Youth Grant Scheme (14 projects) • Youth Theatre Grant Scheme (three projects) • Crisis Response Grant Scheme supporting Ukrainian children and young people (four projects) The programme commenced the compilation of a five-year strategic plan
	Continue to support the development of needs-based youth work responses	Development of a Youth Work Development Strategy DCEDIY youth work schemes to be administered Develop new targeted UBU services in West Iveragh and rural North Kerry Continue to support the National Quality Standards Framework through the local grant process	Work on the Youth Work Development Plan was ongoing Kerry ETB/DCEDIY funded projects supported over 5,500 young people across the county during the reporting period Secured funding approval and commenced a new UBU project: Rural Inclusion North Kerry (RINK), with the launch of the West Iveragh UBU taking place on November 1st, 2022

Goal 4: Access and Progression

Priority	Action	Performance Indicator	Outcomes (2022)
4.1/4.2	Expansion of services provided by Kerry College Admissions Office	FET college hubs to be established and operate effectively Appoint two FET Access and Pathways Officers Admissions Office to monitor and oversee all PLSS (Programme Learner Support System) data	Kerry College opened a new Admissions Office in Killarney on September 7th, 2022 Kerry College holds regular information/ registration clinics across the county, including Listowel, Dingle, Killorglin, Cahersiveen, and Kenmare. These hubs provide learners with convenient access to educational services and resources without the need for extensive travel Kerry ETB has appointed two FET Access and Pathways Officers to support Kerry College
	Provide supports to maximise access and progression opportunities	FET access and pathways options developed between post-primary schools and Kerry College Appoint two FET Access and Pathways Officers to Kerry College Admissions Office Continued inclusion of FET on CAO	Appointed a Schools/FET Synergies Support Officer to support the development of greater linkages between school and FET programmes in line with ETB and national policy Kerry College FET and apprenticeship options and applications were included on the CAO portal for the first time: 37 courses included for 2022 and 64 identified for 2023
4.3/4.4	Utilise technology more effectively to track learner progression and outcomes	Establish a single financial budget system for FET learner payments Learner tracking reports are produced regularly for review by the Quality Assurance Council SOLAS learner outcome reports are analysed on an ongoing basis.	The transition from SAP to SUN financial systems began in late 2022 Monthly beneficiary reports are compiled and distributed to FET Management Learner retention and certification outcomes are reported regularly to the Quality Council 2022 to 2024 strategic targets agreed with SOLAS and tracking system put in place
4.5	Implement strategies and commit resources to ensure that core literacies (literacy, numeracy, critical thinking, digital and computer literacy and employability skills) are embedded within all of our programmes and courses	Commence UDL initiatives across the scheme Schools' digital strategies to be updated in line with the DE Digital Strategy for Schools 2022 Continued review of Numeracy and Literacy Plans	Commence UDL initiatives across the scheme Schools' digital strategies to be updated in line with the DE Digital Strategy for Schools 2022 Continued review of Numeracy and Literacy Plans
4.6	Assist the DE, as needed, to meet the needs arising from the Irish Refugee Protection Programme and provision for international protection applicants	Traveller Education Policy commenced Provide EAL support for all who require it	The collective response to the Irish Refugee Protection Programme has been remarkable and includes the appointment of an International Protection Response Manager and a REALT Coordinator

Goal 5: Access and Progression

Priority	Action	Performance Indicator	Outcomes (2022)
5.1	Explore, with QQI, alternative arrangements for work experience in light of COVID-19	Reintroduce work experience and placements for learners	Reintroduced work experience and placements for learners
5.2	Ensure legislative submission dates/reporting deadlines are adhered to	Adherence to reporting deadlines set by the relevant Department/ SOLAS	Adhered to reporting deadlines set by the relevant Department/ SOLAS in so far as possible
5.3	Ongoing engagement and consultation with relevant unions	Minimum of three formal meetings with relevant trade unions	Ongoing engagement and open channels of communication with trade unions
5.4	Review and update arrangements with third parties	Third-party arrangements to be updated as relevant	Commenced engagements with UCC and MTU for the Cork/Kerry to progress the Cork/Kerry FET-HE tertiary project Commenced a revision to the Third-Party Governance Policy
5.5	Continue to embed new UBU systems	Agree on priorities for 2022; Quarterly performance/ review meetings with funded youth services to take place	Quarterly performance, planning and review meetings with funded youth services Ongoing support/engagement concerning the UBU continuous improvement model UBU rules and policies are communicated to local youth providers
	Further engagement with the DCEDIY re Greenfield Sites	Commence new service in rural North Kerry	Commenced new RINK UBU project
5.6	Ongoing engagement with Léargas	Dissemination of relevant national Léargas workshops/events	The annual report on Erasmus activity was tabled at the December 2022 Senior Executive Management meeting Dissemination of relevant national Léargas workshops/events
5.7	Continue to work in conjunction with Kerry Recreation and Sports Partnership	Complete a review of student integration into local sports clubs.	Appointed a new nomination to the Kerry Recreation and Sports Partnership

Goal 5: Cont...

Priority	Action	Performance Indicator	Outcomes (2022)
5.8	Continue ongoing engagement with stakeholders, including the creative industries, arts and funding bodies, via the Local Creative Youth Partnership and MGK	Quarterly meetings of the LCYP Steering Committee Five Section 44 MGK meetings to take place	Kerry ETB's LCYP programme is partnering with several stakeholders, including Kerry County Council and the local Family Resource Network MGK participants and school partners can access a stock of over 1,000 pieces of equipment and musical instruments in collaboration with Kerry libraries
	Continue Youth Voice creativity research and mapping exercise	Research findings will highlight creativity topics of interest to young people and inform LCYP and youth service planning	A youth voice research project was conducted to identify the types of creative activities that young people enjoy
	Continued provision of high-quality music education programmes throughout the county	Complete Music Generation Quality Framework Report MGK Musicians Educators avail of National Development Office Communities of Practice and other bespoke training opportunities	Quality Framework Review submitted on April 29th, 2022, to the National Development Office MGK provided regular and ongoing meetings, training and support to the musician educator team
5.9	Increased employer engagement and skills to advance provision	Kerry College Business Support Unit to commence training through various initiatives, including Skills to Advance and the Explore Programme	Ongoing promotion of the Kerry College Business Support model Increased contact with employers through the Business Support Unit and expansion of Skills to Advance courses

Goal 6: Stakeholder Engagement

Priority	Action	Performance Indicator	Outcomes (2022)
6.1	Ensure student/learner participation and engagement	Kerry ETB Student Forum 2022 to prioritise climate change and relationships and sexuality education Learners participate in FET Governance Boards and Quality Council	Kerry ETB Student Forum 2022 prioritised climate change and relationships and sexuality education Learners actively participate in the FET Governance Boards and Quality Council on an ongoing basis. Two members of Comhairle na nÓg (post-primary) sit on the Section 44 Youth Work Committee
6.2	Support parental participation through Parents Forum	Four Parents Forum meetings to take place Nominate two-parent representatives to the Kerry ETB board	Four Parents Forum meetings took place In accordance with the provision of Circular Letter 0002/2019, two new parent nominees were appointed and inducted to the Kerry ETB board
6.3/6.5/ 6.9	Provision of appropriate opportunities for stakeholders to provide feedback/to consult with stakeholders	Ongoing engagement in stakeholder meetings Ensure communication channels with employers, relevant groups/ organisations, stakeholders Encourage joined-up planning and delivery of initiatives	Kerry College's Business Support Unit serves as a vital liaison between the college and local stakeholders Kerry College was represented at events, including World Skills Ireland 2022 and the National and World Ploughing Championships 20 youth work stakeholders were brought together to explore the challenges and opportunities encountered in youth work in Kerry. The valuable insights shared during this session played a pivotal role in shaping the research component of the forthcoming Youth Work Plan 2023 – 2027
6.4	Engage in strategic dialogue with SOLAS to implement national and local strategies for further education and training	New strategic targets to be agreed with SOLAS Report regular key indicator outcomes to SOLAS Complete FET 2022 planning and submit FARR documentation	Kerry ETB/SOLAS Performance Delivery Agreement 2022-2024 was signed in December 2022 by both organisations
6.6	Continue to enhance our employer engagement strategy	Increase local awareness of the Kerry College Business Support Unit	Ongoing promotion of the Kerry College Business Support model
6.7	Continue to dialogue with awarding bodies, including QQI, to enhance the learning opportunities available to our learners	Continue to create impactful and innovative courses offerings	The Kerry ETB Programme Governance Board approved 56 courses in 2022

Goal 6: Cont...

Priority	Action	Performance Indicator	Outcomes (2022)
6.8	Staff Development	Line management in-service should address management needs whilst building leadership capacity Staff completing relevant CPD within available budgets	Key management appointed during the reporting period: <ul style="list-style-type: none"> • Post-primary principal • Kerry College Admissions Office Manager • Kerry College Killorglin (OETC) Campus Manager • AEO with responsibility for Quality Assurance (QA) • Capital and Buildings Officer

Goal 7: Effectiveness and Accountability in Governance and Leadership

Priority	Action	Performance Indicator	Outcomes (2022)
7.1	Enhanced integration across the three-pillar areas and management teams	Evidence of greater integration and joined-up planning across the pillars	Commenced work on tender for a specialist climate action and sustainability consultancy services to support the scheme Successful Kerry ETB Reconnecting Event with attendance from across the three pillars
7.2	Finalise establishment of Centralised Procurement and Purchasing Unit (CPPU)	Finalise the establishment of the CPPU, including the revised expenditure review model Develop further integration between the ETB's two CPPUs	In January 2022, the Head Office CPPU took responsibility for all OS&D and FET requirements, excluding Kerry College. As a result, over 4,100 orders have been processed up to the end of the reporting period The ETB's two CPPUs have made significant strides in their integration efforts, particularly in documenting and adopting shared processes. The target is to achieve complete integration in 2023
	Continue to develop data protection processes and awareness amongst staff	Continue to review and implement data protection-related policies Deployment of the Privacy Engine (data privacy management software) platform across the scheme	Initiated a review of the Data Protection Policy and Records Retention Schedule with further actions to be taken in the new year Kerry ETB continues to prioritise staff training and awareness of cybersecurity by conducting two phishing campaigns in different locations. These efforts aim to enhance the organisation's overall cybersecurity posture and reduce the risk of cyber threats

Goal 7: Cont...

Priority	Action	Performance Indicator	Outcomes (2022)
7.3	Integration of ESBS Payroll	New pay processes to be documented and updated as required	New processes related to the transition to payroll-shared services have been successfully implemented
	Develop Corporate Procurement Plan 2022/23	Corporate Procurement Plan to be approved by Kerry ETB board	Corporate Procurement Plan 2022-2023 has been drafted to help staff meet goals for responsible procurement A revised Procurement Policy and Procedure has been drafted to replace the current policies (for purchases over and under €25,000)
7.4	Continue to develop and enhance our leadership capabilities and competencies	Complete roll-out of the Fixed Asset Auditor Panel Revise process for completion of ICT DPER CL 2016 Continued roll-out of leadership and senior management training Initiative Ethos Programme across the post-primary provision	The ongoing development of the Fixed Asset Management system across the Kerry ETB scheme The Leadership/Adaptive Leadership Programme was commenced in Quarter 3, 2022, with a focus on enhancing the skills of senior leaders Successful launch of ETBI's Patrons' Farmwork across Kerry ETB schools on November 24th, 2022
7.5	Embed new systems to improve management capacity	New financial systems should replace the former manual financial processes Implement systems for contract management and travel and subsistence	The transition of FET procurement to the SUN financial system has significantly reduced the manual financial processes that were previously in place. To effectively reduce risk, Kerry ETB has implemented a robust governance and internal control system. This includes monthly sampling and tracking of non-compliance, as well as regular site visits. These measures provide assurances to both the executive and board that our system is effective and reliable

Goal 7: Cont...

Priority	Action	Performance Indicator	Outcomes (2022)
7.6	Improve quality of management information available to enhance quality of decision-making and planning	Annual review of Internal controls completed Training conducted with all line managers	Kerry ETB has awarded a contract for a Governance, Risk, and Internal Control software system A comprehensive internal control training programme rolled out across the scheme with all relevant management and staff
	Further development of Internal Controls and Compliance Testing Framework across multiple areas	Develop a compliance framework for Contracted Training, CPPU, Accounts Payable, and Quality Assurance Unit	The development of functional area internal control questionnaires was significantly progressed, with particular reference to the FET pillar. Specifically, questionnaires were created for several areas, including VTOS/Youthreach, Kerry College campuses, QA Unit, Community Training Centre and contracted training
	Develop a centralised single learner attendance system and fully transition to centralised learner payment system for all FET provision	Install Trainee and Apprenticeship Clocking System (TACS) in all FET Centres and register all FET Learners on TACS through PLSS	TACS system installed and rolled out across all FET. All FET learners' attendance is fully recorded through the system
	ICT Business Continuity and Disaster Recovery Plan developed	Business Continuity and Disaster Recovery Plans developed Relevant staff trained on the implementation of the plans	Significant progress in drafting the business continuity plan for the CCT Department. Ongoing engagement with third-party stakeholders to receive their plans, which will be incorporated into the final Kerry ETB document For the head office, a complete backup recovery secondary site at Kerry College Monavalley Campus has been established, which included the installation of an off-grid energy supply (photovoltaics panels)
	Corporate Governance – embed a clear understanding of the requirements of Circular Letter 0002/2019	Governance executive report tabled at each ETB Board meeting addressing the code principles and assurances Ongoing dissemination of code of conduct principles	Governance executive report tabled at each ETB Board meeting addressing the code principles and assurances
7.7/7.8/ 2.10	Develop and implement Well-being Framework across schools	Complete Schools Well-being Policy/Framework	Seven post-primary schools developed well-being plans

Goal 8: Marketing, Branding and Communication

Priority	Action	Performance Indicator	Outcomes (2022)
8.1/8.2/ 8.3	Develop the Kerry ETB brand and implement an organisation-wide marketing strategy	Development of a Marketing Strategy Improved dissemination of information to stakeholders/ general public Appointment of a new Communications Officer	A PR plan for 2023 was developed in Quarter 4, 2022, to optimise communication efforts with stakeholders and the general public Appointed a dedicated Events and Public Relations Officer. This new role will involve coordinating public-facing events, managing media relations, and proactively improving the overall public perception of the organisation Publication of the Kerry ETB newsletter for the year 2021/2022
	Development of new Kerry College Irish Language Provision Unit	Expand Irish provision (11 courses) delivered across Kerry College Successful delivery of non-accredited Irish courses to ETB staff	Plans to further develop an Irish Language provision unit were progressed The development of non-accredited Irish language courses for staff is currently underway, with further actions to be made in 2023
8.5	Effectively promote the creation and use of online/ social media presence across the scheme	Launch of new Youthreach website Development of a Schools' Public Relations Strategy Implement improved processes for advertising vacancies	A new Youthreach website, www.youthreachkerry.ie , has been launched A comprehensive review of recruitment processes was conducted, including interview training for selection board members
8.6	Roll-out of schools' communications app	Communication app and VSware to be rolled out across schools to ensure effective communication with school community/ stakeholders	VSware communications app rolled out across post-primary schools
8.7/8.8	Progression Pathways Working Group to develop publications for parents regarding progression pathways for students	Continue to ensure the effective dissemination of progression pathways information to parents/ guardians	Ongoing dissemination of progression pathways information to parents/ guardians
8.9	Redesign the internal Kerry ETB Policy SharePoint	Complete Microsoft architecture redesign The roll-out of a single sign-on solution	Significant progress has been made with the Microsoft architecture redesign, with four staff groups identified to pilot the redesign. The organisation-wide roll-out will be achieved in 2023 (single sign-on solution)
	Update Kerry ETB website	Audit of the website to be completed and recommendations successfully actioned	Audit and SEO analysis of the Kerry ETB website was completed in Quarter 4, 2022. Recommendations to be addressed in 2023
	Development and roll-out of substitution app	App developed and utilised by principals and teachers to fill and apply for casual vacancies	Substitution app to be rolled out for the academic year 2023/2024

Goal 9: Enhancing the Working and Learning Environment

Priority	Action	Performance Indicator	Outcomes (2022)
9.1	Improve the environment in which staff work	Ongoing promotion of the Employee Assistance Programme Any revisions to the Dignity and Customer Service Charters should be disseminated to staff and stakeholders	The Employee Assistance Programme is being actively promoted A review of the Customer Service Charter and action plan has begun in line with the development of the new Strategy Statement 2023-2027. The revised charter will be communicated to all stakeholders in Quarter 3, 2023
	Historical pension records of staff reviewed and uploaded to Core Portal system	A large percentage of staff can access the pension module of Core Portal to forecast retirement benefits	Single Public Service Scheme members can view their current retirement entitlements. The majority of members of all other schemes can view their current entitlements and the facility to forecast retirement benefits is available
	Continued implementation of digital filing of HR Files	Electronic files in place for all staff appointed in 2022 and progress made in relation to the files of staff appointed before June 2021 Access to staff records to improve response times	Electronic files have been set up for all staff appointed in 2022, and progress has been made in relation to the files of staff appointed before June 2021 Access to staff records has been improved to enhance response times
	Embed new Purchase 2 Pay (P2P) and Sun Financial systems	New financial systems should replace the former manual financial processes Level of non-compliance in the procurement area to reduce significantly Significant increase in the number of Frameworks/ Contracts for Goods and Service established for the scheme	All FET procurement to be moved to SUN financial system in Quarter 1, 2023 Kerry ETB has successfully implemented a CPPU model for all schools, centres, programmes, and campuses Staff in all areas of Kerry ETB have received relevant training on the new system
9.2	Continued engagement with management to identify training needs	Line management in-service should address management needs whilst building leadership capacity	The Leadership/Adaptive Leadership Programme was commenced in Quarter 3, 2022, with a focus on enhancing the skills of senior leaders
9.3/9.7	Foster a culture of lifelong learning within the staff environment	Staff completing relevant CPD within available budgets	Staff completed relevant CPD within available budgets A budget review was completed in October 2022 to ensure the allocation of a scheme-wide CPD budget for 2023

Goal 9: Cont...

Priority	Action	Performance Indicator	Outcomes (2022)
9.4	Continue to develop programmes and a range of preventative and proactive strategies to enhance the positive mental health of students, learners and staff	New counselling services contract should ensure the maintenance of support across the scheme The complete range of support services available should address learners' mental health concerns	A new counselling services contract has been implemented to ensure the maintenance of support across the scheme A range of support services are in place aims to address learners' mental health concerns
9.5	Continue to develop programmes and a range of preventative and proactive strategies to enhance the positive mental health of students, learners and staff	Schools' Well-being Policy should be developed in consultation with Social Personal and Health Education (SPHE) and Relationships and Sexuality Education (RSE) communities of practice	Seven post-primary schools developed well-being plans
9.6	Continue to embed good health and safety practices across the scheme	New health and safety contract should ensure continued adherence to health and safety practices Quarterly health and safety-directorate review meetings promptly address all matters arising under each pillar	The completion of the IAU-ETB Internal Audit on Health and Safety resulted in an opinion report with adequate findings Quarterly health and safety-directorate review meetings promptly address all matters arising under each pillar. Reports issue to all staff
9.8	Progress Capital and Buildings Portfolio (SY&M)	All devolved capital projects should be progressing (Coláiste na Ríochta, Gaelscoil Lios Tuathail, Gaelcholáiste Chiarraí, Listellick National School, schools' extensions, head office accommodation etc.)	All devolved capital projects should be progressing (Coláiste na Ríochta, Gaelscoil Lios Tuathail, Gaelcholáiste Chiarraí, Listellick National School, schools' extensions, head office accommodation etc.)

Goal 9: Cont...

Priority	Action	Performance Indicator	Outcomes (2022)
9.9	Progress Capital and Buildings Portfolio (SY&M)	<p>All FET capital projects should be progressing, in particular:</p> <ul style="list-style-type: none"> • Kerry College Listowel Campus works/fit-out • SOLAS Capital submission for Kerry College Killarney Campus and Monavalley Campus • Building works across FET centres 	<p>In August 2022, refurbishment works on the new Kerry College Killarney Admissions Office at 25 High Street, Killarney, was completed for occupation</p> <p>In September 2022, approval was received to proceed to Decision Gate 1 for two Strategic Infrastructure Upgrade Fund capital submissions: Kerry College Listowel and Monavalley Campuses. These projects represent a multi-million-euro investment in further education and training in Kerry</p> <p>The new Kerry College Listowel Campus opened to learners in September 2022. Fit-out works will continue into 2023</p> <p>In November 2022, the Minister for FHERIS formally announced approval to proceed to the next stage in developing the College of the Future in Killarney (Strategic Assessment Report capital submission). Kerry ETB continues to await a response in relation to the second application, Kerry College Killorglin Campus (Caherciveen site)</p> <p>Capital works at the O'Connell FET Centre and Kerry College Clash Road Campus are ongoing</p>

Performance Measures

Schools' Enrolments

Enrolments	2020/2021	2021/2022	Difference
Scoil an Ghleanna Scoil Náisiúnta Phobail	15	21	+6
Tahilla Community National School	20	24	+4
Two Mile Community National School	33	38	+5
Castleisland Community College	259	309	+50
Causeway Comprehensive School	514	550	-35
Coláiste Gleann Lí	237	253	+16
Coláiste na Ríochta	118	144	-26
Coláiste na Sceilge	523	534	+11
Gaelcholáiste Chiarraí	350	338	-12
Killarney Community College	378	392	+14
Killorglin Community College	302	280	-22
	2,749	2,883	+134

UBU Participants

UBU Project	Year	Awarded Organisation	Participants
Castleisland	2021	Kerry Diocesan Youth Service	85
	2022	Kerry Diocesan Youth Service	114
Listowel	2021	Kerry Diocesan Youth Service	110
	2022	Kerry Diocesan Youth Service	285
Tralee	2021	Kerry Diocesan Youth Service	138
	2022	Kerry Diocesan Youth Service	241
Killarney	2021	Kerry Diocesan Youth Service	55
	2022	Kerry Diocesan Youth Service	109
RINK	2021	N/A	N/A
	2022	Kerry Diocesan Youth Service	14
West Iveragh	2021	N/A	N/A
	2022	Foróige	151

Other Funding Schemes

Other Funding Schemes	Year	Awarded Organisation	Participants
Youth Information Centres	2021	Kerry Diocesan Youth Service	2,306
	2022	Kerry Diocesan Youth Service	2,844
Local Youth Club Grant Scheme (incorporating the National Quality Standards for Volunteer-led Youth Groups)	2021	24 affiliated and one non-affiliated youth clubs/groups	927
	2022	31 affiliated and one non-affiliated youth clubs/groups	1,387
Youth Work Capital (for Youth Services and Clubs/Groups)	2021	<i>Participant figures reported under other funding schemes listed above</i> 19 affiliated and one non-affiliated youth clubs/groups	658
	2022	Kerry Diocesan Youth Service	<i>Participant figures reported under other funding schemes listed above</i>
UBU RINK 2022 Set up Allocation	2022	Kerry Diocesan Youth Service	<i>Participant figures reported under other funding schemes listed above</i>
Restructuring Grant	2022	Kerry Diocesan Youth Service	<i>Participant figures reported under other funding schemes listed above</i>
Minor Grant Scheme for the Provision of One-Off Additional Supports to Young People	2022	Kerry Diocesan Youth Service Youth Clubs Kerry Diocesan Youth Service UBU/YIC Irish Girl Guides 1st Kerry Scout Group Tralee 15th Kerry Sneem Scouting Group Kerry ETB Youth Survey re: Universal Needs	<i>Participant figures reported under other funding schemes listed above</i>
Targeted Youth Employability Support Initiative 2021-2022	2022	Listowel Family Resource Centre	4

FET Beneficiaries

Programme	2021	2022	Difference
Employment/ Progression	2382	2622	+240
Apprenticeship	490	975	+485
Part-time	1745	2,115	+370
Youthreach/CTC	187	227	+40
Pathways	313	491	+178
Adult Literacy	1,455	5,020	+3,565
Community Education	1,668	2,581	+913
Totals	8,240	14,031	+5,791



Programme Category	2022 Planned	Actual	Variance
Adult Literacy Groups	922	1,014	92
2016+ Apprenticeship	56	42	-14
Apprenticeship Phase 2	434	428	-6
Apprenticeship Phase 4	288	236	-52
Apprenticeship Phase 6	144	132	-12
Apprenticeship Phase 7	147	137	-10
Bridging and Foundation Training	101	241	140
BTEI Groups	1,745	1,343	-402
Community Education	1,400	2,581	1181
Community Training Centres	45	46	1
ESOL	504	3,829	3325
Evening Training	624	710	86
FET Cooperation Hours	26	28	2
ITABE	28	84	56
Online e college	0	62	62
PLC	1,318	1,343	25
Skills for Work	32	63	31
Skills to Advance	421	434	13
Specialist Training Providers	148	187	39
Specific Skills Training	525	422	-103
Traineeship Training	347	423	76
Voluntary Literacy Tuition	6	2	-4
VTOS Core	116	63	-53
Youthreach	178	181	3
Totals	9,555	14,031	+5,791

Our Strategic Reports

Sustainability Strategy 2020-2022

In Ireland, the Climate Action and Low Carbon Development (Amendment) Act 2021 sets out the legal framework for climate action and requires public bodies to develop and implement sectoral adaptation and greenhouse gas mitigation plans. In addition to the Act, the national climate action plans have established clear targets for emission reduction and energy efficiency for the sector. These targets are a 51% reduction in greenhouse gas emissions by 2030 and a 50% improvement in public sector energy efficiency overall, setting us on a path to reach net-zero emissions by 2050.

The Public Sector Climate Action Mandate 2022 sets out to support public sector bodies leading by example on climate action. The targets included in the plan are as follows:

Our Targets

- Reduce greenhouse gas emissions by 51% in 2030.
- Increase the improvement in energy efficiency in the public sector from the 33% target in 2020 to 50% by 2030.
- Put in place a Climate Action Plan.

Our People

- Establish and resource Green Teams, reporting to senior management, to become integrated drivers of sustainability in every public sector body.
- Nominate a member of the Management Board as the Climate and Sustainability Champion with responsibility for implementing and reporting on the Mandate.

- Incorporate appropriate climate action and sustainability training (technical and behavioural) into learning and development strategies for staff.
- Organise staff workshops (at least annually) to engage on climate issues, including a focus on decreasing the organisation's carbon footprint.
- Our Way of Working Report greenhouse gas emissions and sustainability activities in the annual report.
- Review any paper-based processes, and evaluate the possibilities for digitisation so it becomes the default approach.
- Achieve formal environmental accreditation for large public sector bodies, such as ISO 50001 (Energy Management Standard) or ISO 14001 (Environmental Management System).

Our Buildings and Vehicles

- Create bicycle friendly buildings for employees and visitors, by putting bicycle parking in place by 2022 –which is secure, accessible, and simple for cyclists to recognise and use.
- Display an up-to-date Display Energy Certificate in every public building that is open to the public to clearly show energy use.
- The public sector will not install heating systems that use fossil fuels after 2023, unless at least one of the following exceptions applies:
 - o the fossil-fuel use is only through the use of electricity from the grid.
 - o there is no technically viable non-fossil alternative (generally only related to applications for a purpose other than space heating).
 - o the installation of a renewable space heating system would increase final CO2 emissions.

- o the fossil-fuel use is provided for backup, peaking, or operational purposes (and makes up less than 10% of annual heating energy).
- o where the direct replacement of existing fossil fuel heating is required for an emergency maintenance purpose.
- Purchase only zero-emission vehicles where available and operationally feasible from end of 2022, enabling Ireland to go beyond the requirements of the Clean Vehicle Directive and act as an international leader in this area.
- Inclusion of minimum BER rating in leased buildings where possible.
- Several electric vehicle charging points were installed at Kerry College and FET centre locations to support the national electric vehicle charging infrastructure strategy.
- Sustainability representative meetings were held with representatives from each Kerry ETB location.

In addition to the above, valuable insights were gained during the initial implementation of the strategy, which has informed our future sustainability efforts set out in Sustainability Strategy 2023–2025.

Kerry ETB plans to report on progress on these targets from 2023 onwards in line with our new Sustainability Strategy 2023-2025, which is due to launch later in 2023.

With 2022 marking the final year of the strategy, significant progress has been achieved over the past twelve months implementing Sustainability Strategy 2020-2022. Some key highlights from 2022 are included below (non-exhaustive):

- All primary and post-primary schools are actively engaged in the An Taisce Green Flag programme and many achieving multiple Green Flags (c.20).
- FET centres tailored their sustainability efforts to meet the specific needs and shared resources and ideas through Sustainability Representative meetings.
- Kerry ETB conducted energy audits of 14 sites with the assistance of third-party consultant Antaris Consulting. These audits produced reports that included recommendations for the ETB to take action in the coming months and years to improve sustainability and reduce greenhouse gas emissions and identified payback periods for each centre.

ICT Strategy 2020–2022

The past twelve months have been important for Kerry ETB as we commenced work on our new Microsoft Office 365 platform. With the support of a third-party supplier, a new Microsoft Office architecture is being constructed with the support of three pilot areas, CCT Department (OS&D), QA Unit (FET) and Causeway Comprehensive School (SY&M), from each of the organisation's three pillars. The new Microsoft Office architecture "Kollab" will be a new single Microsoft Office 365 platform that will be fully rolled out across the scheme, accessible by all staff, learners and relevant stakeholders. This single platform will significantly replace the multiple tenancies currently used across Kerry ETB, where a user may potentially have up to two or three email accounts, depending on their location.

As 2022 draws to a close, the pilots are being tested across the three pilot areas, with further actions identified in 2023 to achieve the scheme-wide roll-out.

Irish Language Scheme (Scéim Teanga) 2020–2023

The Official Languages Act 2003 provides for the preparation by public bodies of a language scheme detailing the services which they will provide through the mediums listed below and the measures to be adopted to ensure that any service not currently provided by the body through the medium of the Irish language will be so provided within an agreed timeframe.

- Medium of Irish
- Medium of English, and
- Medium of Irish and English

Kerry ETB's current Irish Language scheme is for the period 2020-2023. In particular, this scheme is guided by the principle that the provision of Irish language services should be based on the following:

- The underlying level of demand for specific services in the Irish language
- Importance of a proactive approach to the provision of such services, and
- Resources, including human and financial resources, and the capacity of the body concerned to develop or access the necessary language capability

A key focus for Kerry ETB in 2022 has been the focus on resources. Throughout the past calendar year, we have made significant efforts to obtain sanction for a new Irish Language Officer to Kerry ETB to help with the implementation of Scéim Teanga 2021-2023 and support the implementation of the Official Languages (Amendment) Act 2021. A business case has been submitted to the respective Departments seeking sanction for an Irish Language Officer role for ETBs. ETBI submitted this business case on behalf of the sector on November 18th, 2022.





Appendix I: Glossary of Terms and List of Tables

Term	Definition		
AFS	Annual Financial Statements	OS&D	Organisation Support and Development
CEO	Chief Executive Officer	OETC	Outdoor Education and Training Centre
CPD	Continuous Professional Development	PLSS	Programme Learner Support System
CPPU	Centralised Procurement and Purchasing Unit	QA	Quality Assurance
DCEDIY	Department of Children, Equality, Disability Inclusion and Youth	QQI	Quality and Qualifications Ireland
DEIS	Delivering Equality of Opportunity in Schools	REALT	Regional English and Language Team
DE	Department of Education	RSE	Relationships and Sexuality Education
DPER	Department of Public Expenditure and Reform	SEN	Special Educational Needs
DSEL	Developing Schools Enriching Learning	SEO	Search Engine Optimisation
EAL	English as an Additional Language	SIC	Statement of Internal Control
ESBS	Education Shared Business Services	SNA	Special Needs Assistant
ESOL	English for Speakers of Other Languages	SPHE	Social, Personal and Health Education
ETB	Education and Training Board	SY&M	Schools, Youth and Music
ETBI	Education and Training Boards Ireland	TD	Teachta Dála
FARR	Funding Allocations Requests and Reporting System	TEL	Technology Enhanced Learning
FET	Further Education and Training	UDL	Universal Design Learning
HR	Human Resources		
IAU-ETB	Internal Audit Unit-Education and Training Boards		
ICT	Information and Communication Technology		
LCDC	Local Community Development Committee		
LCYP	Local Creative Youth Partnership		
LGBTI+	Lesbian, gay, bisexual, transgender and intersex		
MGK	Music Generation Kerry		

List of Tables

<i>Table 1: Board Member Attendance</i>	7
<i>Table 2: Register of Attendance and Frequency of Meetings of the A&R Committee</i>	8
<i>Table 3: Register of Attendance and Frequency of Meetings of the Finance Committee</i>	8

Appendix II: Kerry ETB Strategy Statement 2018–2022

Goal 1: Nationally and Internationally Recognised and Quality Assured Programmes

1. Review our current further education and training programmes and course offerings to ensure that they are aligned with the National Framework for Qualifications and are internationally recognised.
2. Continue to ensure that appropriate school planning and school self-evaluation procedures and processes are implemented in all of our post-primary schools.
3. Continue to support the effective development and implementation of the National Quality Standards Framework for the youth work sector.
4. Ensure the consistent implementation of quality assurance procedures in all of our education and training programmes at all levels.
5. Continue to prepare our schools/colleges/centres for external inspections, advisory and quality assurance monitoring visits and ensure the effective implementation of the recommendations/outcomes of these inspections/visits.

Goal 2: Quality Teaching and Learning

1. Support and develop quality assurance Continuous Professional Development (CPD) strategies for all involved in programme delivery.
2. Support and resource inclusive/differentiated teaching and learning practices in all of our schools/colleges/centres/programmes.
3. Support the holistic development of students and learners by providing quality physical education at all levels i.e. primary, post-primary and further education and training.
4. Promote a culture of innovation and reflective practice including the development of learning networks, communities of practice and the sharing of best practice.
5. Integrate new and emerging technologies to enhance the quality of teaching and learning.
6. Create opportunities to facilitate students/learners in actively planning and reviewing their learning.
7. Create a culture where both learner and staff excellence and achievements are celebrated.
8. Implement approaches to curriculum and programme development that emphasise customisation of content to the needs of learners, employees, communities and key regional skills priorities.
9. Ensure that all Kerry ETB students and learners can learn in a safe, modern learning environment.
10. Follow and promote national well-being guidelines and ensure adequate support for pupils, students and learners.

Goal 3: Innovative Education and Training Responses

1. Continually respond to the changing demographics in Kerry and plan our service provision accordingly, where possible.
2. Effectively respond to the needs of employers and the economy through innovative and creative solutions.
3. Develop our capability to be responsive to the challenges of a multicultural society.
4. Continue to renew and develop new responses to enhance engagement in education and training activities.

5. Promote the use of flexible learning opportunities including online, blended, semesterised and evening programme provision.
6. In collaboration with SOLAS and in line with the Further Education and Training Strategy 2014- 2019 identify and provide education and training programmes to prepare young people and adults for progression and future employment opportunities.
7. Encourage and resource the development of strategies to address the challenges that students may face transitioning from the primary school system into our post primary schools and colleges.
8. Continue to support the development of needs-based youth work responses in Kerry.

Goal 4: Access and Progression

1. Recognise prior learning in line with national guidelines to facilitate access to education and training programmes.
2. Provide education and career guidance support to learners to maximise access and progression opportunities.
3. Enhance our learner enrolment strategies within FET to optimise learner placement, participation and retention on programmes.
4. Utilise technology more effectively to track learner progression and outcomes.
5. Implement strategies and commit resources to ensure that core literacies (literacy, numeracy, critical thinking, digital and computer literacy and employability skills) are embedded within all of our programmes and courses.
6. Develop and implement a suite of learner supports including disability supports, placements and referrals to other agencies to address barriers to participation, retention and progression.

Goal 5: Develop Productive Partnerships

1. Continue to develop effective relationships with employer bodies, trade unions and other relevant organisations to provide quality work experience and placements for our students and learners.
2. Continue to work in close partnership with the Department of Education, Department of Children, Equality, Disability Inclusion and Youth, Department of Social Protection, TUSLA, SOLAS, QQI and ETBI.
3. Continue to work in close partnership with relevant unions to enhance the quality of services that we deliver.
4. Continue to review and amend where appropriate our partnership processes, protocols and procedures.
5. Develop new and continue to have strong relationships with other relevant statutory bodies and voluntary youth and community organisations to enhance our services to youth.
6. Develop relationships with relevant international agencies and partnerships through European Union programmes.
7. Work in conjunction with Kerry Recreation and Sports Partnership to realise greater participation in sport and physical activity.
8. Work in partnership with relevant Arts bodies to promote arts in education.
9. Develop links with employers to ensure effective responses to their needs in a changing economy.
10. Work in close partnership with the Local Community Development Committee to ensure a more joined-up approach to the implementation of local and community development programmes.

Goal 6 Stakeholder Engagement

1. Review and enhance student councils in each of our schools, colleges and centres.
2. Review and enhance parent councils in each of our schools, colleges and centres.
3. Continue to develop and implement customised and inclusive consultation mechanisms with all of our stakeholders.
4. Engage in strategic dialogue with SOLAS to implement national and local strategies for further education and training.
5. Continue to utilise the feedback from stakeholders to inform the types of services we provide and to enhance current provisions.
6. Continue to enhance our employer engagement strategy so as to realise a more effective alignment of the needs of employers with our skill development strategies.
7. Continue to dialogue with awarding bodies including QQI to enhance the learning opportunities available to our learners.
8. Engage effectively with our staff to enhance service quality, build competencies and capabilities and achieve excellence in our people management.
9. Measure our stakeholder engagement activities to encourage joined-up planning and delivery of programmes and services to meet needs in Kerry.

Goal 7: Effectiveness and Accountability in Governance and Leadership

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.
2. Review and improve structures and processes to enhance the effectiveness of our organisation and how well we communicate with all stakeholders.
3. Review and enhance our current human resources practices and policies to meet the strategic needs of Kerry ETB.
4. Develop our leadership, management and supervisory capabilities and competencies to realise our strategic goals.
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.
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.
7. Continue to develop the strategic compliance and governance capabilities of our Board and associated committees.
8. To promote a culture of continuous improvement and reflective practice.

Goal 8: Marketing, Branding and Communication

1. Audit and review all current Kerry ETB communication and public relations strategies and mechanisms.
2. Establish a dedicated communications function within Kerry ETB to enhance internal and external communications.

3. Develop a Kerry ETB public relations and marketing strategy to enhance advertising, branding and learner recruitment.
4. Implement the Kerry ETB Scéim Teanga.
5. Develop a strategy to make more effective use of social media technology to brand and promote the organisation.
6. Develop an extensive Kerry ETB App for use by internal and external audiences.
7. Map out the wide range of learner progression options within Kerry ETB programmes.
8. Develop and prepare appropriate publications in a variety of accessible formats for students and parents that explain the award system, the awarding body, the assessment required to achieve the award and the progression options associated with the award.
9. Enhance the overall internal and external communications approach.

Goal 9: Enhancing the Working and Learning Environment

1. Achieve Excellence Through People accreditation across the organisation.
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.
3. Continue to design and deliver specific training and development programmes to meet needs identified through the performance management process.
4. Continue to support the staff welfare scheme and support staff career development and job transfer opportunities.
5. Continue to develop programmes and a range of preventative and proactive strategies to enhance the positive mental health of students, learners and staff.
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.
7. Develop programmes and resources to support Continuous Professional Development for programmes.
8. 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.



Kerry Education and
Training Board

Centrepont
John Joe Sheehy Road
Tralee
Co Kerry
V92 P2FE

Tel: 066 7121488
Email: info@kerryetb.ie
www.kerryetb.ie